



The Leadership School

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

The Leadership School

Monthly Board Meeting for The Leadership School

Published on February 22, 2025 at 11:13 AM CST

Amended on February 25, 2025 at 2:22 PM CST

Date and Time

Tuesday February 25, 2025 at 6:00 PM CST

Location

The Leadership School
1785 Pennsylvania Ave
Pagedale MO 63133

In Person:

The Leadership School Board Meeting (In Person)

Tuesday, February 25, 2025 · 6:00 – 8:00pm

Time zone: America/Chicago

Zoom Link: <https://us06web.zoom.us/j/81428820667?pwd=yQhY4uZjABzGr4DzafhkB4ZAhE8tjM.1>

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:00 PM
A. Call the Meeting to Order		Rebecca Langrall	1 m

	Purpose	Presenter	Time
<p>Mission: The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.</p>			
B.	Record Attendance	Stephanie Madlinger	1 m
	Roll Call Vote		
C.	Public Comment Section	Rebecca Langrall	4 m
II.	Review Minutes		6:06 PM
A.	February 6, 2025 Meeting Minutes	Discuss Rebecca Langrall	3 m
B.	Vote to Approve Minutes	Vote Rebecca Langrall	1 m
III.	Presentation by the Missouri Public Charter School Commission		6:10 PM
A.	2024 Report on The Leadership School	Discuss Martha McGeehon	15 m
IV.	Board Reports		6:25 PM
Board Chair and Committees Report on Monthly Activity			
A.	Board Chair Report	Discuss Rebecca Langrall	8 m
Events:			
<ul style="list-style-type: none"> On 2/13 at the Executive Directors' request, I represented TLS at a meeting of the Community Impact Network and learned about the various initiatives that have received grants from the Network to fund Early Childhood education, healthcare access, community gardening, Back-To-School readiness and more. The growing immigrant population in the 24:1 footprint was a particular focus for this meeting, with the pro bono legal and housing support available through MICA (Migrant and Community Action) highlighted. On 2/18, Carrie and I attended a Board on Track webinar titled, "Board Engagement Unlocked: The Impact of Committees." Two of the key takeaways were the importance of Committees being the real site for work getting done and the value of reporting by each committee at every board meeting to help everyone understand each other's work and how to support it as a group. 			

Purpose

Presenter

Time

- On Saturday, 4/26, from 6 - 9 PM, TLS will hold a fundraiser called "New Skool Educates Ole Skool" at the Legacy Center, 6850 Normandale Drive, St. Louis, MO 63121. It will involve creative presentations by students and adults. If you have a special talent, consider showcasing it at this fun event that includes adult and soft beverages, hors d'oeuvres and kid-friendly bites. This is another opportunity to support TLS's goal of funding iPads for Kindergartners and building a playground. Please mark your calendar and plan to invite your friends and family to this very enjoyable fundraiser! Link to the [Give Butter campaign](#).
- On Tuesday, 3/18, from 11 - 12 is the next Board on Track webinar and addresses "[Measuring What Matters: Strategies for Effective CEO Evaluations](#)." If you can attend, please do, as we are gearing up to conduct these evaluations this spring.
- On Wednesday, April 2, from 4 - 8 PM at the Delmar Divine is the next **TLS Board Retreat**. Please mark your calendars..

Personal Financial Disclosures:

- Before May 1, all of us need to file our Personal Financial Disclosures with the Missouri Ethics Commission for 2024. Here are [directions](#) and here is the [form](#).

Board Recruitment:

- Gary and Tanisha will be sharing the names of several candidates from The Opportunity Trust's Board Fellowship program who are looking to join a school board.
- The Governance Committee's work on Board Succession planning, which is one of the documents we'll review at the Retreat, clarifies the role Boards play in interviewing and vetting prospective members.
- Courtney and Keisha have graciously agreed to take prospective candidates out to lunch. Would anyone be willing to represent the board at one or more of these lunches?
- If you graduated from high school in St. Louis, consider reaching out to your alumni association to promote your ties to TLS and put out feelers for potential recruits from among recent retirees.

	Purpose	Presenter	Time
A. Charter Goals Status <ul style="list-style-type: none"> • MOY School Performance and Instructional Plan • Climate Goals • Attendance, Tardies, and Discipline Data and Reporting of Data 	Discuss	Courtney Moulder, Keisha Moody-Seymour	25 m
VI. Consent Agenda			7:38 PM
A. Pending Previous Discussion: <ol style="list-style-type: none"> 1. TLS January 2025 Financials 2. February 2025 TLS Board Committee Meeting Reports 3. Commercial Property Insurance Coverage for 2025 4. TLS 2023 990 Tax Document 5. MCPSC 2024 Annual Report for TLS 	Vote	Rebecca Langrall	1 m
VII. Closed Session			7:39 PM
A. Closed Session <p>Motion needed: "I move that this meeting be closed, and that all records and votes, to the extent permitted by law, pertaining to and/or resulting from this closed meeting be closed under Section 610.021, subsection 2, RSMo, for the purpose of 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."</p>	Vote	Lindsey Richard	25 m
VIII. Closing Items			8:04 PM
A. Self Assessment <p>Questions from Board on Track:</p> <ol style="list-style-type: none"> 1. What did we do tonight to further our mission? 2. How much of our time was spent reporting on the past vs planning for the future? 3. Did we stick to the agenda? 	Discuss		5 m

	Purpose	Presenter	Time
<p>4. What there equal participation by board members?</p> <p>5. Was this meeting effective? Why or why not?</p> <p>6. What could be done to improve the board meeting?</p>			
B. Next Steps	FYI	Rebecca Langrall	3 m
<p>1. Please complete your Personal Disclosure Form for the Missouri Ethics Commission for 2024 by May 1, 2025. Here are the directions.</p> <p>2. If not already done, please consider making a monthly donation to TLS via GiveButter. Any amount is welcome and will help us reach our Board giving goal of \$10K.</p> <p>3. To promote enrollment and fundraising, if you haven't yet, please post this TLS promotional flyer on your social media and share within your personal networks.</p> <p>4. Please continue your personal board professional Development:</p> <ul style="list-style-type: none"> • Committee-Based Opportunities for Professional Development Resource • TLS Board Member and Executive Director Professional Development Tracker <p>5. If you graduated from high school in St. Louis, consider reaching out to your alumni association to promote your ties to TLS and put out feelers for potential recruits from among recent retirees.</p> <p>Next Board Meeting: March 25, 2025</p>			
C. Adjourn Meeting	Vote	Rebecca Langrall	2 m

Coversheet

February 6, 2025 Meeting Minutes

Section: II. Review Minutes
Item: A. February 6, 2025 Meeting Minutes
Purpose: Discuss
Submitted by:
Related Material: 2025_02_06_board_meeting_minutes.pdf

DRAFT



The Leadership School

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

The Leadership School

Minutes

Feb. 6, 2025 Special Board Meeting

Date and Time

Thursday February 6, 2025 at 6:00 PM

Location

Virtual:

<https://us06web.zoom.us/j/84027569332?pwd=gVUcxQNWIEVfMpFnBbPTTjnu69DUXk.1>

Meeting ID: 840 2756 9332

Passcode: Xs65R2

In Person:

The Leadership School Board Meeting (In Person)

Thursday, February 6, 2025 · 6:00 – 8:00pm

Time zone: America/Chicago

Zoom Link: <https://us06web.zoom.us/j/81428820667?pwd=yQhY4uZjABzGr4DzafhkB4ZAhE8tjM.1>

Directors Present

C. Page (remote), G. Stevenson (remote), K. Grangeno (remote), R. Langrall (remote), S. Madlinger (remote), T. Curry (remote), T. Montgomery (remote)

Directors Absent

A. Williams

Directors who arrived after the meeting opened

G. Stevenson

Guests Present

C. Moulder (remote), L. Moody Seymour (remote)

I. Opening Items

A. Call the Meeting to Order

R. Langrall called a meeting of the board of directors of The Leadership School to order on Thursday Feb 6, 2025 at 6:07 PM.

B. Record Attendance

G. Stevenson arrived at 7:05 PM.

C. Public Comment Section

II. Review Minutes

A. Jan. 7, 2025 and Jan. 28 Meeting Minutes

C. Page made a motion to approve the minutes from Jan 7 & Jan 28 Monthly Board Meeting for The Leadership School on 01-07-25.

T. Montgomery seconded the motion.

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

B. Vote to Approve Minutes

III. Board Reports

A. Board Chair Report

Becky reported that two Board members attended the Portfolio Conference, Stephanie and Becky. In addition, Co-ED Courtney was able to attend for the morning.

The EdOps Board report from December was shared. \$130K was noted as a shortfall in potential EOY revenue due to DESE only crediting the school with 51% in students on FRL as compared to the correct amount. Concerns were shared and Courtney will be reaching out to Anne to determine the status of her conversations. Historical experience was shared that a shortfall from DESE was also seen in Year One of TLS.

Board attendance so far this year was shared. Our goal is to have 100% attendance at least 80% of the time. In the last nine meetings, we only had two meetings with full attendance. Our average rate is about 80%.

Board participation for development / giving so far this year was shared. We have met 1/3 of our financial commitment. Board members were encouraged to participate fully in the next TLS Fundraiser - Trivia Night, on March 29.

B. Governance Committee

Krysta shared an overview of TLS Bylaws, Article III. Directors, Section 3.2 Powers from page 27. Board authority aligning with non-profit laws, financial oversight, compliance, and operational responsibility were some topics.

Becky shared an overview of Article VII, General Provisions, Section 7.5 Liability & Indemnification, TLS Board Policy page 40. TLS Board Policy page 62 describes professional training and funds appropriated.

The Board was reminded to complete a board survey for ED mid-year evaluation.

C. School Performance Committee Report

Carrie shared notes and discussions from the Performance Committee meetings over the past month.

- Common SP-related terms were shared in a visual, so the Board can understand.
- Clarification of goals, both charter and internal were shared.
- Carrie and Stephanie did a walk-through on January 24th of four TLS classrooms. A summary of overall learning and teaching were shared.
- We are working on an agreement between SSD and TLS to support teachers and students moving forward. Some specifics may include IEP writing, coaching, and para-educator support. More details can be read in the committee notes.

IV. Executive Directors Monthly Report

A. Charter Goals Status

Carrie shared definitions for School Performance Assessments:

- NWEA, APR, AYP, MPI to help the Board understand terminology as we share student assessment data in the coming months.
- The Commission is evaluating TLS on APR and AYP.

Courtney shared a visual / pyramid describing the different assessments:

- Formative (Ex: daily, quiz, exit slip); Progress Monitoring (Ex: weekly quiz, practice MAP text); Benchmarks (Ex: NWEA & iReady given 3-4x a year, used to adjust

instruction); Summative (Ex: MAP Assessment given in the spring each year, AYP, accountability, funding)

Midwinter Update on Progress toward Charter Goals

- Goal 1 (MAP achievement) - founding students' achievement on MAP ELA was 20% proficient & on MAP Math, 10% proficient.
- Goal 2 (growth) - 32% decrease in ELA in students scoring 2 grade levels or more below grade level
- Goal 4 (growth) - 36% decrease in Math in students scoring 2 grade levels or more below grade level.
- Goal 3 (NWEA achievement) - In ELA: K = 27th pctl; 1st=20th pctl; 2nd=19th pctl; 3rd =5 pctl; 4th=30pctl. In math: K -18th pctl; 1st - 29th pctl.; 2nd -14 pctl.; 3rd - 6th pctl.; and 4th - 14th pctl.

*Internal Goals for ELA & Math were also shared for each grade level in order to show growth towards Charter Goals.

- Goal 5 - average attendance for November 86%, December 89%, January 92% which is on track for 90% average for years 1-3

*Internal goal to plan something on "count day" to increase attendance / enrollment count

- Goal 6 - Student Leadership focus will be shifted towards other programs for character, leadership, social emotional learning, restorative justice, self-reflection, and growth, rather than the Leader in Me Lighthouse Certification as stated in our charter. Potential inclusion of Parent University offering to help reinforce the restorative justice/social emotional learning the EDs are emphasizing instead.
- Goal 7 - Student survey for student voice matters is 85% positive; the parent survey will be given in spring 2025.
- Goal 8 - at TLS 81% of students re-enrolled for FY25
- Goal 9 - TLS staff responses to two pulse checks of culture show 92% feel supported by Leadership; valued team members 84%; positive relationships 100%; provided resources & opportunities for growth 79%; voice & opinions valued 85%
- Goal 12 - state data reporting & compliance will be reviewed at February 28, 2025 meeting.

B. Short Term Facilities Expansion Plan

Discussion about facilities short term facility planning to renovate north warehouse. Courtney shared the rationale for more space as stemming from potential staff loss due to the inadequate learning environment of the modulars resulting in interference to instruction & student learning, potential staff loss, and the financial need to increase student enrollment by adding Grade 5.

Questions about how \$130K Title Funds shortfall and potential US Department of Ed changes may cause financial strain if expansion is approved. Additional ideas for more modulars or other alternative expansions were raised.

T. Montgomery made a motion to accept the short-term planning for expansion and renovation of north warehouse to begin in the spring of 2025.

T. Curry seconded the motion.

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

Roll Call

T. Montgomery Aye

R. Langrall Aye

A. Williams Absent

S. Madlinger Aye

G. Stevenson Aye

C. Page Aye

T. Curry Aye

K. Grangeno Aye

V. Consent Agenda

A. Pending Previous Discussion:

T. Curry made a motion to approve consent agenda items.

C. Page seconded the motion.

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

VI. Closing Items

A. Next Steps

Reminder to set up a monthly gift to TLS through Give Butter and to ask your network to do so as well.

The TLS flyer has been updated to include growth data. Please share when you promote the school and its fundraising events.

Reminder to add Board PD to the spreadsheet under your individual tab.

B. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:03 PM.

Respectfully Submitted,

S. Madlinger

Coversheet

2024 Report on The Leadership School

Section: III. Presentation by the Missouri Public Charter School Commission
Item: A. 2024 Report on The Leadership School
Purpose: Discuss
Submitted by:
Related Material: FY24 TLS Annual Report Board Presentation (1).pdf
The Leadership School_2023-2024_Annual Report.pdf
Key-Data Summary TLS A.pdf
KEY-Data Supplement TLS B.pdf

Annual Report Board Presentation

The Leadership School 2023-2024

Presented by
Missouri Charter Public School Commission



What is MCPSC's Annual Report?

Detailed report that details a school's performance throughout the preceding year in the following areas:

1. Academics
2. Financial Management
3. Learning Environment
4. Governance
5. Operations

What is new this year

- New Performance Framework and report format
- Comparing student group to student group vs. all student
- Growth calculation:

Original DESE Language
Above Average

Updated DESE Language
Target

MCPSC Rating
Exceeds Standard

Average Growth & at least Meets Standard Rating in Student Achievement Comparison with Host District

On Track

Meets Standard

Average Growth & less than Meets Standard Rating in Student Achievement Comparison with Host District

Approaching






Does Not Meet Standard

Below Average Growth

Emerging

Falls Far Below Standard

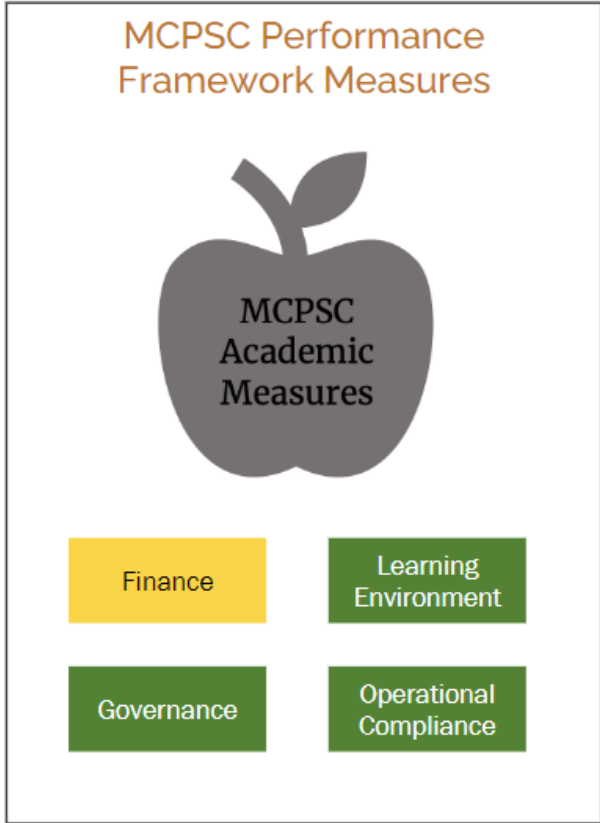
Performance Ratings Key

PERFORMANCE RATINGS DEFINED	
 Exceeds	Exceeding expectations and showing exemplary performance. <i>Academic Performance is the only standard eligible for Exceeds.</i>
 Meets	Generally meets the criterion, is performing well, is meeting expectations for performance, and/or minor concern(s) are noted.
 Partially Meets	Meets some aspects of the criterion, but not others and/or moderate concern(s) are noted.
 Does Not Meet	Does not meet aspects of the criterion 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.

What does Your Annual Report Say

The Leadership School

Location: St. Louis	Overall Rating: Does Not Meet	Year Opened 2022 - 2023
Grades Served: K - 3rd		Next Renewal: 2026 - 2027
Enrollment: 150		Contract Year: 2/5



What does Your Annual Report Say

MCPSC Performance Framework Summary

STANDARDS AND INDICATORS	SECTION STANDARD RATING
I. Academic	
State and Federal Accountability	N/A
Student Academic Performance	N/A
Student Academic Growth	N/A
II. Financial	
Near-Term Measures	Partially Meets
Long-Term Sustainability Measures	Meets
Financial Management and Oversight	Meets
III. LEARNING ENVIRONMENT	
School Environment	Meets
Education Program Compliance	Meets
Student Rights and Requirements	Meets
IV. GOVERNANCE	
Board Oversight and Accountability	Meets
Board Development, Growth and Operations	Meets
V. OPERATIONS	
Workplace Requirements and Environment	Meets
Compliance and Reporting	Meets

This report is for year 2 of the contract

Trends for Your Contract

Table 1. Summary of Annual Reports

	2023	2024
Sponsor	MCPSC	MCPSC
Overall Annual Performance	Falls Far Below	Does Not Meet
Academics	NA	MCPSC Standard
		School Goals
Financial Management	Falls Far Below	Partially Meets
Learning Environment	Partially Meets	Meets
Governance	Meets	Meets
Operations	Meets	MCPSC Standard
		School Goals

What is your data telling us?

ELA

- Overall performance is above the district.
- Proficiency Rate is 19%

Math

- Overall performance is below the district.
- Proficiency is Rate 9%

Attendance

- 72% of students attended at least 90%

What Does This Mean For The Leadership School?

The Leadership School is At Risk for Renewal.

In order to move toward Renewal The Leadership School will need increase student achievement and continue to work on sustainability measure for the organization.

Questions for the Board to Ask:

- Does our Board, collectively, have a clear understanding of both where we are and where we expect to be?
- How do our most recent results compare to our Performance Contract expectations?
- Does our Board's Annual Calendar force us to routinely examine the key elements of the Annual Report?
- Does our Board, collectively understand what it will take in resources and support to accelerate achievement gains to make bold moves?
- Based on the Annual Report, what are the LEA's most important levers to ensure meeting standard?

Thank You!





2023-2024 Annual Report

The Leadership School

Location: St. Louis

Grades Served: K - 3rd

Enrollment: 150

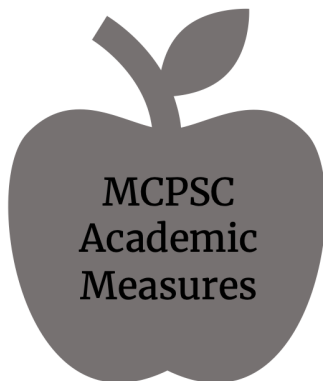
Overall Rating:
Does Not Meet

Year Opened 2022 - 2023

Next Renewal: 2026 - 2027

Contract Year: 2/5

MCPSC Performance Framework Measures



Finance

Learning Environment

Governance

Operational Compliance

School Contract Goals



Learning Environment

Governance

Operational Compliance






MCPSC Performance Framework Summary

STANDARDS AND INDICATORS	SECTION STANDARD RATING
I. Academic	
State and Federal Accountability	N/A
Student Academic Performance	N/A
Student Academic Growth	N/A
II. Financial	
Near-Term Measures	Partially Meets
Long-Term Sustainability Measures	Meets
Financial Management and Oversight	Meets
III. LEARNING ENVIRONMENT	
School Environment	Meets
Education Program Compliance	Meets
Student Rights and Requirements	Meets
IV. GOVERNANCE	
Board Oversight and Accountability	Meets
Board Development, Growth and Operations	Meets
V. OPERATIONS	
Workplace Requirements and Environment	Meets
Compliance and Reporting	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. <i>Academic Performance is the only standard eligible for Exceeds.</i>
 Meets	Generally meets the criterion, is performing well, is meeting expectations for performance, and/or minor concern(s) are noted.
 Partially Meets	Meets some aspects of the criterion, but not others and/or moderate concern(s) are noted.
 Does Not Meet	Does not meet aspects of the criterion 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.

Trends	
	More than a 5% difference from the prior year. Moving in the right direction over time
	Less than a 5% difference from the prior year. Neither increasing nor decreasing over time
	More than a 5% difference from the prior year. 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. 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>.

Acronym	Key
IC	In Compliance
NDP	No Debt Payments
NL	No Liabilities
ND	No Designation
Comp.	Comprehensive
Target.	Targeted

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 - 3rd
SCHOOL ADDRESS	1785 Pennsylvania Ave., Pagedale, MO 63133
SCHOOL WEBSITE	https://www.theleadershipschoolstl.org
AREAS SERVED	Normandy
SCHOOL LEADER	Kimberly Townsend
BOARD PRESIDENT	Lennel Hunter
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	150
PROPORTIONAL ATTENDANCE	72%/90%
RACE/ETHNICITY	% OF TOTAL
Asian/Pacific Islander	0.0%
Black	96.7%
Hispanic/Latino	0.7%
Multiracial & Other	0.0%
Native American	0.0%
White/Caucasian	2.7%

HISTORICALLY UNDERSERVED POPULATIONS % OF TOTAL	% OF TOTAL
Free or Reduced-Price Lunch	85.5%
Students with Disabilities	11.2%
English Language Learners	0.0%
Homeless/Migrant Students	0.0%

DISCIPLINE INCIDENTS - TOTAL	0
RACE/ETHNICITY	% OF TOTAL
Asian/Pacific Islander	0.0%
Black	0.0%
Hispanic/Latino	0.0%
Multiracial & Other	0.0%
Native American	0.0%
White/Caucasian	0.0%

STAFF AND BOARD DEMOGRAPHICS			
	BOARD	ALL EMPLOYEES	TEACHERS
TOTAL NUMBER	5	16	4
RACE/ETHNICITY % OF TOTAL			
Asian/Pacific Islander	0.0%	0.0%	0.0%
Black	80.0%	75.0%	75.0%
Hispanic/Latino	0.0%	6.0%	0.0%
Multiracial & Other	0.0%	6.0%	25.0%
Native American	0.0%	0.0%	0.0%
White/Caucasian	20.0%	13.0%	0.0%
Non-Disclosed	0.0%	0.0%	0.0%


STUDENT ENROLLMENT BY GRADE	
PK	N/A
K	39
1	27
2	41
3	45
4	N/A
5	N/A
6	N/A
7	N/A
8	N/A
9	N/A
10	N/A
11	N/A
12	N/A


I. Academic Performance

Academic Performance Overall:
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	FY22	FY23	FY24	RATING	TREND	NOTES
Federal Compliance	In Compliance (IC)		IC	IC	Meets		
ESSA Designation	No Designation	N/A	ND	ND	Meets		
State Rating	>70%		91.6%	38.0%	Falls Far Below		This is a combination of performance and continuous improvement points established by DESE for districts in MSIP 6. Data provided in rating is not consistent year over year and can't be compared.
Achievement – English (Student Group)	On Track for APR Status	N/A	N/A	318.0	Does Not Meet		
Achievement – Math (Student Group)	On Track for APR Status	N/A	N/A	254.9	Falls Far Below		

SCHOOL SPECIFIC GOALS	STANDARD	FY22	FY23	FY24	RATING	TREND	NOTES
Proficiency - English	50%	N/A	N/A	20%	Falls Far Below		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	40%	N/A	N/A	10%	Falls Far Below		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.
Achievement Improvement - Reading	50%	N/A	62.0%	31.0%	Does Not Meet		Annually, decrease the number of students that are 2 grade levels and below by half (50%) as measured by the iReady reading diagnostic test.

SCHOOL SPECIFIC GOALS	STANDARD	FY22	FY23	FY24	RATING	TREND	NOTES
Achievement Improvement - Math	50%	N/A	65.0%	22.0%	Does Not Meet		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	75th	N/A	18th	18th	Falls Far Below		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	75th	N/A	18th	15th	Falls Far Below		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.

II. Finance

Finance Overall: **Partially Meets**

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. These measures are established by applicable federal and state law and the charter contract. They provide information about the school’s financial health and sustainability.

INDICATORS AND MEASURES	STANDARD	FY22	FY23	FY24	RATING	TREND	NOTES
NEAR-TERM MEASURES							
Percentage Fund Balance	≥ 3%	N/A	2.4%	5.0%	Meets	↗	
Current Ratio	> 1	N/A		NL	Meets		
Unrestricted days Cash on Hand	30/60	N/A	8	18	Falls Far Below	↗	
Debt Default	Making Payments, complying with covenants	N/A	Meets	Meets	Meets		
LONG-TERM SUSTAINABILITY MEASURES							
Total Margin and Three-Year Total Margin Ratio	Positive	N/A	-0.1%	3.1%	Meets	↗	
Debt to Asset Ratio	< .9	N/A	0.00	0.00	Meets		
Debt Service Coverage Ratio	≥ 1.1	N/A	NDP	NDP	Meets		
FINANCIAL MANAGEMENT AND OVERSIGHT							
Annual Financial Audit	Material Compliant	N/A	Meets	Meets	Meets		
Financial Reporting and Compliance	Material Compliant	N/A	Meets	Meets	Meets		
Enrollment Variance	≥95%	N/A	65%	109%	Meets	↗	

III. Learning Environment Compliance

Learning Environment Overall:
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 statues, 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	
STUDENT RIGHTS AND REQUIREMENTS			
Protecting the rights of all students	Material Compliant	Meets	
Protecting the rights of students with disabilities	Material Compliant	Meets	
Protecting the rights of English Language Learner (ELL) students, migrant and homeless students	Material Compliant	Meets	

SCHOOL SPECIFIC GOALS	STANDARD	RATING	NOTES
Attendance: Annually, for the first 3 years, TLS will have at least a 90% average daily attendance rate. By year five, TLS will increase to 93% average daily attendance rate.	90%	Meets	92% ADA
Student Leadership: TLS will achieve the Leader in Me Lighthouse School Certification prior to renewal.		Meets	Leader In Me MRA Score - 73%
Positive School Culture: Annually, for the first 3 years, at least 85% of student will respond positively on the Panorama	85%	Meets	

Education survey that their voice matters in the school and that they are satisfied with our culture. By year five, student voice and satisfaction will increase to 95% of students.			
Positive School Culture: Annually, for the first 3 years, 85% of parents/family members will respond positively on the Panorama Education Family and Community Engagment survey that they are satisfied with the school. By year 5, satisfaction will increase to 95% of parents/family members.	85%	Does Not Meet	MRA Score - 73% overall, 72 points for family & community engagement and 74 for student leadership (both areas much lower than desired)
Positive School Culture: Annually, 90% of staff members will respond positively on the Panorama Education survey that their voice matters in the school and that they are satisfied with our culture.	90%	Does Not Meet	On the MRA report, staff leadership was a 71, staff environment was also a 71 and all academic areas were 73.
Student Retention: Anuually, 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.	85%	Meets	86%
Staff Retention: 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.	85%	Meets	For the 2023-24 school year: total returned = 86%; total eligible = 91%

IV. Governance

Governance Overall:
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 Oversight and Accountability			
Complying with governance requirements	Material Compliant	Meets	
Holding management accountable	Material Compliant	Meets	
Board Development, Growth and Operations			
Fulfills Governance and Fiduciary Duties	Material Compliant	Meets	
Complying with reporting requirements	Material Compliant	Meets	
SCHOOL SPECIFIC GOALS			
Board Engagement: Each year, 100% of board members will attend, at a minimum, 80% of the scheduled board meetings	80%	Meets	100%
Board Engagement: For each fiscal year, 100% of board members will contribute financially to fundraising goals.	100%	Meets	

V. Operational Compliance

Operational Compliance Overall:
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
WORKPLACE REQUIREMENTS AND ENVIRONMENT			
Staffing Compliance	Material Compliant	Meets	
Professional Work Environment	Material Compliant	Meets	
COMPLIANCE AND REPORTING			
Complying with Reporting Requirements	Material Compliant	Does Not Meet	To Sponsor: 77% on time; 100% complete with 97% accurate
Complying with All Other Obligations	Material Compliant	Meets	
SCHOOL SPECIFIC GOALS			
Data Reporting: Annually, at least 90% of state data, reporting and compliance submissions to the sponsor and to DESE will be accurate and on time.	>90%	Does Not Meet	To Sponsor: 77% on time; 100% complete with 97% accurate

THE LEADERSHIP SCHOOL DATA SUMMARY

SUMMARY OF ANNUAL REPORTS THIS TERM

Table 1. Summary of Annual Reports

	2023	2024
Sponsor	MCPSC	MCPSC
Overall Annual Performance	Falls Far Below	Does Not Meet
Academics	NA	MCPSC Standard
		School Goals
Financial Management	Falls Far Below	Partially Meets
Learning Environment	Partially Meets	Meets
Governance	Meets	Meets
Operations	Meets	MCPSC Standard
		School Goals

Source: Annual Evaluations

Available: <https://mcpsc.mo.gov/for-schools/leadership-school>

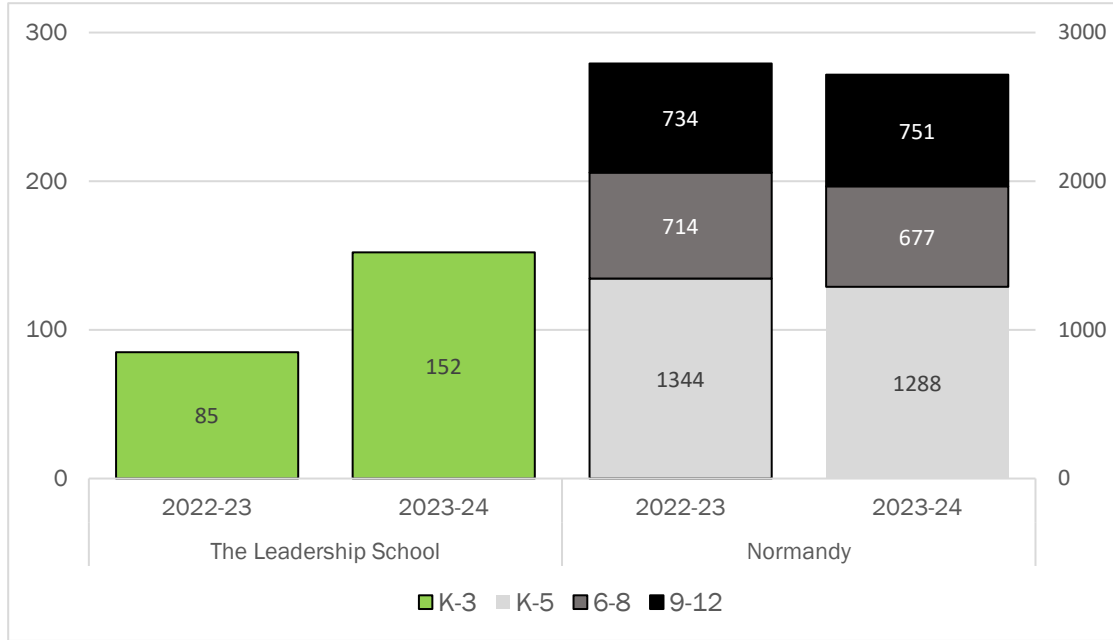
Table 2. Letter of Concern Summary

	2023	2024	2025
Any LOC Issued	Finance: Resolved	None	Academic

Information represents letters sent during each academic year.

ENROLLMENT AND STUDENT CHARACTERISTICS

Figure 1. Enrollment



ACADEMIC PERFORMANCE

100% of The Leadership School students who took MAP tests in 2024 were in the Student Group. Consequently, the Student Group will be used for evaluating their academic outcomes.

Peer Schools are schools that are of like grade configurations serving similar populations and are likely to enroll the students if this charter did not. The peer schools for The Leadership School are:

- Barack Obama Elementary
- Bel-Nor Elementary
- Jefferson Elementary

MAP PERFORMANCE INDEX

Figure 2. LEA, Host District, Peer Schools and State ELA MAP Performance Index

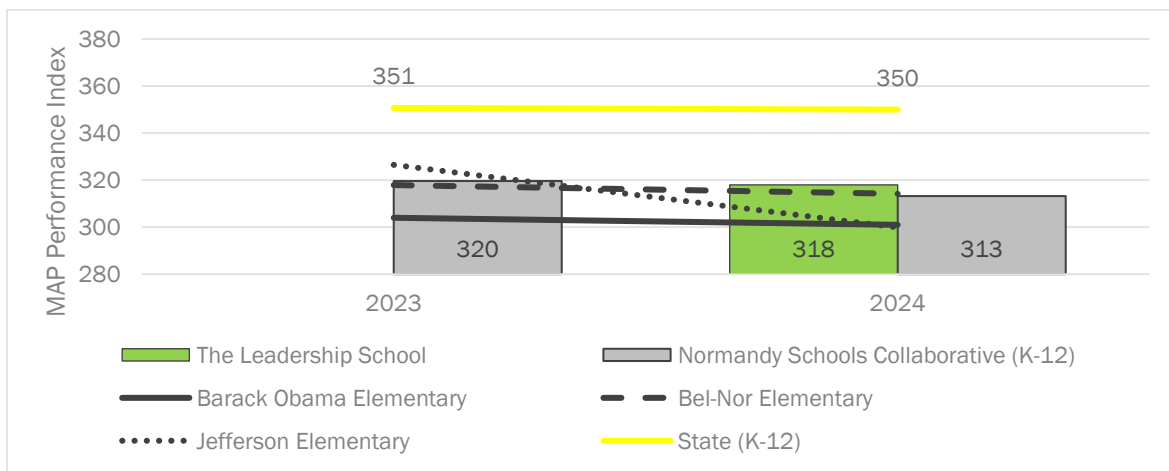
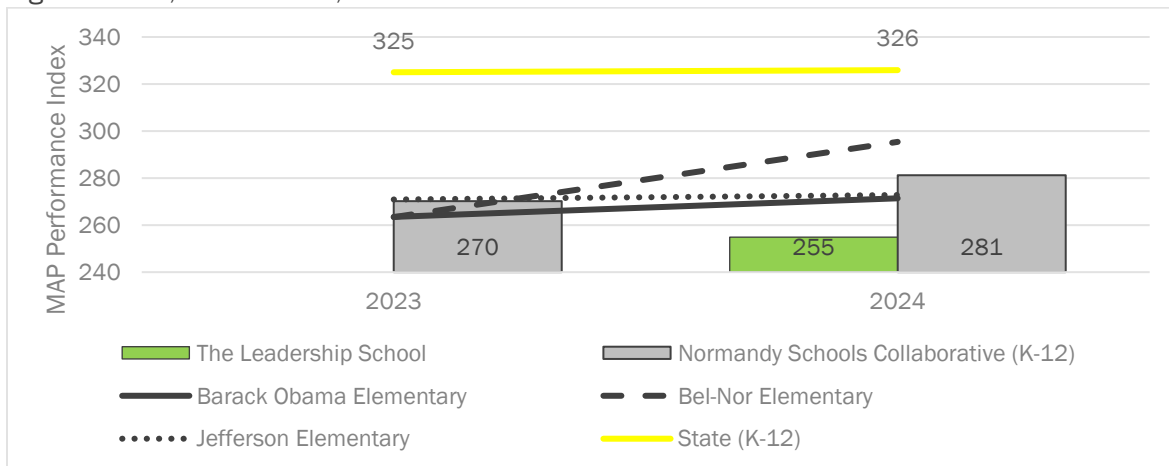


Figure 3. LEA, Host District, Peer Schools and State Math MAP Performance Index



PERCENTAGE SCORING PROFICIENT AND ADVANCED

Figure 4. LEA, Host District, Peer Schools and State ELA MAP Proficiency Rates

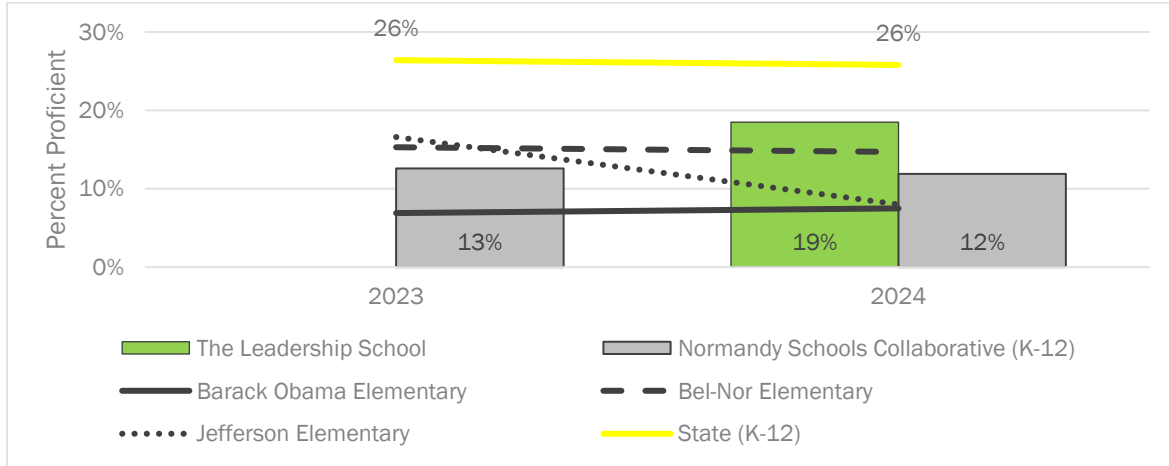
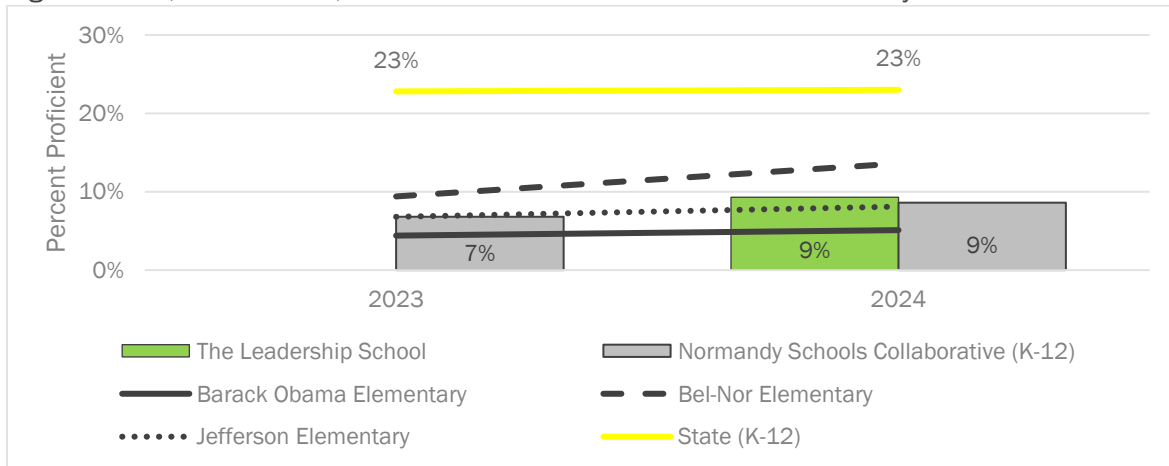


Figure 5. LEA, Host District, Peer Schools and State Math MAP Proficiency Rates

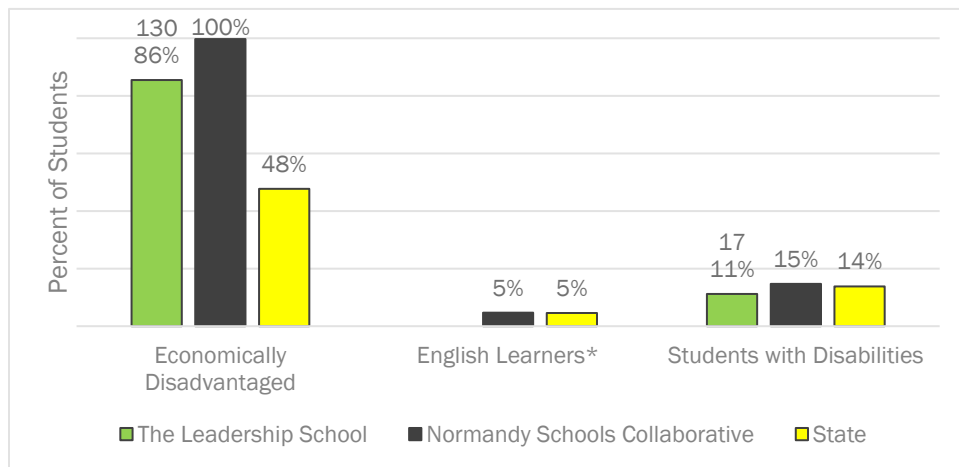


THE LEADERSHIP SCHOOL DATA SUPPLEMENT

STUDENT CHARACTERISTICS

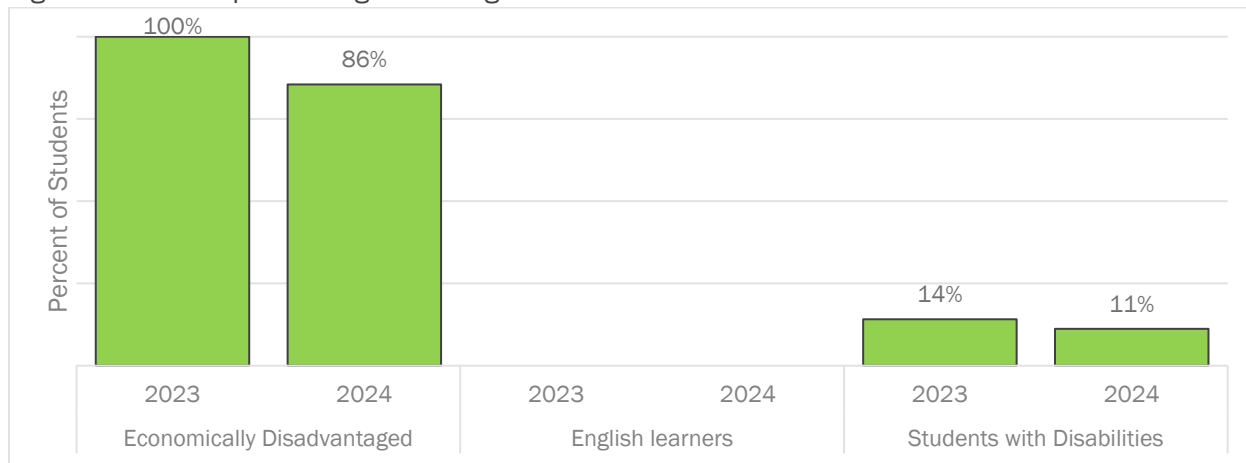
The Normandy Schools Collaborative meets the Community Eligibility Provision and reports 100% of students as Economically Disadvantaged

Figure 1. 2024 Special Programs Data



Source: MCDS State, District and School Report Cards
 Available: <https://apps.dese.mo.gov/MCDS/home.aspx>

Figure 2. School Special Programs Longitudinal Data



*The Leadership School English Learners data is suppressed due to small cell size.

Figure 3. 2024 Race/Ethnicity Information

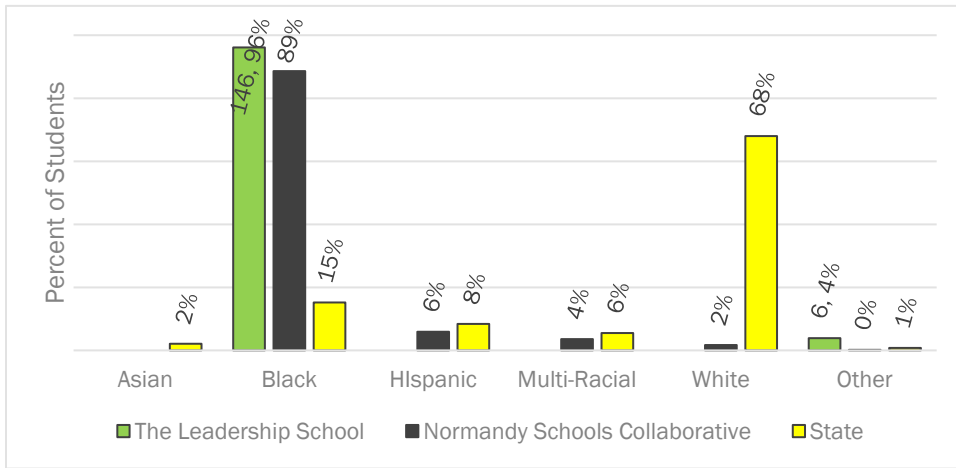


Figure 4. School Race/Ethnicity Longitudinal Data

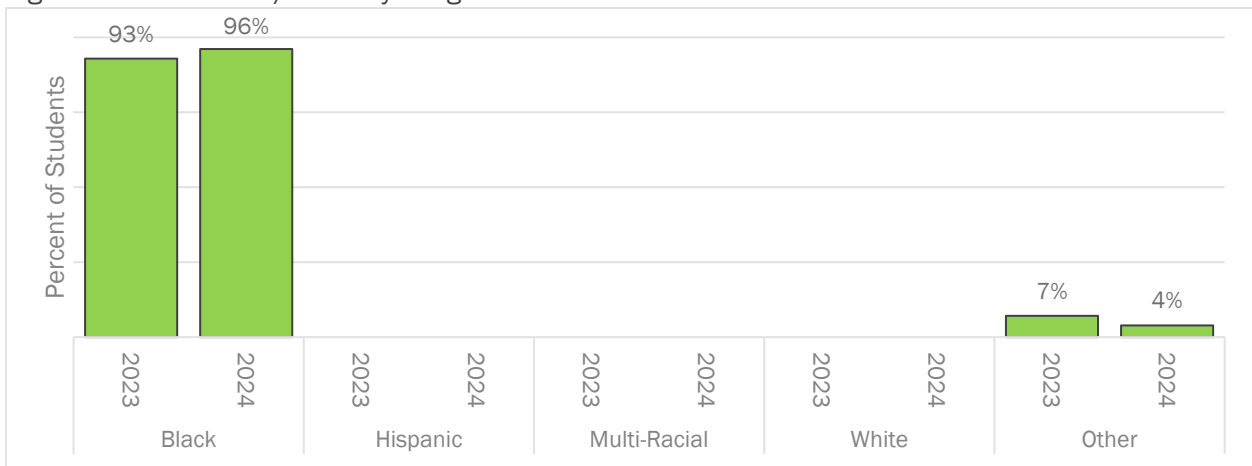
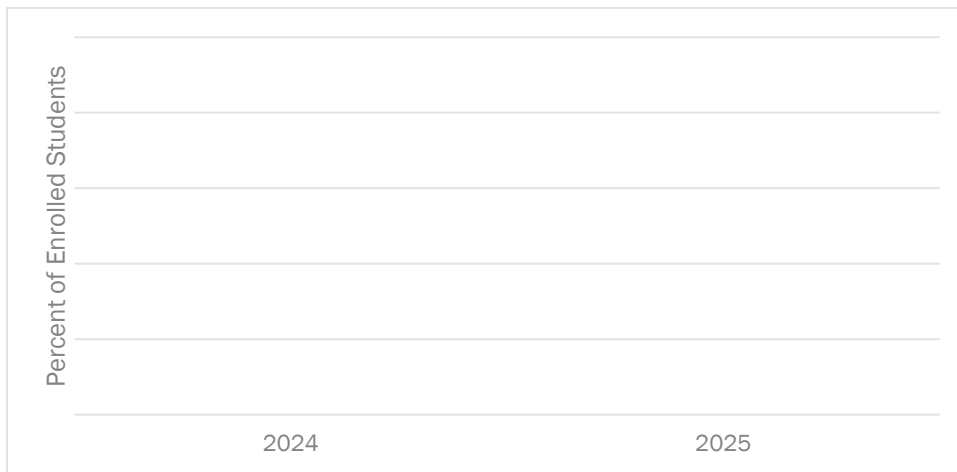


Figure 5. Student Transfers Out **NEED MOSIS ACCESS**



Source: MOSIS OCT Student files

Figure 6. Student Transfers In **NEED MOSIS ACCESS**



ACADEMIC PERFORMANCE

Achievement on State Assessments

PROFICIENCY RATES—STUDENT GROUPS

Figure 7. ELA Proficiency Rates for Economically Disadvantaged Students

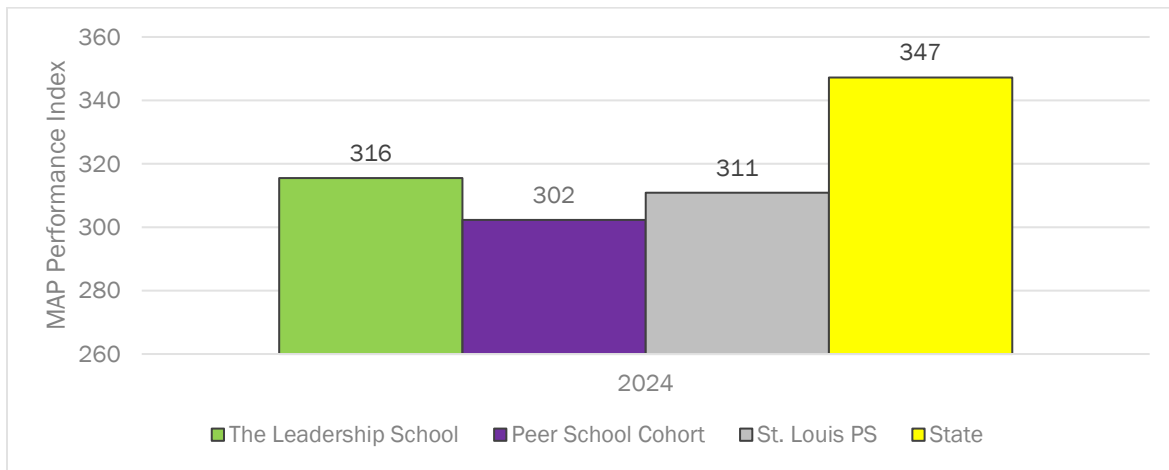
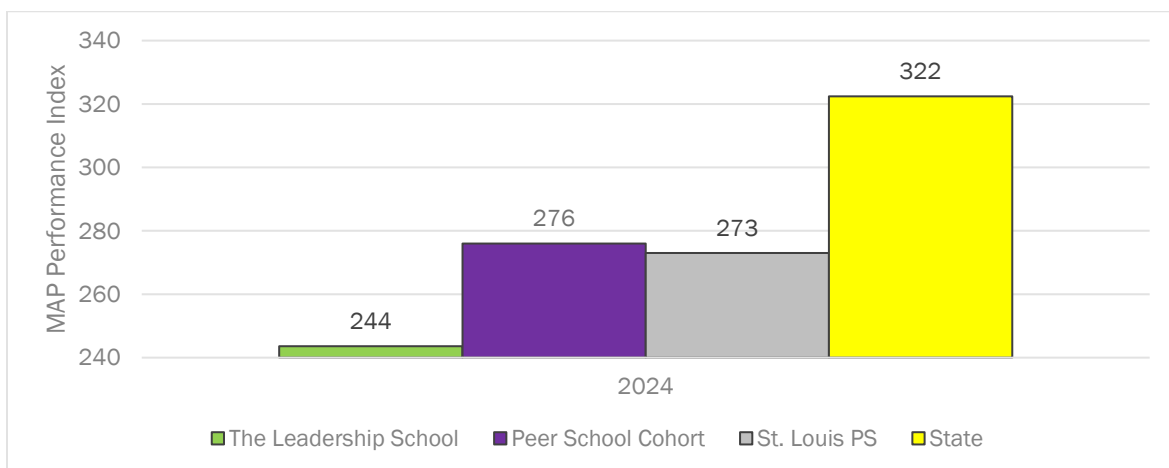


Figure 8. Math Proficiency Rates for Economically Disadvantaged Students



Note: The criteria for Economically Disadvantaged Students is Direct Certification.

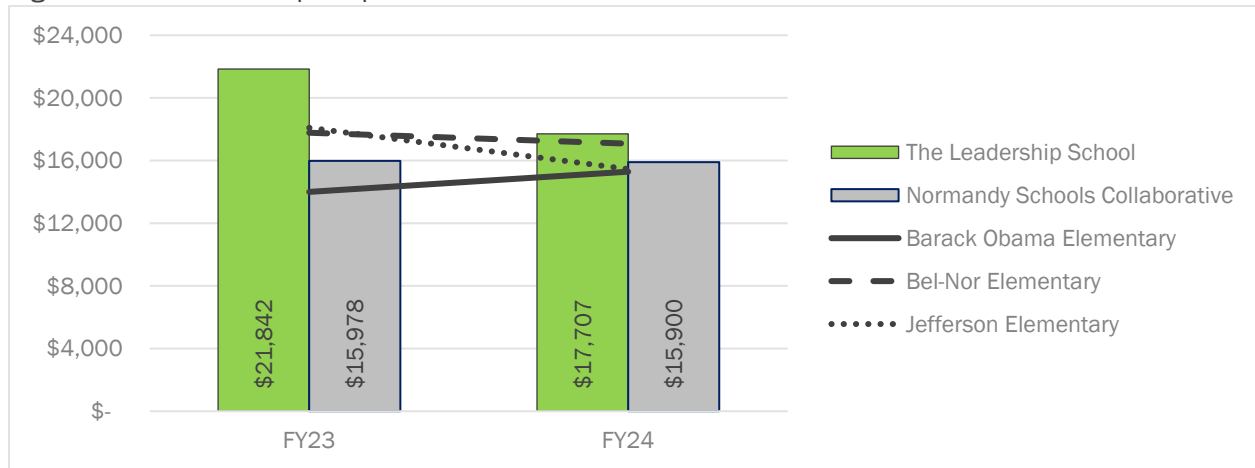
Source: MCDS State, District and School – content area all and disag 20YY

Available: <https://apps.dese.mo.gov/MCDS/home.aspx>

Updated: 2/18/2025

FINANCIAL PERFORMANCE

Figure 9. School Per Pupil Expenditures



Source: Current Expenditure per ADA and Per Pupil District & Building Level Expenditure Report
Available: <https://apps.dese.mo.gov/MCDS/home.aspx>

Coversheet

Board Chair Report

Section: IV. Board Reports
Item: A. Board Chair Report
Purpose: Discuss
Submitted by:
Related Material: Board Chair Report - 2_25_25.pdf
TLS QR Code.jpg



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

TLS Board Chair Report

**The Leadership School Board of Directors Meeting
2/25/25**

Charter Goal 10: Board Engagement - Each year, **100%** of board members will attend, at a minimum, **80%** of the scheduled board meetings

	7/30	8/27	9/7 (SM)	9/24	10/29	12/3	12/17	1/7	1/28	2/6	Average
Meeting Attendance	n = 5/5 100%	n = 4/6 67%	n = 4/6 67%	n = 6/6 100%	n = 6/8 75%	n = 6/8 75%	n = 5/8 63%	n = 6/8 75%	n = 7/8 88%	n = 7/8 88%	77%

Charter Goal 10: Board Engagement - For each fiscal year, 100% of board members will contribute financially to fundraising goals.

	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb.
Direct and Indirect Contributions*	0/5 0%	3/6 50%	2/6 33%	2/6 33%	6/8 75%	3/8 38%	3/8 38%	2/7 28%

*Board Members Contributing/Total Board Members

Board Contributions (direct and indirect) **Year To Date: \$3025 (Goal: \$10,000)**

Proportion of Board Members who set up recurring donations: **2/7 (28%)**

Next Fundraising Event: (Tent.) **Saturday, 4/26, 6 - 9 PM @ the Legacy Center (please save the date)**



Coversheet

Finance Committee Report

Section: IV. Board Reports
Item: B. Finance Committee Report
Purpose: Discuss
Submitted by:
Related Material: TLS - Monthly Presentation - January 2025.pdf
202501CheckRegisterbyType.pdf
2425 Pkg - Endt eff 111524 - Added IFF as Loss Payee for BPP-1.pdf
2023 Leadership School 990 Signed.pdf
2_24_25 Finance and Facilities Meeting Agenda and Notes.pdf



January 2025 Financials

PREPARED FEB'25 BY



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

Executive Summary

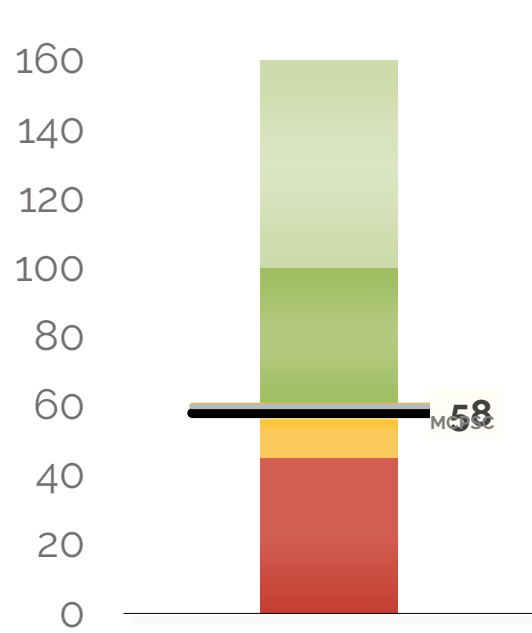


- Year end financials are projected to be \$22k under budget, with an anticipated Net Operating Income of \$541k- an improvement of \$113k from last month.
- CSP program expenses and revenue for FY25 decreased by \$200k, with the grant carrying over a three-year period.
- Staffing forecasted expenses have been adjusted to align with the hiring plan through year end.

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

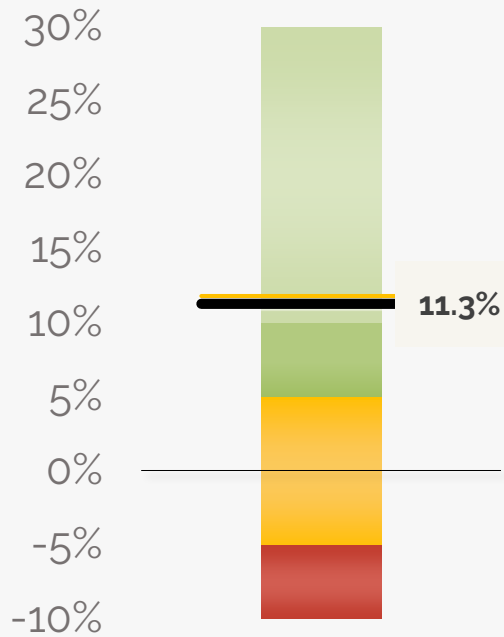


58 DAYS OF CASH AT YEAR'S END

The school will end the year with 58 days of cash. This is below the recommended 60 days, and 13 more day(s) than last month

Gross Margin

Revenue less expenses, divided by revenue

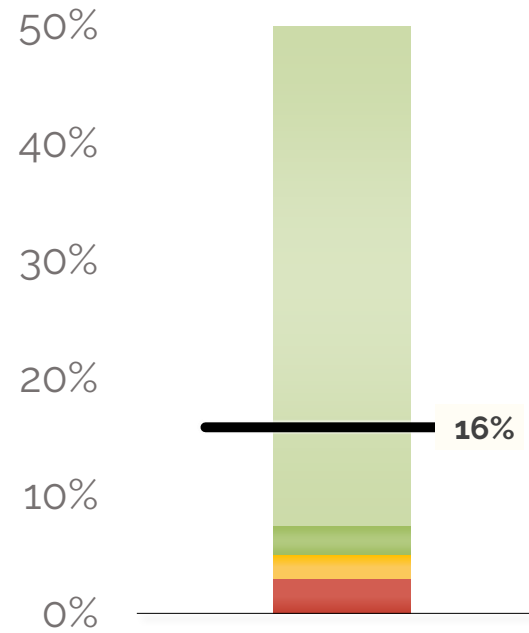


11.3% GROSS MARGIN

The forecasted net income is \$541k, which is \$22k below the budget. It yields a 11.3% gross margin.

Fund Balance %

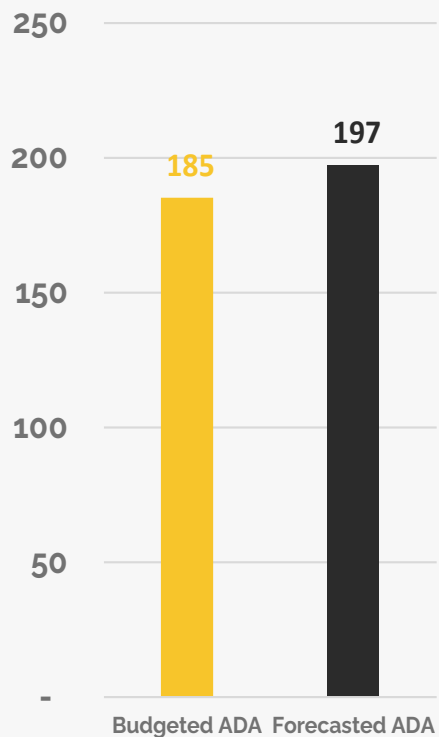
Forecasted Ending Fund Balance / Total Expenses



15.85% AT YEAR'S END

The school is projected to end the year with a fund balance of \$675,161. Last year's fund balance was \$134,032.

Student Expectations



The school now forecasts 197 ADA for SY24-25. The budget target was 185.

\$279K More Per-Pupil Funding Than Expected

	Current Forecast	SY24-25 Budget	Difference	Financial Gain / (Loss)
Enrollment	215	210	5	
Attendance	89.0%	87.0%	2.0%	
Total ADA	197	185	12	
Regular Term K-12	197	185	12	233k
FRL Count	187	176	12	
FRL Weight	39	36	2	46k
IEP Count	0	0	0	
IEP Weight	0	0	0	
LEP Count	0	0	0	
LEP Weight	0	0	0	
WADA	236	221	14	
Per WADA Payment	\$10,866	\$10,300	\$566	
State Aid	\$2.5M	\$2.2M	\$278,560	279k

Forecast Overview

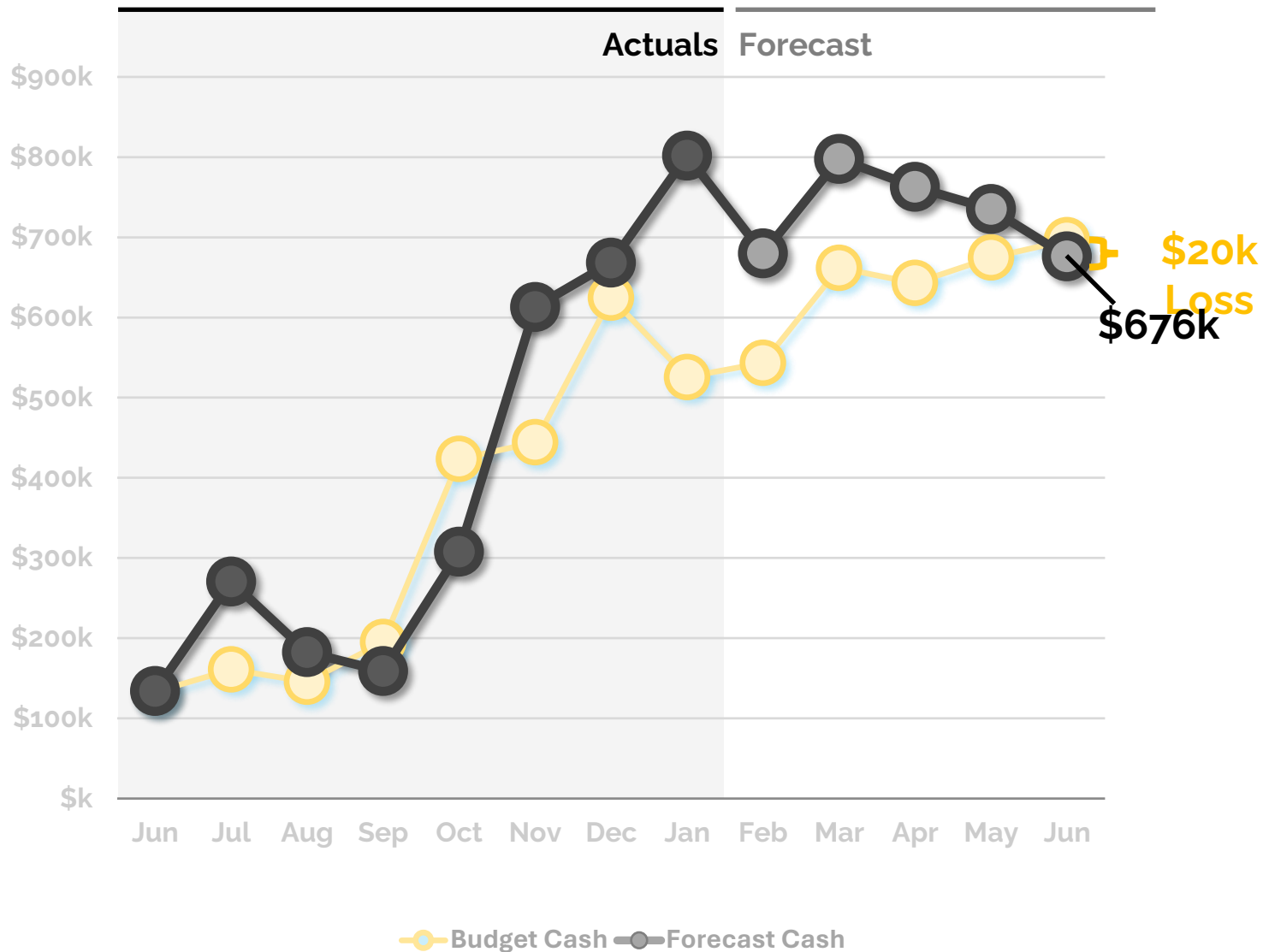


	Forecast	Budget	Variance	Variance Graphic	Comments
Revenue	\$4.8m	\$4.8m	\$27k		State funding has increased by \$254k and fundraising is up by \$103k. However, federal funding is \$335k below budget due to reductions in Title funds and CSP for FY25.
Expenses	\$4.3m	\$4.2m	-\$50k		CSP related expenses reduced by \$200k.
Net Income	\$541k	\$563k	-\$22k		

Cash Forecast

58 Days of Cash at year's end

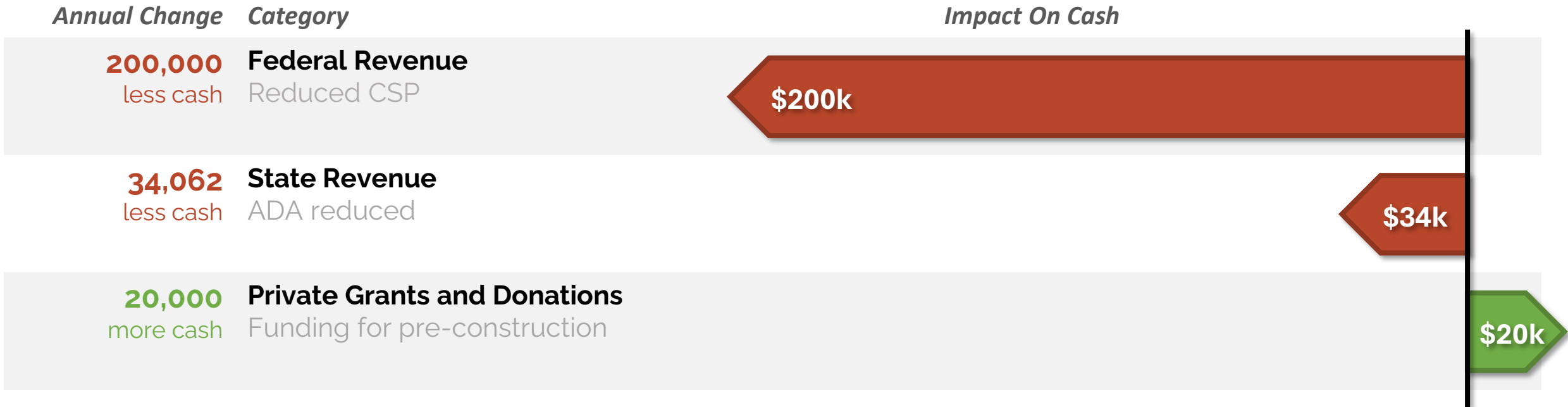
We forecast the school's year ending cash balance as **\$676k**, **\$20k** below budget.



Key Forecast Changes This Month (1/3)

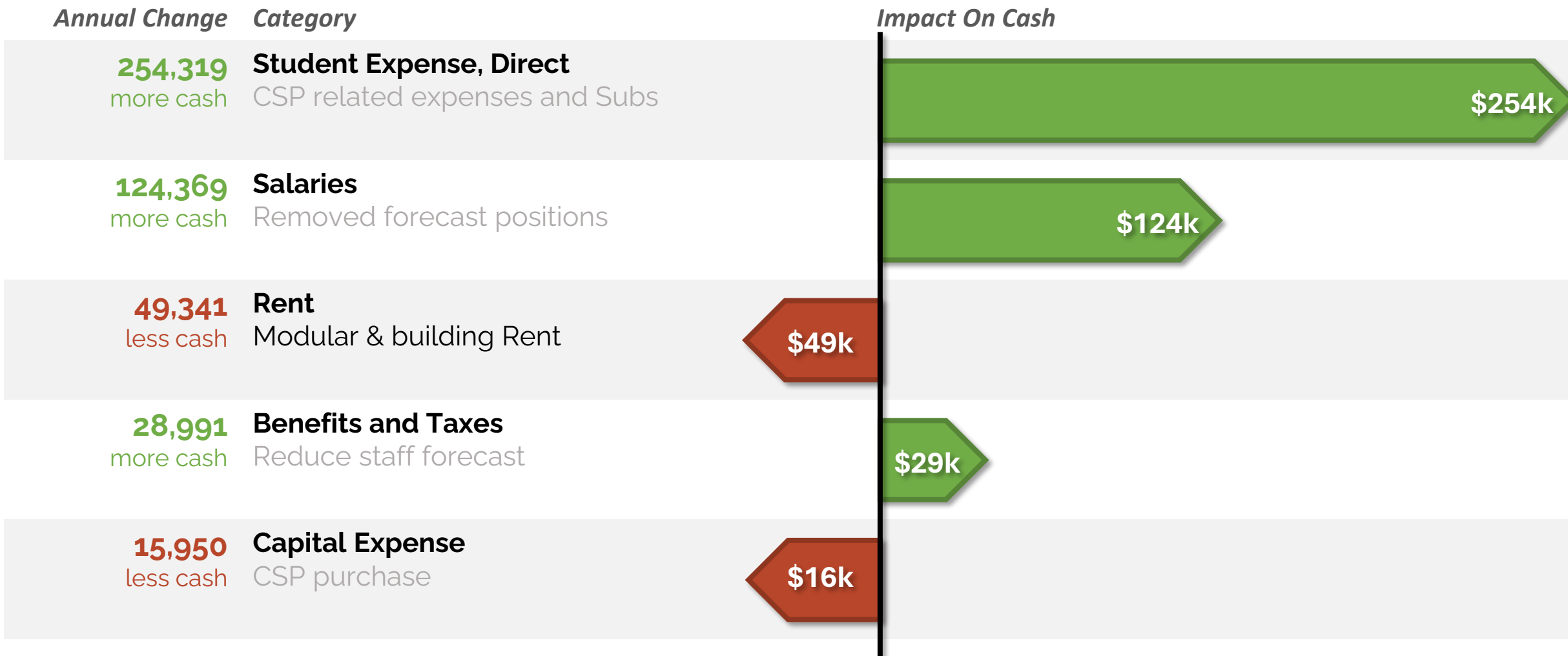


The January forecast **increased** the year-end cash expectation by \$113k. Key revenue changes:



Key Forecast Changes This Month (2/3)

The January forecast **increased** the year-end cash expectation by \$113k. Key expense 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>	<i>Rem %</i>
Revenue								
Local Revenue	141,656	137,024	4,632	228,374	228,374	(0)	86,718	38%
State Revenue	1,545,599	1,355,241	190,358	2,615,626	2,361,723	253,903	1,070,027	41%
Federal Revenue	773,491	1,040,909	(267,417)	1,281,566	1,616,621	(335,055)	508,074	40%
Private Grants and Donations	522,870	419,500	103,370	667,370	564,000	103,370	144,500	22%
Earned Fees	7,493	2,485	5,008	7,493	2,500	4,993	-	0%
Total Revenue	2,991,109	2,955,159	35,951	4,800,429	4,773,218	27,211	1,809,319	1
Expenses								
Salaries	1,086,854	960,598	(126,255)	1,809,825	1,646,740	(163,085)	722,972	40%
Benefits and Taxes	276,415	264,772	(11,643)	471,813	451,752	(20,061)	195,399	41%
Staff-Related Costs	63,059	87,053	23,994	121,065	121,440	375	58,006	48%
Rent	287,224	243,196	(44,027)	462,249	412,908	(49,341)	175,025	38%
Occupancy Service	110,586	137,948	27,362	273,509	248,375	(25,134)	162,923	60%
Student Expense, Direct	223,971	493,842	269,872	367,972	611,996	244,024	144,001	39%
Student Expense, Food	76,763	136,247	59,484	272,494	272,494	0	195,731	72%
Office & Business Expense	142,635	113,223	(29,412)	228,720	203,070	(25,650)	86,085	38%
Transportation	49,988	125,500	75,512	235,703	241,000	5,297	185,715	79%
Total Ordinary Expenses	2,317,494	2,562,380	244,886	4,243,350	4,209,775	(33,575)	1,925,855	45%
Total Expenses	2,333,444	2,562,380	228,936	4,259,300	4,209,775	(49,525)	1,925,855	2
Net Income	657,665	392,778	264,887	541,129	563,443	(22,314)	(116,536)	3
Cash Flow Adjustments	10,238	-	10,238	997	-	997	(9,242)	4
Change in Cash	667,904	392,778	275,125	542,126	563,443	(21,318)	(125,778)	5

① REVENUE: \$27K AHEAD


② EXPENSES: \$50K BEHIND

③ NET INCOME: \$22K behind

	Actual							Forecast					
Income Statement	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Revenue													
Local Revenue	13,284	36,773	18,097	17,160	24,296	14,710	17,337	17,344	17,344	17,344	17,344	17,344	228,374
State Revenue	142,452	142,453	142,605	397,932	280,089	219,698	220,371	213,254	213,254	213,254	217,010	213,254	2,615,626
Federal Revenue	36,261	75,986	132,039	104,871	58,871	181,119	184,346	100,865	104,615	100,865	100,865	100,865	1,281,566
Private Grants and Donations	194,500	0	0	0	303,750	4,620	20,000	0	144,500	0	0	0	667,370
Earned Fees	0	0	0	3,360	4,133	0	0	0	0	0	0	0	7,493
Total Revenue	386,496	255,211	292,741	523,322	671,139	420,146	442,054	331,463	479,713	331,463	335,218	331,463	4,800,429
Expenses													
Salaries	119,200	149,887	157,785	199,612	159,853	162,266	138,250	140,019	140,019	140,019	140,019	162,894	1,809,825
Benefits and Taxes	24,947	32,597	36,643	64,090	38,328	40,679	39,130	39,017	39,017	39,017	39,017	39,329	471,813
Staff-Related Costs	1,003	22,771	17,726	17,065	639	2,622	1,234	11,601	11,601	11,601	11,601	11,601	121,065
Rent	19,370	19,370	19,370	31,861	25,616	127,245	44,390	35,005	35,005	35,005	35,005	35,005	462,249
Occupancy Service	21,494	18,502	8,849	13,701	26,929	10,195	10,916	31,892	31,892	35,354	31,892	31,892	273,509
Student Expense, Direct	43,346	73,862	27,957	47,469	19,769	4,784	6,784	99,445	10,445	11,445	11,445	11,220	367,972
Student Expense, Food	9,614	6,390	6,334	11,354	29,136	0	13,935	39,146	39,146	39,146	39,146	39,146	272,494
Office & Business Expense	14,610	17,205	19,703	19,542	27,267	19,087	25,221	18,264	15,954	15,764	15,764	20,339	228,720
Transportation	1,455	0	13,511	18	19,383	0	15,621	37,143	37,143	37,143	37,143	37,143	235,703
Total Ordinary Expenses	255,040	340,585	307,878	404,711	346,921	366,877	295,481	451,533	360,223	364,495	361,033	388,570	4,243,350
Operating Income	131,456	-85,374	-15,138	118,612	324,218	53,269	146,573	-120,070	119,490	-33,032	-25,815	-57,107	557,079
Extraordinary Expenses													
Facility Improvements	0	0	0	0	0	0	15,950	0	0	0	0	0	15,950
Total Extraordinary Expenses	0	0	0	0	0	0	15,950	0	0	0	0	0	15,950
Total Expenses	255,040	340,585	307,878	404,711	346,921	366,877	311,431	451,533	360,223	364,495	361,033	388,570	4,259,300
Net Income	131,456	-85,374	-15,138	118,612	324,218	53,269	130,623	-120,070	119,490	-33,032	-25,815	-57,107	541,129
Cash Flow Adjustments	5,224	-2,977	-8,304	30,177	-18,770	1,906	2,983	-1,848	-1,848	-1,848	-1,848	-1,848	997
Change in Cash	136,679	-88,351	-23,442	148,788	305,448	55,176	133,606	-121,919	117,641	-34,881	-27,664	-58,956	542,126
Ending Cash	270,711	182,360	158,918	307,706	613,154	668,330	801,936	680,017	797,658	762,777	735,113	676,158	

	<i>Previous Year End</i>	<i>Current</i>	<i>Year End</i>
Assets			
Current Assets			
Cash	134,032	801,936	676,158
Total Current Assets	134,032	801,936	676,158
Total Assets	134,032	801,936	676,158
Liabilities and Equity			
Liabilities			
Current Liabilities			
Other Current Liabilities	0	10,238	997
Total Current Liabilities	0	10,238	997
Total Long-Term Liabilities	0	0	
Total Liabilities	0	10,238	997
Equity			
Unrestricted Net Assets	134,032	134,032	134,032
Net Income	0	657,665	541,129
Total Equity	134,032	791,697	675,161
Total Liabilities and Equity	134,032	801,936	676,158

Forecast History of June 30, 2025 Cash Balance

Source	Days of Cash at 6/30/25	Change	Description of change
Budget	60		From SY24-25Budget
Jul	59	-2	
Aug	69	10	Increased State funding based on ADA
Sep	70	1	Increase Basic Formula per WADA rate
Oct	51	-18	Additional Staff forecast
Nov	50	-1	State Revenue ADA and Transportation decreased.
Dec	44	-6	Title allocations reduced.
 Jan	57	13	Staffing and CSP adjustments
Feb			
Mar			
Apr			
May			
Jun			

The Leadership School
02/06/2025 10:24 AM

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>	
52024377	01/10/2025	X			REPUBLIC	Republic Services	689.80	
52024378	01/10/2025	X			BAMBOOHR	Bamboo HR	314.93	
52024379	01/06/2025	X			GSUITE	Google Suite	208.33	
52024380	01/16/2025	X			NEXTIVA	Nextiva	702.20	
52024381	01/02/2025	X			SCCHARTER	SC Charter - Rent	25,615.79	
52024382	01/17/2025	X			WELLSFARGO	Wells Fargo Vendor	3,619.71	
52024383	01/23/2025	X			LEVEL3	Level 3 Communications, LLC	1,706.58	
52024409	01/22/2025	X			MODIVEMPL	MO DIVISION OF EMPLOYMENT	3,626.69	
52024410	01/28/2025	X			IRS	Internal Revenue Service	208.18	
52024411	01/16/2025	X			DIVVY	DIVVY - BILL.COM	2,946.50	
Checking Account ID: 1					Void Total:	0.00	Total without Voids:	39,638.71
Check Type Total:			Automatic Payment	Void Total:	0.00	Total without Voids:	39,638.71	

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>	
84819732	01/17/2025	X			MARRANDCO	Marr and Company PC	11,027.80	
84819733	01/17/2025	X			GADELLNET	GadellNet Consulting Services, LLC.	1,955.00	
84819734	01/17/2025	X			GADELLNET	GadellNet Consulting Services, LLC.	1,000.00	
84819735	01/17/2025	X			GADELLNET	GadellNet Consulting Services, LLC.	1,846.25	
84819736	01/17/2025	X			DANACOLE	Dana Coleman Consulting	400.00	
84819737	01/17/2025	X			CITYBLUE	CityBlue Technologies, LLC	979.70	
84819738	01/17/2025	X			FOSTKAY	Kayla Foster	44.75	
84819739	01/17/2025	X			ROBIANT	Anthony Robins	44.75	
84819740	01/17/2025	X			GRIFDEN	Denise Griffin	44.75	
84819741	01/17/2025	X			WESCHE	Wesche Company	620.00	
84819742	01/17/2025	X			RAVENSBERG	Ravensberg Inc	15,950.00	
84819986	01/17/2025	X			CINTAS	Cintas Corp	361.58	
84819987	01/17/2025	X			CINTAS	Cintas Corp	243.76	
84819988	01/17/2025	X			CINTAS	Cintas Corp	173.41	
84819989	01/17/2025	X			CINTAS	Cintas Corp	173.41	
84819990	01/17/2025	X			CINTAS	Cintas Corp	173.41	
84819991	01/17/2025	X			CINTAS	Cintas Corp	180.17	
84819992	01/17/2025	X			WILSCOT	WILLIAMS SCOTSMAN, INC.	3,959.61	
84819993	01/17/2025	X			WILSCOT	WILLIAMS SCOTSMAN, INC.	5,427.73	
84820109	01/17/2025	X			OFFICEESSE	Office Essentials	656.74	
84820110	01/17/2025	X			FIRSTSTUDE	First Student Bus	15,620.91	
84820111	01/17/2025	X			SHANDS	Shands, Elbert, Gianoulakis, Giljum Law Firm	114.00	
84820112	01/17/2025	X			ROTLER	Rottler Pest Solutions	103.00	
84820658	01/17/2025	X			PAYPOOL	Paypool LLC	355.75	
84820659	01/17/2025	X			EDOPS	EdOps	9,701.00	
84820660	01/17/2025	X			FRESHPALAT	Anthony Foster	13,934.80	
84820661	01/17/2025	X			CSD	CSD Insurance Trust	15,744.86	
84871461	01/22/2025	X			COOPHAB	Habakkuk Smittie	324.00	
84899425	01/27/2025	X			MIDWESTERN	Mid-Western Adverstising	426.22	
84899426	01/27/2025	X			MOULCOU	Courtney Moulder	594.00	
84899427	01/27/2025	X			MIDWESTERN	Mid-Western Adverstising	329.26	
84899742	01/27/2025	X			CINTAS	Cintas Corp	173.41	
84899743	01/27/2025	X			WILSCOT	WILLIAMS SCOTSMAN, INC.	3,959.61	
84899744	01/27/2025	X			WILSCOT	WILLIAMS SCOTSMAN, INC.	5,427.73	
84900000	01/27/2025	X			HANENKAMP	Hanenkamp Electric Company Inc	264.00	
84900447	01/27/2025	X			STATUSQUO	Yakim Johnson Sr	1,615.00	
Checking Account ID: 1					Void Total:	0.00	Total without Voids:	113,950.37
Check Type Total:			Check	Void Total:	0.00	Total without Voids:	113,950.37	
Payee Type Total:			Vendor	Void Total:	0.00	Total without Voids:	153,589.08	
Grand Total:					Void Total:	0.00	Total without Voids:	153,589.08

S E L E C T I V E
INSURANCE®

POLICY DOCUMENT

S 2496214

INSURED ' S COPY

Issued by The Stock Insurance Company

Policy Number
S 2496214

SELECTIVE INSURANCE COMPANY OF SOUTH CAROLINA
900 E. 96TH STREET, INDIANAPOLIS, IN 46240

COMMERCIAL POLICY INFORMATION PAGE

Named Insured and Address THE LEADERSHIP SCHOOL 1785 PENNSYLVANIA AVE SAINT LOUIS, MO 63133-1301	Policy Period From: NOVEMBER 15, 2024 To: NOVEMBER 15, 2025 12:01 A.M Standard Time At Location of Designated Premises.
--	--

Named Insured is: CORPORATION

Producer Number: 00-24019-00000

Producer: DANIEL & HENRY CO MISSOURI

Schedule of Coverage

Schedule Effective Date: NOVEMBER 15, 2024

- COMMERCIAL PROPERTY COVERAGE
- COMMERCIAL GENERAL LIABILITY COVERAGE
- COMMERCIAL AUTOMOBILE COVERAGE
- COMMERCIAL CRIME COVERAGE

Date Issued: JANUARY 29, 2025

Issuing office: HEARTLAND REGION

300021S 2496214 703

POLICY CHANGES

POLICY NUMBER: s 2496214

IL 79 16 07 08

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

Effective Date of Change: NOVEMBER 15, 2024

Change Endorsement No.: PF0001

Named Insured:

THE LEADERSHIP SCHOOL
1785 PENNSYLVANIA AVE
SAINT LOUIS, MO 63133-1301

The following item(s):

<input type="checkbox"/>	Insured's Name	<input type="checkbox"/>	Insured's Mailing Address
<input type="checkbox"/>	Policy Number	<input type="checkbox"/>	Company
<input type="checkbox"/>	Effective/Expiration Date	<input type="checkbox"/>	Insured's Legal Status/Business of Insured
<input type="checkbox"/>	Payment Plan	<input type="checkbox"/>	Premium Determination
<input checked="" type="checkbox"/>	Additional Interested Parties:	<input type="checkbox"/>	Coverage Forms and Endorsements
<input type="checkbox"/>	Limits/Exposures	<input type="checkbox"/>	Deductibles
<input type="checkbox"/>	Covered Property/Located Description	<input type="checkbox"/>	Classification/Class Codes
<input type="checkbox"/>	Rates	<input type="checkbox"/>	Underlying Insurance

300021S 2496214 704

is (are) changed to read **(See Additional Page(s))**:

THE FOLLOWING PROPERTY FORM(S) AND ENDORSEMENT(S) ARE ADDED AND ARE EFFECTIVE WITH THE EFFECTIVE DATE OF THIS CHANGE:

CP1218 10/12 LOSS PAYABLE PROVISIONS
IL7025A 11/89 COMMERCIAL POLICY INFORMATION PAGE
IL7916 07/08 POLICY CHANGES

LOSS PAYEE HAS BEEN AMENDED

LOSS PAYEE ADDED AS FOLLOWS:

NAME: IFF

ADDRESS: 333 S WABASH AVENUE, SUITE 2800, CHICAGO, IL 60604

THE FOLLOWING PROPERTY FORM(S) AND ENDORSEMENT(S) ARE CHANGED AND ARE

The above amendments result in a change in the premium as follows:

<input type="checkbox"/>	NO CHANGES	<input type="checkbox"/>	TO BE ADJUSTED AT AUDIT	ADDITIONAL PREMIUM	RETURN PREMIUM
--------------------------	-------------------	--------------------------	--------------------------------	---------------------------	-----------------------

Countersigned By:

(Authorized Agent)

POLICY CHANGES ENDORSEMENT DESCRIPTION

EFFECTIVE WITH THE EFFECTIVE DATE OF THIS CHANGE:

CP7026 06/17 COMMERCIAL PROP DEC

CP7623 10/11 PROPERTY MORTGAGE HOLDERS SCHEDULE

THE FOLLOWING PROPERTY FORM(S) AND ENDORSEMENT(S) ARE CANCELLED

EFFECTIVE WITH THE EFFECTIVE DATE OF THIS CHANGE:

IN1143 11/23 IMPORTANT NOTICE - STATEMENT OF VALUES

Previous Policy Number
S 2496214

Policy Number
S 2496214

COMMERCIAL PROPERTY COVERAGE DECLARATION

Policy Effective Date: November 15, 2024 **Coverage Effective Date:** NOVEMBER 15, 2024

Insurance is provided only for those coverages for which a specific limit is shown in the following coverage schedule

Coverage — Scheduled Locations									
Prem. No.	Bldg. No.	Coverage	Limit of Insurance	Covered Cause of Loss	Coins	Deductible	Valuation	Inflation Guard	
1	1	BPP INCL STOCK	\$224,297	SPECIAL W/EQ WITH EARTHQUAKE	80%	\$1,000 10%	RC		

Coverage — Blanket Locations									
Prem. No.	Bldg. No.	Coverage	Rating Value	Covered Cause of Loss	Coins	Deductible	Valuation	Inflation Guard	Blanket ID #

Business Income									
Prem. No.	Bldg. No.	Coverage Type	Limit of Insurance	BI Waiting Period (hrs)	Coins	Monthly Limit of Indemnity	Max Period of Indemnity	Extended Period of Indemnity	Blanket ID #
1	1	BI INCLUDING RV	\$550,000	72	100% AGRD				

Blanket Coverage Blanket ID #	Blanket Group	Total Blanket Limit

Extra Expense									
Prem. No.	Bldg. No.	Limit of Insurance	Monthly Limitation	Prem. No.	Bldg. No.	Limit	Monthly Limitation		

Forms and Endorsements: Refer to "Commercial Policy Forms and Endorsement Schedule"	Premium Amount \$2,653.00 (This premium may be subject to adjustment)
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300021S 2496214 706

CP-7026 (06/17)

INSURED'S COPY

Previous Policy Number
S 2496214

Policy Number
S 2496214

COMMERCIAL PROPERTY MORTGAGE HOLDERS SCHEDULE

Policy Effective Date: November 15, 2024 **Schedule Effective Date:** NOVEMBER 15, 2024

Prem. No.	Bldg. No.	Mortgage Holder Name and Address
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300021S 2496214 707

LOSS PAYABLE PROVISIONS

POLICY NUMBER: S 2496214

COMMERCIAL PROPERTY
CP 12 18 10 12

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

This endorsement modifies insurance provided under the following:

- BUILDERS' RISK COVERAGE FORM
- BUILDING AND PERSONAL PROPERTY COVERAGE FORM
- CONDOMINIUM ASSOCIATION COVERAGE FORM
- CONDOMINIUM COMMERCIAL UNIT-OWNERS COVERAGE FORM
- STANDARD PROPERTY POLICY

SCHEDULE

Location Number: 001	Building Number: 001	Applicable Clause (Enter C.1., C.2., C.3. or C.4.):
Description Of Property: BPP		
C.1		
Loss Payee Name: IFF		
Loss Payee Address: 333 S WABASH AVENUE SUITE 2800 CHICAGO, IL 60604		
Location Number:	Building Number:	Applicable Clause (Enter C.1., C.2., C.3. or C.4.):
Description Of Property:		
Loss Payee Name:		
Loss Payee Address:		
Location Number:	Building Number:	Applicable Clause (Enter C.1., C.2., C.3. or C.4.):
Description Of Property:		
Loss Payee Name:		
Loss Payee Address:		
Information required to complete this Schedule, if not shown above, will be shown in the Declarations.		

300021S 2496214 708

- A.** When this endorsement is attached to the Standard Property Policy **CP 00 99**, the term Coverage Part in this endorsement is replaced by the term Policy.
- B.** Nothing in this endorsement increases the applicable Limit of Insurance. We will not pay any Loss Payee more than their financial interest in the Covered Property, and we will not pay more than the applicable Limit of Insurance on the Covered Property.
- C.** The following is added to the **Loss Payment** Loss Condition, as indicated in the Declarations or in the Schedule:
- 1. Loss Payable Clause**
- For Covered Property in which both you and a Loss Payee shown in the Schedule or in the Declarations have an insurable interest, we will:
- a.** Adjust losses with you; and
 - b.** Pay any claim for loss or damage jointly to you and the Loss Payee, as interests may appear.
- 2. Lender's Loss Payable Clause**
- a.** The Loss Payee shown in the Schedule or in the Declarations is a creditor, including a mortgageholder or trustee, whose interest in Covered Property is established by such written instruments as:
 - (1)** Warehouse receipts;
 - (2)** A contract for deed;
 - (3)** Bills of lading;
 - (4)** Financing statements; or
 - (5)** Mortgages, deeds of trust, or security agreements.
 - b.** For Covered Property in which both you and a Loss Payee have an insurable interest:
 - (1)** We will pay for covered loss or damage to each Loss Payee in their order of precedence, as interests may appear.
 - (2)** The Loss Payee has the right to receive loss payment even if the Loss Payee has started foreclosure or similar action on the Covered Property.
- (3)** If we deny your claim because of your acts or because you have failed to comply with the terms of the Coverage Part, the Loss Payee will still have the right to receive loss payment if the Loss Payee:
- (a)** Pays any premium due under this Coverage Part at our request if you have failed to do so;
 - (b)** Submits a signed, sworn proof of loss within 60 days after receiving notice from us of your failure to do so; and
 - (c)** Has notified us of any change in ownership, occupancy or substantial change in risk known to the Loss Payee.
- All of the terms of this Coverage Part will then apply directly to the Loss Payee.
- (4)** If we pay the Loss Payee for any loss or damage and deny payment to you because of your acts or because you have failed to comply with the terms of this Coverage Part:
- (a)** The Loss Payee's rights will be transferred to us to the extent of the amount we pay; and
 - (b)** The Loss Payee's rights to recover the full amount of the Loss Payee's claim will not be impaired.
- At our option, we may pay to the Loss Payee the whole principal on the debt plus any accrued interest. In this event, you will pay your remaining debt to us.
- c.** If we cancel this policy, we will give written notice to the Loss Payee at least:
- (1)** 10 days before the effective date of cancellation if we cancel for your nonpayment of premium; or
 - (2)** 30 days before the effective date of cancellation if we cancel for any other reason.
- d.** If we elect not to renew this policy, we will give written notice to the Loss Payee at least 10 days before the expiration date of this policy.

3. Contract Of Sale Clause

- a. The Loss Payee shown in the Schedule or in the Declarations is a person or organization you have entered into a contract with for the sale of Covered Property.
- b. For Covered Property in which both you and the Loss Payee have an insurable interest, we will:
 - (1) Adjust losses with you; and
 - (2) Pay any claim for loss or damage jointly to you and the Loss Payee, as interests may appear.
- c. The following is added to the **Other Insurance** Condition:
For Covered Property that is the subject of a contract of sale, the word "you" includes the Loss Payee.

4. Building Owner Loss Payable Clause

- a. The Loss Payee shown in the Schedule or in the Declarations is the owner of the described building in which you are a tenant.
- b. We will adjust losses to the described building with the Loss Payee. Any loss payment made to the Loss Payee will satisfy your claims against us for the owner's property.
- c. We will adjust losses to tenants' improvements and betterments with you, unless the lease provides otherwise.

300021S 2496214 710

Form **8879-TE**

IRS E-file Signature Authorization for a Tax Exempt Entity

OMB No. 1545-0047

For calendar year 2023, or fiscal year beginning JUL 1, 2023, and ending JUN 30, 2024

2023

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

**COURTNEY MOULDER
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>2,861,125.</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 2023 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 2023 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 2023 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 Courtney Maulder (Feb 11, 2025 11:56 CST)

Date 02/11/2025

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 2023 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 01/28/25

ERO Must Retain This Form - See Instructions

Do Not Submit This Form to the IRS Unless Requested To Do So

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

Form **8879-TE** (2023)

EXTENDED TO MAY 15, 2025

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.

2023

Open to Public Inspection

A For the **2023** calendar year, or tax year beginning **JUL 1, 2023** and ending **JUN 30, 2024**

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: COURTNEY MOULDER SAME AS C ABOVE	D Employer identification number ** - ***2466 E Telephone number 314-409-2308 G Gross receipts \$ 2,861,125. 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	5
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	5
	5	Total number of individuals employed in calendar year 2023 (Part V, line 2a)	5	30
	6	Total number of volunteers (estimate if necessary)	6	5
	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)	Prior Year
9		Program service revenue (Part VIII, line 2g)	1,929,269.	2,859,179.
10		Investment income (Part VIII, column (A), lines 3, 4, and 7d)	10,135.	1,946.
11		Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	0.	0.
12		Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	1,939,404.	2,861,125.
Expenses		13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	784,542.	1,298,838.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b	Total fundraising expenses (Part IX, column (D), line 25)	0.	
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-11g)	1,156,514.	1,472,969.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	1,941,056.	2,771,807.
	19	Revenue less expenses. Subtract line 18 from line 12	-1,652.	89,318.
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21	Total liabilities (Part X, line 26)	44,714.	134,032.
	22	Net assets or fund balances. Subtract line 21 from line 20	0.	0.
			44,714.	134,032.

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 COURTNEY MOULDER, EXECUTIVE DIRECTOR Type or print name and title	Date
Paid Preparer Use Only	Print/Type preparer's name JASON D. LOUK	Preparer's signature JASON D. LOUK
	Firm's name MARR AND COMPANY, P.C.	Date 01/28/25
	Firm's address 1401 EAST 104TH STREET, SUITE 100 KANSAS CITY, MO 64131	Check if self-employed <input type="checkbox"/> PTIN P00541486
		Firm's EIN ** - ***0039 Phone no. (816) 363-8700

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

SEE SCHEDULE O FOR ORGANIZATION MISSION STATEMENT CONTINUATION

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.

4a (Code:) (Expenses \$ 1,866,404. including grants of \$) (Revenue \$ 1,946.) OPERATE A CHARTER SCHOOL FOR 151 STUDENTS GRADES KINDERGARTEN THROUGH 3RD (THROUGH FISCAL YEAR 2024) 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 1,866,404.

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 noncash 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		30
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?	12a	
b	If "Yes," enter the amount of tax-exempt interest received or accrued during the year	12b	
13	Section 501(c)(29) qualified nonprofit health insurance issuers.		
a	Is the organization licensed to issue qualified health plans in more than one state? Note: See the instructions for additional information the organization must report on Schedule O.	13a	
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>	14b	
15	Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year? If "Yes," see the instructions and file Form 4720, Schedule N.	15	X
16	Is the organization an educational institution subject to the section 4968 excise tax on net investment income? If "Yes," complete Form 4720, Schedule O.	16	X
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.	17	

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
COURTNEY MOULDER - 314-409-2308
1785 PENNSYLVANIA AVE, ST. LOUIS, MO 63133-1301

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	2,097,565.				
	f All other contributions, gifts, grants, and similar amounts not included above ...	1f	761,614.				
	g Noncash contributions included in lines 1a-1f	1g	\$				
	h Total. Add lines 1a-1f			2,859,179.			
Program Service Revenue	2 a <u>STUDENT FEES</u>	Business Code					
		900099	1,946.	1,946.			
	b _____						
	c _____						
	d _____						
	e _____						
	f All other program service revenue						
g Total. Add lines 2a-2f			1,946.				
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			2,861,125.	1,946.	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 X

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	149,459.	82,200.	67,259.	
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	910,398.	500,154.	410,244.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	68,057.	39,124.	28,933.	
9 Other employee benefits	99,199.	52,498.	46,701.	
10 Payroll taxes	71,725.	39,503.	32,222.	
11 Fees for services (nonemployees):				
a Management				
b Legal	6,859.		6,859.	
c Accounting	10,485.		10,485.	
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.)	293,185.	293,185.		
12 Advertising and promotion				
13 Office expenses	261,159.	220,501.	40,658.	
14 Information technology				
15 Royalties				
16 Occupancy	374,474.	266,700.	107,774.	
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	27,372.		27,372.	
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 CONTRACTED TRANSPORTATI	192,971.	192,971.		
b TECHNICAL SERVICES	124,956.		124,956.	
c WAREHOUSE AND FOOD SERV	109,115.	109,115.		
d BOOKS AND PERIODICALS	69,910.	69,910.		
e All other expenses	2,483.	543.	1,940.	
25 Total functional expenses. Add lines 1 through 24e	2,771,807.	1,866,404.	905,403.	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	44,714.	1	134,032.
	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)		44,714.	16	134,032.
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	44,714.	27	134,032.
	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	44,714.	32	134,032.
	33 Total liabilities and net assets/fund balances	44,714.	33	134,032.

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	2,861,125.
2	Total expenses (must equal Part IX, column (A), line 25)	2	2,771,807.
3	Revenue less expenses. Subtract line 2 from line 1	3	89,318.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	44,714.
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	134,032.

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 (2023)

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) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(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) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(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 2023 (line 6, column (f), divided by line 11, column (f))	14	%
15 Public support percentage from 2022 Schedule A, Part II, line 14	15	%
16a 33 1/3% support test - 2023. 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 - 2022. 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 - 2023. 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 - 2022. 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) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(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) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(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 2023 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2022 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2023 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2022 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2023. 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 - 2022. 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>	Yes	No	
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 2023 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-2023	(iii) Distributable Amount for 2023
1	Distributable amount for 2023 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2023 (reasonable cause required - explain in Part VI). See instructions.		
3	Excess distributions carryover, if any, to 2023		
a	From 2018		
b	From 2019		
c	From 2020		
d	From 2021		
e	From 2022		
f	Total of lines 3a through 3e		
g	Applied to underdistributions of prior years		
h	Applied to 2023 distributable amount		
i	Carryover from 2018 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.		
4	Distributions for 2023 from Section D, line 7: \$		
a	Applied to underdistributions of prior years		
b	Applied to 2023 distributable amount		
c	Remainder. Subtract lines 4a and 4b from line 4.		
5	Remaining underdistributions for years prior to 2023, 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 2023. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.		
7	Excess distributions carryover to 2024. Add lines 3j and 4c.		
8	Breakdown of line 7:		
a	Excess from 2019		
b	Excess from 2020		
c	Excess from 2021		
d	Excess from 2022		
e	Excess from 2023		

Schedule A (Form 990) 2023

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

OMB No. 1545-0047

2023

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).

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

Schedule B (Form 990) (2023)

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	\$ 559,226.	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	\$ 100,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	DEACONNESS FOUNDATION 1000 VANDEVENTER AVE ST LOUIS, MO 63113	\$ 50,000.	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.)

Name of organization

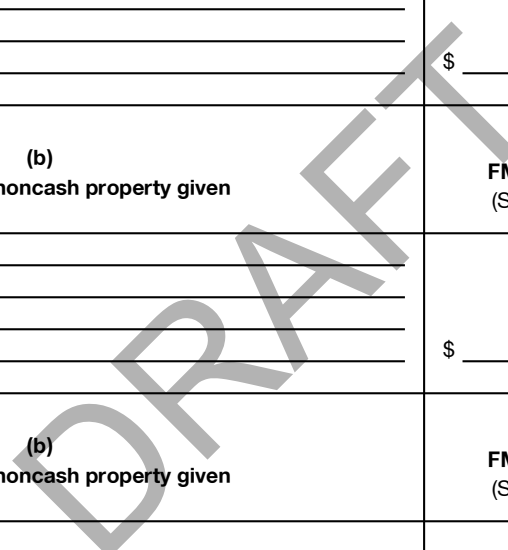
Employer identification number

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

2023

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.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate value of contributions, grants, and end of year, and two yes/no questions about donor property and grant fund usage.

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

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include purpose(s) of conservation easements, total number and acreage, number of easements on historic structures, and monitoring expenses.

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.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include reporting requirements for art and historical treasures, and amounts for revenue and assets.

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990. Schedule D (Form 990) 2023

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 in 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, line 10c, column (B)) 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, line 12, col. (B))		

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, line 13, col. (B))		

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, line 15, col. (B))	

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, line 25, col. (B))	

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	2,861,125.
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	2,861,125.
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	2,861,125.

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	2,771,807.
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	2,771,807.
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	2,771,807.

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, 2024, THERE WAS NO INTEREST OR PENALTIES RECORDED IN THE FINANCIAL STATEMENTS.

Part XIII Supplemental Information *(continued)*

Lined area for supplemental information with a large diagonal 'DRAFT' watermark.

**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.

2023

Attach to Form 990 or Form 990-EZ.

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

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

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?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4 Does the organization maintain the following?		
a Records indicating the racial composition of the student body, faculty, and administrative staff?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
c Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
d Copies of all material used by the organization or on its behalf to solicit contributions?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
b Admissions policies?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
c Employment of faculty or administrative staff?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
d Scholarships or other financial assistance?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
e Educational policies?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
f Use of facilities?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
g Athletic programs?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
h Other extracurricular activities?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
b Has the organization's right to such aid ever been revoked or suspended?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
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	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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

Schedule E (Form 990) 2023

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

2023

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.

FORM 990, PART IX, LINE 11G, OTHER FEES:

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

Schedule O (Form 990) 2023

LHA 332211 11-14-23

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

PROGRAM SERVICE EXPENSES	293,185.
MANAGEMENT AND GENERAL EXPENSES	0.
FUNDRAISING EXPENSES	0.
TOTAL EXPENSES	293,185.
TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A	293,185.

DRAFT



Finance and Facilities Committee Meeting Agenda - 2.24.25

TLS Mission: The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.

All TLS School Goals

Goal 10 - Board Engagement:

- Each year, 100% of board members will attend, at a minimum, **80%** of the scheduled board meetings.
- For each fiscal year, **100% of board members will contribute financially** to fundraising goals.

Goal 11 - Financial Sustainability:

- By year three, The Leadership School will maintain at least **30** days of cash on hand at all times.
- For each fiscal year, the **annual audit will have no material findings** and unqualified opinion.

Goal 12 - Data Reporting:

- Annually, at least **90%** of state data, reporting and compliance submissions to the sponsor and to DESE will be accurate and on time.

2024 - 2025 Finance & Facilities Committee Goals

- **School fund balance over 12% at year end**

Action:

- **Monitor** school financial progress and trends monthly

- **Financial policies are followed 100% of the time**

Action:

- Inquire about financial controls via a quarterly questionnaire
- Incorporate TLS financial policies as outlined in the [TLS Board Bylaws](#)

- **90% or higher comprehension of Finance/Facilities [TLS Bylaws](#) by all board members based on self evaluation at mid/end of year assessments**

Action:

- Short presentation on key points at each board meeting

- **Completion of a long term financial plan by June 30th, 2025**

Action:

- Participate in long-term financial strategy planning in collaboration with School Executive Directors and TLS Board Development Committee via monthly meetings

Meeting Date: 1.22.2025 @ 5:00 - 6:30 PM

Topic: Finance and Facilities

Time: Feb .24, 2025 05:00 PM Central Time (US and Canada)

Join Zoom Meeting

Attendees: Lindsey Richard, Courtney, Keisha, Anne, Gary, Becky, Tanisha, Whitney

Join Zoom Meeting
<https://us06web.zoom.us/j/83650102774?pwd=ETHac4PU9azZ8mdtgnXSTNt4Xz4Jya.1>

Meeting ID: 836 5010 2774
 Passcode: H6Qkw8

Need to set up new recurring meeting link

TLS 2024 - 2025 KPIs

	Jul	Aug	Sept	Oct	Nov	Dec	Jan
Days of Cash (< 45)	59	70	71	52	51	45*	58
Gross Margin (> 5%)	12%	14%	14%	10%	10%	9%	11.3%
Fund Balance @ Year's End (> 12%)	16%	19%	19%	14%	14%	12%	15.85%

Charter Goal 11 - No material findings in annual audit report

- By Year Three, TLS will maintain at least **30 days** of cash on hand
- **Monitor** school financial progress and trends **monthly**

F & F Comm Goal: Financial Policies Followed & Fund Balance over 12%

1. Monthly Financials - Anne

- Updates:**
- **Presentation**
 - [Supplemental Report for January](#)
 - [Check Registry for January](#)
 - **Update on DESE Title Revenue Shortfall:** Anne will continue to investigate
 - [Review 990 from 2023 \(FY2024 audited financials\)](#) - Add to Consent Agenda for 2/25 Board Meeting.
 - **Sweep Account - Follow up to ensure this is now in place on bank's end (Anne, Courtney, and Gary)**

<p>Nichols (EdOps)</p>	
<p>Goal 11 - Annual Audit has no material findings</p> <p>F & F Comm Goal: Long Term financial plan by 6/20/2025</p> <p>2. Facilities Expansion - Lindsay Richard (QPD Company consultant) - formerly with Level Field, did all of Atlas's new building and renovations.</p>	<ul style="list-style-type: none"> ● Discussion of Facilities Expansion 25 - 26 Plan <ul style="list-style-type: none"> ○ Lindsey will present long term planning docs in close session at the 2/25 Board meeting. ● Insurance Updates <ul style="list-style-type: none"> ○ Adding IFF to Property Insurance policy - Complete and ready for board approval ○ Review Increase of Employee Theft Policy to \$500,000 <ul style="list-style-type: none"> ■ Awaiting Signature and review by EDs ■ Increase will increase policy cost by \$688.00
<p>Charter Goal 11 - No material findings in annual Audit</p> <p>F & F Comm goal: Financial Policies Followed</p> <p>2. Audit Report Followup</p>	<p>Status Updates:</p> <ul style="list-style-type: none"> ● Benefits and 218 Agreement: <ul style="list-style-type: none"> ○ Whitney's summary ○ Courtney will review and advise Becky on upside and downside to share with the Board. ○ Could review at April 9 retreat. ● Benefits Reconciliation will be part of the SOP which needs to be completed. Whitney will lead on this. ● Whitney will follow up with Keisha about summer cleaning invoice <ul style="list-style-type: none"> ○ SOP needed ● Audit docs folder needs to be set up for 2025. Whitney will combine subfolders and share access with Gary, Courtney, Tanisha, Becky. ● Internal controls questionnaire to be sent the first of March and Courtney/Whitney will then respond to the questionnaire before April 15 meeting. Gary will set up a calendar of dates to collect questionnaire results and share with the Committee. ● Food vendor contracts - Can respond to bids after 45 days. RFP is out. Four responses so far. Whitney will follow up. ● Other contracts to be shared with Gary. - Gary and Whitney

- Kyla looking into quotes for a third-party vendor for uniforms. - Awaiting three quotes now.
- **Cell Phone Bills for Leadership (Whitney, Courtney, Keisha) - Whitney will check whether we get equipment through the existing Apple contract? - Whitney will look into the benefit.**

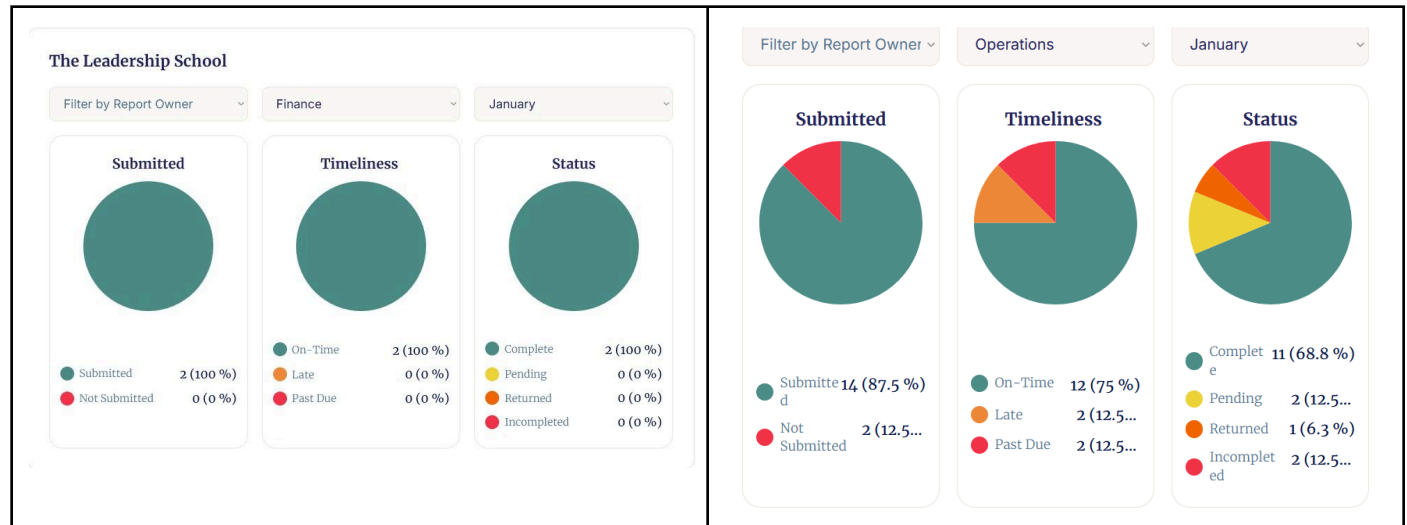
Goal 12 - Data Reporting: Annually, at least 90% of state data, reporting and compliance submissions to the sponsor and to DESE will be accurate and on time.

3. Status Updates

Status of January Finance and Team (Operations) Uploads to Report Well:

1. Finance & Team Uploads:

Team (Operation) Uploads:



January Summary

Finance - 100% submitted, on time, completed

Team (personnel/background checks) - 100% submitted, on time, completed

Operations - 87% submitted, 75% on time, 68.8% completed

Operations Reports status:

Pending: Food service license, Enrollment certification, Annual Assessment Calendar

Returned: Notice of Annual Lottery (screen shot needed of posting on website)

Incompleted: Fire/Safety Inspection, Health inspection - ?

	<p>2. Missouri Ethics Commission Portal for TLS - In April, Whitney will check on the status of Personal Disclosure Forms for Board members and EDs. Due by May 1.</p>
<p>90% or higher comprehension of Finance/Facilities TLS Bylaws by all board members based on self evaluation at mid/end of year assessments</p> <p>Short presentation on key points at each board meeting</p> <p>4. Board PD</p>	<p>Discussion</p> <ul style="list-style-type: none"> ● Next F & F PD presentation to the Board - <ul style="list-style-type: none"> ○ Help the Board understand the 218 Agreement ○ How long term planning impacts the budget. <ul style="list-style-type: none"> ■ Look at other schools at the same age as us and what percent they are spending on facilities (access Atlas’s LT Facilities plan; take a look at Friendly Academy, just purchased the Hawthorne Building; Voices - look at their rents to compare with our warehouse project) to compare (12 - 15%) Case study <ul style="list-style-type: none"> ● Courtney will reach out for the info ● Tanisha, Gary and Becky will create a presentation based on that info for the April 9 retreat. ● Look at the finance questions results on the mid-year Board self-evaluation and use to guide topic selection for upcoming PD. Gary, Tanisha, Becky <ul style="list-style-type: none"> ○ Make visuals to represent projected revenue and expenses over the next year. ○ In Year Four most of the school’s revenue will be federal and state. Should take enrollment counts and ask Anne how the per WADA will be impacted. Map out what that looks like 5 - 10% annually.
<p>Goal 10 - Board Engagement: For each fiscal year, 100% of board members will contribute financially to fundraising goals.</p> <p>5. Locating opps for partner giving</p>	<p>Status updates:</p> <ul style="list-style-type: none"> ● The Buddy Fund: <ul style="list-style-type: none"> ○ Application Completed ○ Vetting Form Completed ○ Check with Gary if anything else is needed. Keisha emailed them back. ● Tanisha will set up a match to send it through PayPal Giving. Whitney will work on how to make this work on the TLS end. - Tabled

Coversheet

Development Committee Report

Section: IV. Board Reports
Item: C. Development Committee Report
Purpose: Discuss
Submitted by:
Related Material: 2_3_2025 Development Committee Meeting Agenda and Notes -1.pdf



Development Committee Meeting Agenda and Notes 2.3.25

TLS Mission: The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.

[All TLS School Goals HERE](#)

Goal 5 - Attendance:

- 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. As of 2019, the state average daily attendance rate was 87.3%. The Normandy Schools Collaborative and adjacent districts had average daily attendance rates ranging between 70.% - 81.2%, while the highest performing districts in our area have rates above 93%. Therefore, we have rooted our attendance goal in the current reality of the target population and the **anticipated strong partnerships with families** to ensure a higher attendance rate than what has been the norm for our target population.

Goal 6 - Student Leadership:

- Before renewal, The Leadership School will achieve the **Leader in Me Lighthouse School Certification** by meeting the following criteria:
- The principal, school administration and staff engage in ongoing learning and develop as leaders, while championing leadership for the school.
 - Leadership principles are effectively taught to all students through direct lessons, integrated approaches, and staff modeling. Students are able to think critically about and apply leadership principles.
 - **Families and the school partner together in learning about the 7 Habits and leadership principles through effective communication and mutual respect.**
 - The school community is able to see leadership in the physical environment, hear leadership through the common language of the 7 Habits, and feel leadership through a culture of caring, relationships, and affirmation.
 - Leadership is shared with students through a variety of leadership roles and student voice leads to innovations within the school.
 - **Schoolwide, classroom, family and community leadership events provide authentic environments to celebrate leadership, build culture, and allow students to practice leadership skills.**
 - The school utilizes The 4 Disciplines of Execution process to identify and track progress toward the high priority goals of the school, classroom, and staff members.
 - Students lead their own learning with the skills to assess their needs, set appropriate goals, and carry out action plans. They track progress toward goals in Leadership Notebooks and share these notebooks with adults in student-led conferences.
 - Teacher planning and reflection, **trusting relationships**, and student-led learning combine to create environments for highly engaged learning.

Goal 7 - Positive School Culture:

- Annually, for the first three years, at least **85%** of students will respond positively on the Panorama Education survey that their voice matters in the school and that they are satisfied with our culture. By year five, student voice and satisfaction will increase to 95% of students.
- **Annually, for the first three years, 85% of parents/family members will respond positively on the Panorama Education Family & Community Engagement survey that they are satisfied with the school. By year five, satisfaction will increase to 95% of parents/family members.**
- Annually, **90%** of staff members will respond positively on the Panorama Education survey that their voice matters in the school and that they are satisfied with our cult

Goal 10 - Board Engagement:

- Each year, 100% of board members will attend, at a minimum, 80% of the scheduled board meetings.
- For each fiscal year, **100% of board members will contribute financially to fundraising goals.**

2024 - 2025 **Development** Committee Goals

1. **By June 30, 2025, build a Long Term Coordinated Finance & Development Fund Plan that works with the Academic Calendar to present to the Board. [Long Term Plan]**
Actions:
 - a. Coordinate with EDs and TLS Board Treasurer to review existing 3 - 5 year financial plan
 - b. Determine where the Development Committee can best contribute.

2. **By June 30, 2025, raise at least \$10K from Board members and their personal networks by supporting each member to promote and attend at least three (3) TLS events. [Board Fundraising]**
Actions:
 - a. Continually educate the Board and TLS Staff on connecting their “Why” with the work of the Committee.
 - b. Partner a member of the Development Committee with a member of the Board to encourage participation.
 - c. Build a team of helpers to support event planning.

3. **By June 20, 2025 establish partnerships with at least ten (10) local and national organizations and businesses that can build our portfolio. [Partnerships]**
Action:
 - a. Craft clear and persuasive messaging about the purpose and needs of the school.

4. **By June 30, 2025, raise at least 10 K? from partners, school, and community members. [Community Fundraising Events]**
Actions:
 - a. Incentivize community members and partners.

5. **By June 20, 2025, identify 5 - 10 realistic grant opportunities during the AY 2024 - 2025 and apply for at least five (5). [Grants]**

Standing Virtual Meeting Dates for 2024 - 2025: First Monday of the month at 5:00 PM

Date of this Meeting: 2/3/2025 @ 5:00 PM

Members:

- Aaron Williams, Board Member and Committee Chair

<p>Join Zoom Meeting</p> <p>https://us06web.zoom.us/j/82332496109?pwd=rNtO6w15HSbp8dN1ffF1DG4xUaytat.1</p> <p>Meeting ID: 823 3249 6109 Passcode: SP3Ls9</p>	<ul style="list-style-type: none"> ● Zaneta Ford ● Michelle Gregory ● Talana Hardin ● Paula Brown ● Terrence (TC) Curry, TLS Board Member ● Michelle Gregory ● Crystal Huntspon ● Lauren Martin ● Marilyn McCarthy ● Elaine McDonald ● Caity McDonnell ● Ariel Miller ● Keisha Seymour, TLS Co-Executive Director ● Terrie Moore ● Ashley Rhodes ● Mourisha Ross, Family Ambassador President ● Danielle Williams ● Carmen Ward, Director of Family Outreach & Events ● Rebecca Langrall, TLS Board Chair, Ex-Officio Committee Member/Acting Committee Secretary
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<p>Present:</p>	<p>Mourisha, Becky, Keisha, Aaron, Carmen, Marilyn, Michelle</p>
<p>1. Events</p> <p>TLS Calendar</p> <p>Mitzi MacDonald gave the church \$2000 more from the Christmas in the Kitchen</p>	<p>Trivia Night (March - Try for Pagedale Community Center)</p> <p>Updates:</p> <ul style="list-style-type: none"> ● Task list developed. ● Location and date identified: Saturday, 3/29 @ Pagedale City Hall from 6 - 10 PM ● Promotional Flyer for Trivia Night (thank you Ms. Miller, Gr. 1 teacher) and updated School Promotional Flyer with added academic growth ● Give Butter campaign is set up <p>Background:</p> <ul style="list-style-type: none"> ● Settled on Pagedale as Drink House is very expensive (\$6.75 per person) ● Down the line could consider Wellston City Hall (recently renovated with space the size of a basketball court) or Delmar Divine's first floor space (which also allows alcohol) ● Need to reach out to friends/family/contacts to donate even if they don't plan to attend. Advertising has to get out re: WHY we are having the Trivia Night. ● Buy a swing, a chromebook, or buy a slide - opportunities to expand the reach. Maybe have a parent's child's name on something? Monkey bars - would you like to donate? ● Maybe even have a virtual element. Could have people bid online? Give online. Give STL? Getting folks from out of town.

- If we used an App for an online auction would take a commission off the top.
- Two avenues: In person and online.
- MC needs to promote the Technology Integration goal throughout the night.

Updates:

- Aaron and Mourisha visited Pagedale City Hall to scout it out.
- Michelle said they have tables that can be set up. Can hold about 150 people comfortably. 6' long can seat 8 people.
- No PA system, so could use TLS's. Andy may be able to help.

Next Steps:

Carmen

- St Louis Development Corp is over Digital Equity Coalition and Tanjii - goal to infuse dollars into TLS aimed at closing the digital divide: **Need 52 iPads for Kindergarteners and +125 Chromebooks for Gr. 1 - 5.** (Currently have one cart per grade level)
- Will talk with Keisha and Tanjii who will line up major rappers in the area to market Trivia Night.
- Carmen will speak weekly with Tanjii to synergize the work with the goal of announcing the donation on Trivia Night.
- Will connect Tanjii with Marilyn McCarthy to create a new video

Aaron

- Aaron will make Carmen an editor on Give Butter so that the video Marilyn makes will be uploaded.
- Have to get a **permit** to consume alcohol in Pagedale. - May be a fee (\$70 - \$100). Ms. Mourisha and Mr. Aaron.
- Contact previous donors from Give Butter with Mourisha and Ms Talana.
- Investigate Pull Tab /Tip book - prize donation vs cash? Work with Ms. Mourisha and Michelle

Mourisha

- Mourisha will make a pdf of the flyer without the Canva watermark.
- Have to get a **permit** to consume alcohol in Pagedale. - May be a fee (\$70 - \$100). Ms. Mourisha and Mr. Aaron.
- Contact previous donors from Give Butter with Aaron and Ms Talana.
- Print flyers at the school - give to each student in their folders once a week starting this week.
- Investigate Pull Tab /Tip book with Michelle and Aaron

Michelle

- May be able to help with sound and set up.
- Will ask Mr. Huckleberry to be a question asker
- Will talk to Ms Trigg in Wellston and arrange to have flyers laid out in substations for the officers.
- Investigate Pull Tab /Tip book with Ms Mourisha and Mr Williams

Marilyn

- Will work with Tanjii to put another video together emphasizing closing the digital divide with support from

	<p>Carmen.</p> <ul style="list-style-type: none"> ● Study how to expand our reach behind local attendees. <p>Becky</p> <ul style="list-style-type: none"> ● Becky will craft the message for donors ● Update the flyer link to the Committee and Board with the ● Add Michelle to Trivia Night Work Team and confirm next meeting. <p>Keisha</p> <ul style="list-style-type: none"> ● Ask Andy to help with sound <p>Next Steps:</p> <ul style="list-style-type: none"> ● Need to locate partners to offer items and services for Silent Auction and raffle ● Need to send out School Brochure, link to video, and event flyer to friends and family to create teams. ● See Task List for more info.
<p>3. Partnerships - Tabled</p> <p>Previous partners</p>	<ol style="list-style-type: none"> 1. Status of marketing for TLS <ol style="list-style-type: none"> a. Video for Give Butter - Aaron will upload to GiveButter - Status? <ol style="list-style-type: none"> i. Email to potential donors as part of invitations to upcoming events. ii. Show during Trivia Night b. Other ideas? <ol style="list-style-type: none"> i. Promotional brochure with growth data ii. Share on our social media websites; advertising for upcoming events. c. Partner List - Aaron will send. Status? <ol style="list-style-type: none"> i. Send brochure/invitations to upcoming events to these folks ii. Share DESE MAP results as part of promotional materials used to generate interest next year.
<p>4. Grants - Tabled</p>	<ol style="list-style-type: none"> 1. Grants Work Team: <ol style="list-style-type: none"> a. Compile docs for the common grant application - status? <ol style="list-style-type: none"> i. Grant Readiness Spreadsheet - Becky and Mourisha

Coversheet

Governance Committee

Section: IV. Board Reports
Item: D. Governance Committee
Purpose: Discuss
Submitted by:
Related Material: 2.17.25 Governance Committee Meeting Agenda and Notes .pdf
Governance PD Presentation - 2_25_25.pdf



Governance Committee Meeting Agenda and Notes - 2/17/25

TLS Mission: The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.

TLS Charter Goals (ALL)

Goal 10 - Board Engagement:

- Each year, 100% of board members will attend, at a minimum, 80% of the scheduled board meetings.
- For each fiscal year, 100% of board members will contribute financially to fundraising goals.

Goal 12 - Data Reporting:

- Annually, at least 90% of state data, reporting and compliance submissions to the sponsor and to DESE will be accurate and on time.

2024 - 2025 Governance Committee Goals

1. **100% compliance with TLS Charter and Missouri Public School Expectations.**
 - a. Action: Ensure compliance by reading, synthesizing, and regularly sharing legal expectations with the Board and Co-Executive Directors based on the TLS charter, TLS Bylaws & Policies, DESE, and the MSPSC
 - b. Action: Recommend and develop additions and revisions to the Bylaws, as needed.
 - c. Action: Monitor report submissions to ReportWell.

2. **90% or higher satisfaction** by TLS Leaders with the **lifecycle plans** for school board members as reported on end-of-year self-report evaluations.
 - a. Action: Develop structured onboarding, goal-setting, continuous development, and efficient functioning.

3. **90% or higher satisfaction by TLS Leaders (EDs, Board) with assessment and evaluation processes**
 - a. Action: Develop useful, relevant criteria and implement effective assessment and evaluation processes

Standing Meeting Dates for 2024 - 2025: 3rd Monday @ 4:30 PM

<https://us06web.zoom.us/j/85797465297?pwd=XbeIY0QmOIM0G4bbvS58D8mjbAaDv9.1>

Date of this Meeting: 2/17/25

Present: Gary, Becky, Keisha

(due to MLK day on 1/20)														
Bylaws	Governance Committee Charter													
<p>1. Compliance: ReportWell Upload Monthly Status as of 1/20/25</p>	<p>Discussion:</p> <ul style="list-style-type: none"> ● Starting 1/1/2025 all schools will be held accountable for required uploads in three areas: <ul style="list-style-type: none"> ● Submitted ● Timeliness ● Completion ● TLS Charter Goal #12: “Annually, at least 90% of state data, reporting and compliance submissions to the sponsor and to DESE will be accurate and on time.” ● Items needed as of 2/17: <table border="1" data-bbox="562 678 1948 1437"> <thead> <tr> <th data-bbox="569 678 1024 740">Area</th> <th data-bbox="1024 678 1486 740">Doc</th> <th data-bbox="1486 678 1942 740">Status</th> </tr> </thead> <tbody> <tr> <td data-bbox="569 740 1024 984">Governance</td> <td data-bbox="1024 740 1486 984"> <ol style="list-style-type: none"> 1. Finance Packet for January (was due 1/31) </td> <td data-bbox="1486 740 1942 984">The Commission will move the deadline for Finance to the following month to give time for the reports to be approved by the Board before upload</td> </tr> <tr> <td data-bbox="569 984 1024 1373">Operations</td> <td data-bbox="1024 984 1486 1373"> <ol style="list-style-type: none"> 1. Safety Health Inspection - (due 1/29) 2. Safety - Food Service License (due 1/29) 3. Safety - Fire/Safety Inspection - (due 1/29) </td> <td data-bbox="1486 984 1942 1373"> <p>Inspection has been done. Keisha will call the Health Department re: documentation this week.</p> <p>Food vendor will send a screenshot re: food service license.</p> <p>Keisha will reach out to the Fire Dept to get documentation of the fall inspection.</p> </td> </tr> <tr> <td data-bbox="569 1373 1024 1437">Operations</td> <td data-bbox="1024 1373 1486 1437"> <ol style="list-style-type: none"> 1. Current Enrollment Number </td> <td data-bbox="1486 1373 1942 1437">MCPSC needs to upload a</td> </tr> </tbody> </table>		Area	Doc	Status	Governance	<ol style="list-style-type: none"> 1. Finance Packet for January (was due 1/31) 	The Commission will move the deadline for Finance to the following month to give time for the reports to be approved by the Board before upload	Operations	<ol style="list-style-type: none"> 1. Safety Health Inspection - (due 1/29) 2. Safety - Food Service License (due 1/29) 3. Safety - Fire/Safety Inspection - (due 1/29) 	<p>Inspection has been done. Keisha will call the Health Department re: documentation this week.</p> <p>Food vendor will send a screenshot re: food service license.</p> <p>Keisha will reach out to the Fire Dept to get documentation of the fall inspection.</p>	Operations	<ol style="list-style-type: none"> 1. Current Enrollment Number 	MCPSC needs to upload a
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		<p>Certification</p> <p>2. Enrollment - Notice of Annual Lottery</p>	<p>document for TLS to upload these items.</p>
	<p>Student Success</p>	<p>1. Assessment Calendar - (due 1/29)</p> <p>2. Missouri Virtual School Program Compliance (due 1/29)</p>	<p>MCPSC needs to upload a document for TLS to upload these items.</p>
<p>2. Compliance/Life Cycle</p> <p>Board Member Agreement</p> <p>MO /TLS Model Bylaws</p> <p>Transition Task List</p> <ul style="list-style-type: none"> • ED Self-Eval Tool from <i>The Learning Principal</i> - 	<ul style="list-style-type: none"> • Action: Board Retreat will be April 2, 4:00 PM - 8:00 PM. <ul style="list-style-type: none"> ○ Keisha will order dinner from Breadco - 10 people ○ Topics: Draft TLS Board Succession Planning including Officers' Job Descriptions (p. 2) ○ Review and complete Job description for Board Members ○ Start discussion of Charter Goal Revisions to be completed this summer for Goals 1, 3, 6, and 10. ○ Board Norms (Maplewood Richmond Heights) ○ CASEL Standards (School Performance Committee) • Board Recruitment - Gary will share profiles at the 2/17 ED Check In. • FYI: Summer Board Retreat - Possible offerings by consultant Kent Peterson from The Strategic Organization for a Summer Retreat: <ul style="list-style-type: none"> ○ Starting January 1, the Missouri Charter Public School Association will be the organizational home of a suite of governance support work. We could do any of the things below to support your leadership and to support the Board and executive team: <ul style="list-style-type: none"> ■ Support you in planning and executing Board meetings throughout Q1 in 2025. We can help you align board roles, meeting agendas, and board discussions to assure focus and follow through. ■ Design and facilitate an entire Board, or Board chair and Board Committee Chair, intensive alignment work session. We can help you be sure roles, goals, and expectations are clear, reasonable, and shared. The Board, and each of the Committees, will likely find value in understanding their autonomy and responsibilities in a concrete and operational way. ■ MCPSA and MCPSC both have contributed to the creation of a Board Self-Assessment process. Like most really good "processes" this includes reasonable doses of self-reflection, 		

	<p>improvement areas, and check-ins throughout the year. TLS' board can begin this anytime and use the results to add value to their work.</p> <ul style="list-style-type: none"> ■ We have a methodology about Healthy Board and Supt/CEO Relationships that we could help you adapt to the unique leadership dynamics at TLS. <p>Upcoming:</p> <ul style="list-style-type: none"> ● Collaborate with EDs on parent and staff satisfaction surveys
<p>3. Compliance: PD Presentations re: Charter and Bylaws during Board Meetings</p> <p>Expected by the charter commission in its Performance Framework (p. 7) "Board Member Training"</p>	<p>Discussion:</p> <ul style="list-style-type: none"> ● Next topics for Governance PD. Rationale: Sunshine Laws ● Professional Development Tracker - Discuss at 2/25 Board meeting: <ul style="list-style-type: none"> ○ Identify current barriers ○ Accountability Partners
<p>3. Compliance</p>	<ul style="list-style-type: none"> ● § 160.400.14 RSMo - Board members need to complete background checks (MACHS). (p. 175 of Bylaws, "Background Checks and Fingerprinting Policy") Status: <ul style="list-style-type: none"> ○ Keisha reports that these have been completed for all Board members. ● A Parliamentarian for Board Meetings is needed. ● Upcoming <ul style="list-style-type: none"> ○ Need language to address public comments at board meetings. Currently missing from the Bylaws ○ Mid Year Conversations with EDs



Governance

Board Professional Development - 2/25/25

Sunshine Law Policy, TLS Bylaws, [pp. 55 - 56](#)

Missouri Sunshine Law:

Records custodian and details of location (TLS, Secretary, Google)

Custodian to respond to record requests within the statutory time frame

Fee schedule for accessing or copying public records (\$.10/per page)

Governmental Body's meetings, records, votes, actions, and deliberations shall be open to the public unless otherwise provided by law. (TLS BoT, TLS website)

Governing Board & School Records Digitalization Policy, Sec. 1, [p. 64](#)

1. **Custody of Records** – The Board Secretary is responsible for safeguarding all official Board documents, including contracts and obligations.
2. **Public Access** – Board records such as meeting minutes, policies, and financial records are open for public inspection during school hours.
3. **Confidentiality** – Student and staff records are private and cannot be accessed by unauthorized individuals.
4. **Retention Policy** – The Board follows the school's records retention schedule, ensuring compliance with state and federal laws.
5. **Digitalization & Compliance** – The school maintains all records per legal requirements, including those outlined in the Public School Record Retention Schedule.

The School shall digitize the records listed above in order to simplify school monitoring and reporting, and in order to more easily comply with public records requests and manage the transfer of records in case of school closure.

Governing Board & School Records Digitalization Policy, Sec. 3, Records Retention, p. 64

SECTION 3.1. The Board shall follow the school's records retention schedule, which is compliant with state records retention mandates.

SECTION 3.2. The School shall maintain all records created or received as a result of school operations in accordance with state and federal laws and regulations, and specifically as required by the [Public School Record Retention Schedule](#).

SECTION 3.3. The School shall also maintain the following records for the periods listed below or as amended by the Commission:

Governing Board & School Records Digitalization Policy, Sec. 3, Records Retention, p. 64

Type	Record	Retention Period
Organizational	Articles of Incorporation	Permanent
Organizational	IRS determination letter	Permanent
Organizational	Board policies	2 years after superseded
Organizational	Board meeting agendas	10 years
Organizational	Board meeting minutes	10 years
Financial	Audit reports	10 years
Financial	Financial statements (year-end)	5 years
Financial	Insurance policies	5 years after superseded

Governing Board & School Records Digitalization Policy, Sec. 3, Records Retention, p. 64

Type	Record	Retention Period
Financial	Real estate records	10 years
Financial	Tax returns	Permanent
Financial	Philanthropic grant records	3 years after closed
Financial	Banking statements	5 years
Financial	Credit card records	3 years
Financial	Procurement records	1 year after bid rejected or 2 years after accepted work completed

Coversheet

School Performance Committee Report

Section: IV. Board Reports
Item: E. School Performance Committee Report
Purpose: Discuss
Submitted by:
Related Material: 2.10.25 School Performance Committee Meeting Agenda and Notes.pdf



School Performance Committee Meeting Agenda and Notes - 2.10.25

TLS Mission: The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.

Original TLS School Goals (All areas)

Performance Contract Academic Goals for 2024 - 2025

Goal 1: Students in Grades 3 and 4 will score 50% Proficient or Advanced on the ELA MAP and 40% will score Proficient or Advanced.

Goal 2: Annually decrease the number of students that are 2 grade levels below by half (50%) as measured by the iReady reading diagnostic test.

Goal 3: Students in K - 4 will score in the 60th percentile in reading and math on the NWEA.

Goal 4: Annually decrease the number of students that are 2 grade levels below by half (50%) as measured by the iReady math diagnostic test.

TOT Internal Academic Goals (Summer 2024)

MAP Lag Goal: 37% of students will achieve proficiency in ELA on the Missouri MAP State Exam in Spring 2025. 25% of students will achieve proficiency in Mathematics on the Missouri MAP State Exam in Spring 2025. In 2023-2024, 18.5% of students were proficient/advanced in ELA and 9.3% of students were proficient/advanced in Mathematics.

NWEA Lag Goal: 32% of students will achieve proficiency in ELA on the Spring EOY NWEA Assessment. In 2023-2024, 16% of students were proficient in Math and 16% were proficient in Reading.

30% of students will achieve proficiency in Math on the Spring EOY NWEA Assessment.

TOT Internal Student Culture Goals (Summer 2024)

Lag goal: By EOY 85% of students will respond positively on the SEL Web Survey that “their voice matters.”

By EOY 85% of families will respond positively on a formal survey that “they are satisfied with The Leadership School.”

2024 - 2025 Committee Goals

1. **(Committee Operations) On end-of-year self-assessments, 90% or more of School Performance Committee members report strongly agree that the Committee functioned optimally.**
 - Create an action plan that includes meeting dates, tasks, and action steps for the committee by October 30, 2024
 - Meet monthly with the Executive Directors to review benchmark, curriculum-based, and walkthrough data capturing progress toward academic and climate indicators.
 - Recruit committee members from the Board, school and community

2. **(Board Education) On End-of-year self-assessments, 80% or more of TLS Board members report:**
 - a. **An understanding of high use technical terms and acronyms associated with achievement and climate data.**
 - b. **Ease with interpreting data displays of NWEA, iReady, climate survey, monthly school attendance, tardies, and discipline data.**
 - c. **An ability to explain how each grade level is performing at the mid and end of year relative to key performance indicators as compared to students in other local charter and public schools.**
 - Develop a process to educate and train the Board and school stakeholders on proper academic oversight by November 30, 2024
 - Educate the Board and stakeholders on key terminology, academic indicators, how to read data reports (includes parents, educators, and community)
 - Generate a monthly report to the Board within our Committee meeting minutes based on synthesizing school performance and climate data.
 - Recruit committee members from the Board, school and community

3. **(Data-Driven) On end-of-year self-assessments, 90% or more of School Performance committee members report satisfaction with School Performance Committee and Executive Director efforts to use key performance indicators to guide academic and school climate-related decision-making.**

- a. Analyze performance and climate data at least four times this year (i.e. quarterly) for the purpose of communication to the Board and school community/stakeholders.
 - Research and determine resources for collecting comparative data
 - In collaboration with the co-executive director(s)/school leader(s), complete a quarterly SWOT analysis based on data to help determine action steps for continued student success.

[Board Responsibilities](#) [TLS Performance Contract](#) [TLS Board Task List](#) [School Performance Committee folder on Drive](#) [DESE DATA PORTAL](#)

Meeting Dates for 2024 - 2025: **Second Monday @ 4:00 PM** [TLS School Calendar](#) [Google calendar](#)

Date of this Meeting: Feb. 10, 2025 4:00 - 5:30 PM **Present: Courtney, Carrie, Stephanie, Becky**

1. [Article about Roles](#)

Status update based on article’s recommendation

- Instructional plan includes checks on MAP goals by week.
- Update scope and sequence tab by next SP Committee meeting and the tracker tab

2. Board Education

Week Of:	Testing Session:
August 26th	BOY NWEA Testing
September 2nd	BOY iReady Testing
December 16th	MOY NWEA Testing
March 10th	EOY NWEA Testing
April 28th- May 5th	MAP Testing
May 12th	EOY iReady Testing

[Achievement Data folder on Google](#)

[2/6/25 ED Data Presentation](#)

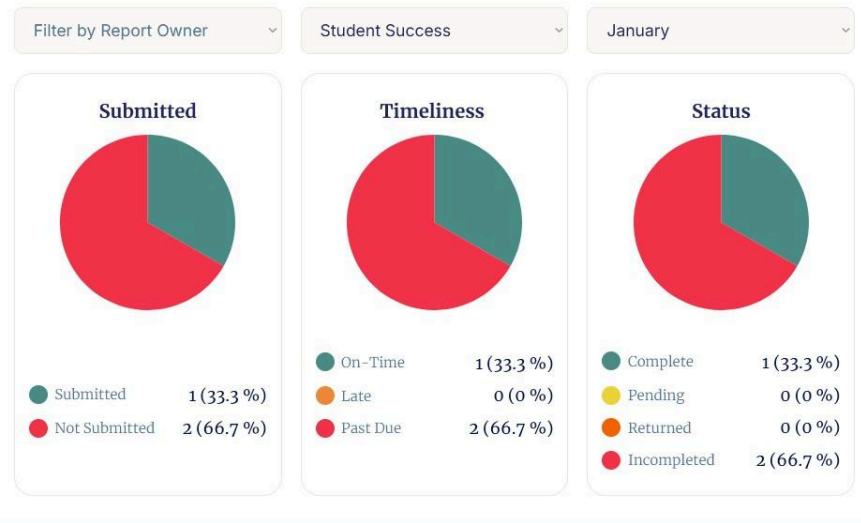
[Instructional Plan](#)

Discussion:

1. [Goals 1, 3, and 6 and 10 to be updated](#)
 - a. Add updated Assessment Calendar
2. Contributions School Performance Committee can make
 - a. Check out Maplewood Richmond Heights and Premier for their Tier 2 and Tier 3 accommodations and what schools are doing for students who are really far behind. - Carrie will reach out. Set up a zoom. Stephanie will act as backup.
 - b. Other places to consider visiting/meeting (esp any that are in turn around mode and seeing growth:
 - i. Genesis (elementary Ma) - KC
 - ii. Kaufman (elementary ELA and Math) - KC
 - iii. KIPP St Louis (Wonder, ELA) - STL
 - iv. Lafayette Prep (elementary ELA) - STL
 - c. Start a doc of ideas to share that have been gathered from various places...?
 - i. Travel to Portfolio Conference next year in KC, add a day to visit Genesis and Kaufman?
 - d. Use the TOT Missouri Academic Data Explorer ([MADE](#)) tool to ID other comparable schools making better than average gains in achievement. - Becky will explore.
 - e. [Five Key Indicators \(TOT\)](#)

<p>3. Data Driven Action Steps</p>	<p>Updates:</p> <ol style="list-style-type: none"> 1. TLS Culture Audit Doc 2. Develop an observation protocol for monitoring progress within the Individualized Learning Block (ILB) and for tracking participation in classroom discussions. 3. TLS leaders are establishing a cadence of three times a week of learning walks (instructional leadership team). <ol style="list-style-type: none"> a. SP Committee could use the same protocol b. Eventually include teachers...
<p>4. Board Education</p> <p>Technical Terms</p> <p>PD Presentation On Reading Success Plan 01.07.25</p>	<p>Action:</p> <ul style="list-style-type: none"> ● Choose the next topic/s the committee sees as important for the Board to learn about in March: <ul style="list-style-type: none"> ○ Tiered systems of support, walk throughs (technical terms in a graphic) ○ CASEL standards ○ Restorative practices will be addressed in a summer retreat in preparation for a revised Goal 6 in June or early July
<p>5. Data Driven Action Steps SSD Partnership</p>	<p>Status Update - Keisha and Carrie will set up a time to discuss the points below. Carrie will take notes and share with the Committee.</p> <ul style="list-style-type: none"> ● Should have a school psychologist assigned to TLS ● Review highlighted items in the recommendations from the MCPSC 2024 TLS Report related to SSD and Academic Achievement generally. <ul style="list-style-type: none"> ○ How many students have IEPs? ○ Need IEPs? ● Carrie will send templates of words and phrases to complete the Review of Existing Data packet. ● Carrie will touch base with Keisha next week to set up a time to discuss re: number of parent and staff referrals to help with completing the packet and clarify timelines (federal, <u>state</u>, and SSD timelines). ● Number of IEPs and number of minutes being serviced would be helpful for the Board to know. ● Use the SSD coaching services (AU, SEB, Inst) to support the process including paperwork for para support. Speech Path and School Psych positions also have coaching services available to them.
<p>6. Committee Operations</p>	<p>Report Well Uploads for January related to School Performance:</p>

The Leadership School



Incomplete docs re: Student Success (2):

- **Assessment calendar (Keisha will talk to Tonya re: a template this week)**
- **Virtual School Compliance will be posted on website - Courtney**

Coversheet

Charter Goals Status

Section: V. Executive Directors Monthly Report
Item: A. Charter Goals Status
Purpose: Discuss
Submitted by:
Related Material: CO - ED Board Report - 2.25.25.pdf



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Co-Executive Directors' Board Report

The Leadership School
Board of Directors Meeting
Feb 25, 2025

Charter Goal 1 - By Year 3, **60%** of founding students* will score Proficient on the **MAP** in ELA and Math

Year 2 MAP Data:

Spring 2024 MAP Proficiency Scores	
3rd Grade Students Who Have Attended TLS for Two Consecutive Years	
ELA	20% Proficient
Math	10% Proficient

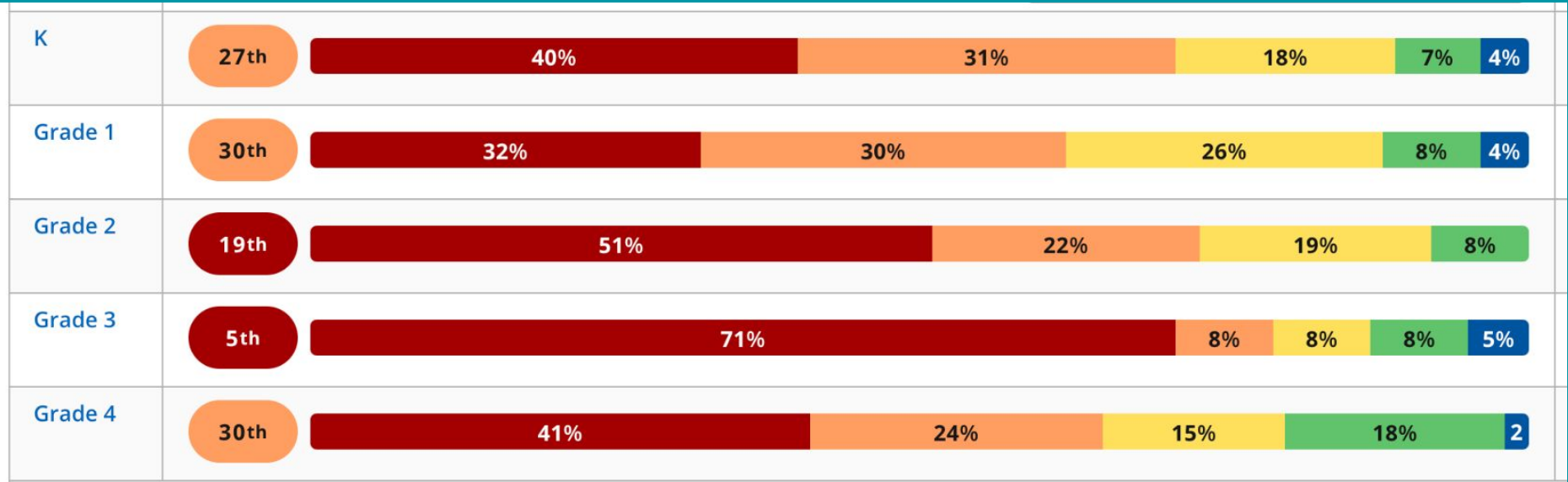
*Founding students - Those who have attended TLS for three consecutive years

Charter Goal 2 - Reading Growth: Decrease the number of students that are 2 grade levels and below by half (**iReady**)

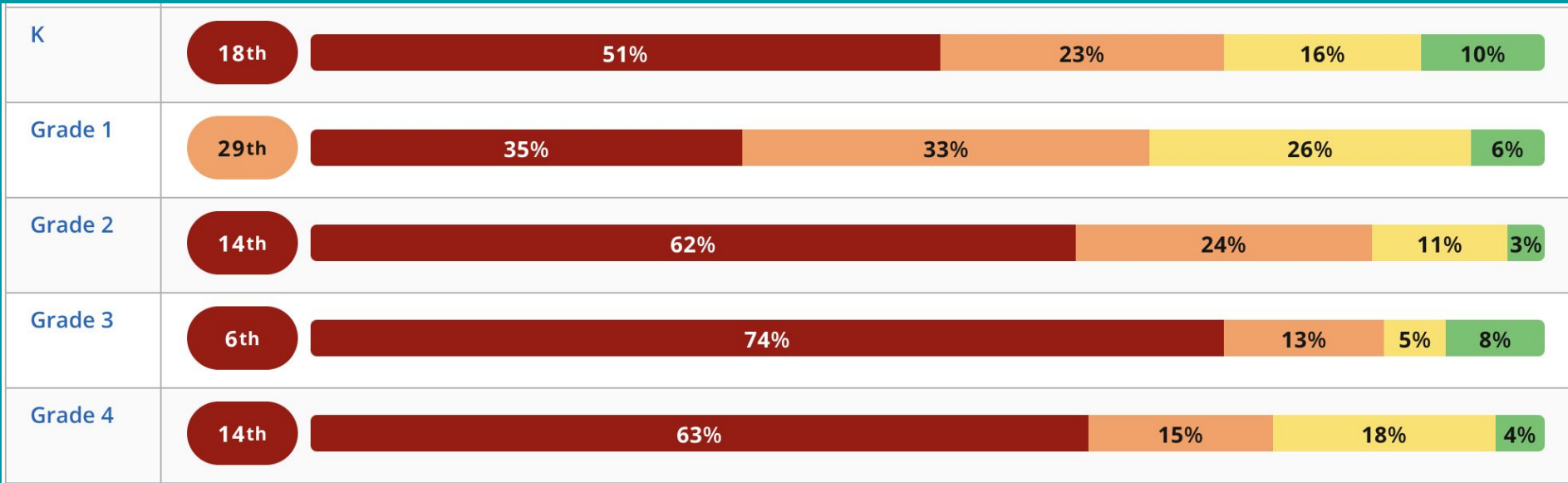
Charter Goal 4 - Math Growth: Decrease the number of students that are 2 grade levels and below by half (**iReady**)

iReady - Percent 2 or More Grade Levels Behind		
ELA Fall 2024	ELA Winter 2024	ELA Spring 2025
74 Students	50 Students	
32% Decrease in ELA		
Math Fall 2024	Math Winter 2024	Spring 2024
91 Students	58 Students	
36% Decrease in Math		

Charter Goal 3 - In Year 3, students will score in the 60th percentile in reading and math (NWEA)



Charter Goal 3 - In Year 3, students will score in the 60th percentile in reading and math (NWEA)



Instructional Shift - Semester 2

- Teacher Schedule Shift:
 - Coverage Block Becomes Data Block - Weekly Quizzes
- New Scope and Sequence Aligned to Priority Concepts
- Base Curriculum Beefed Up w/ Resources that Will Lead to Success on Priority Concepts
- Targeted Intervention Twice a Week 3rd/4th Grade - During Elective Classes Led by Keisha, Courtney, Denise and Rebecca

Internal ELA MAP Goals

3rd ELA Goals

EOY & MAP Goal:	Stretch Goals:
Basic or Above: 40% . Proficient or Above: 25% Advanced: 5%	Basic or Above: 60% . Proficient or Above: 30% Advanced: 10%

4th ELA Goals

EOY & MAP Goal:	Stretch Goals:
65% Basic or Above 40% Proficient or Above 10% Advanced	70% Basic or Above 45% Proficient or Above 15% Advanced

Understanding Assessments

Summative

MAP Assessment

- End of Year Assessments
- Aligned to content area state standards
- Measures students AYP (Annual Yearly Progress)
- A component of teacher accountability

Benchmarks

NWEA/I-Ready

- NWEA given 3 times a year / iReady more
- Both predict student performance on state assessments
- Data used at classroom level

Progress Monitoring

Weekly Quizzes

- Student specific assessment focused on effectiveness of individualized intervention
- Given at least weekly

Formatives

Daily Informal Assessment

- Linked to learning experience
- Data used to modify instruction
- Exit Slips

Charter Goal 5 - Attendance: 90% average for Years 1 - 3

		October 2024	November 2024	December 2024	January 2025	February 2025
Average Daily Attendance	Month		85.90%	88.99%	92.05%	84.
	Year		90%	89.84%	90%	89.27
Tardies			141	203	128	
Discipline Referrals		68	103	42	20	23

Charter Goal 6 - Student Leadership

Before renewal The Leadership School will achieve
Leader in Me Lighthouse Certification

Leadership and staff engage in ongoing learning

Leadership principles are effectively taught through lessons and modeling. Students can apply them

Partnership between families and school on learning about the 7 Habits

7 Habits are seen, heard, and felt through the language of the 7 habits, and through a school culture of caring, relationships, and affirmation

Leadership is shared with students; student voice leads to innovations

Schoolwide, classroom, family and community leadership events provide authentic environments to celebrate leadership, build culture, and practice it

Use of 4 Disciplines of Execution to ID and track progress toward high priority goals of school, classroom, and staff members

Students lead their own learning through skills to assess needs, set goals and carry out action plans. Track progress in notebooks and share progress with adults in student-led conferences.

Teacher planning/reflection, trusting relationships & student-led learning create highly engaged learning.



Charter Goal 7 - Positive School Culture

- At least **85%** of **students** will respond positively to a formal survey that their voice matters, rising to **95%** by **Year Five**
- 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%**

Charter Goal 8 - Student Retention

Annually, at least **85% of students** enrolled on October 1 will be **re-enrolled** the following year, as measured by reasons other than the percent of students who leave the school for reasons other than moving out of the enrollment zone.

81% of TLS re-enrolled for FY25

Charter Goal 9 - Staff Retention

- Annually, **90%** of staff will respond positively on a formal survey that their voice matters in the school and that they are satisfied with our culture.
- Annually **90%** of staff members will respond positively on the TNTP Instructional Insight survey.

Staff Pulse Check Survey:

I am supported by Leadership: 92%

I am a valued member of team: 84%

I have forged positive relationships: 100%

I am given resources & opportunity to grow: 79%

I have a voice & my opinions are valued: 85%

Staffing & Enrollment 2024-25

	September 2024	October 2024	November 2024	December 2024	January 2025	February 2025
Student Enrollment	XX	XX	227	225	220	218
Staff Vacancies	XX	XX	0	1	1	0

Charter Goal 12 - Data & Reporting:

Annually, at least 90% of state data, reporting and compliance submissions to the sponsor and to DESE will be accurate and on time.

93% submitted
70% on time
76% complete

2 items not updated due to access, late board item uploads (will be adjusted)

- Dept. of Health Inspection
- Fire Inspection 2/25 8am

