



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Monthly Board Meeting for The Leadership School

Published on January 23, 2026 at 6:05 PM CST

Amended on January 27, 2026 at 5:03 PM CST

Date and Time

Tuesday January 27, 2026 at 6:00 PM CST

Location

The Leadership School
1785 Pennsylvania Ave
Pagedale MO 63133

The Leadership School Board Meeting (In Person)

Tuesday, April 29, 2025 · 6:00 – 8:00pm

Time zone: America/Chicago

In Person:

The Leadership School Board Meeting (In Person)

Tuesday, January 13, 2026 · 6:00 – 8:00pm

Join Zoom Meeting

<https://us06web.zoom.us/j/87108735807?pwd=LCja057hzPsqfMUWZV2UYQtbll8pbb.1>

Meeting ID: 871 0873 5807

Passcode: 1Jm98i

One tap mobile

+13126266799,,87108735807#,,,,*845696# US (Chicago)

+16469313860,,87108735807#,,,,*845696# US

Agenda

	Purpose	Presenter	Time
I.	Opening Items		6:00 PM
A.	Call the Meeting to Order	Rebecca Langrall	2 m
	Mission: The Leadership School exists to grow our students' leadership capacity through earnest engagement in an academically rigorous, culturally relevant, and relationship-oriented environment.		
B.	Record Attendance	Lakeisha Moody Seymour	1 m
	Roll Call Vote		
C.	Public Comment Section	Rebecca Langrall	4 m
D.	Motion to Approve New Board Member	Vote Rebecca Langrall	1 m
	Motion to approve Shinita Jones as a new member of the TLS Board of Directors with her term starting this evening.		
II.	Motion to Close Meeting		6:08 PM
A.	Motion to Close	Approve Minutes Rebecca Langrall	30 m
	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 610.021.2 "Leasing, purchase or sale of real estate by a public governmental body where knowledge of the transaction might adversely affect the legal consideration therefor."		
III.	Approval of Dec. 10, 2025 Board Meeting Minutes		6:38 PM

	Purpose	Presenter	Time
A. Dec. 10, 2025 Board Meeting Minutes	Approve Minutes	Rebecca Langrall	1 m
IV. Board Chair Report			6:39 PM
A. Updates	FYI	Rebecca Langrall	8 m
Status: Goal #10 - Board Engagement			
<ul style="list-style-type: none"> • Average meeting attendance YTD: 85% • Giving YTD: \$2576 			
ACTION ITEMS			
Mid-Year Board Report			
<ul style="list-style-type: none"> • End of January distribution to stakeholders • Discuss at January Board Meeting & Community Coffee in February at TLS 			
Other			
<ul style="list-style-type: none"> • Fulfill commitment to Giving Tuesday, if not already done. • RSVP to 1/31/25 Retreat: Aaron, Tanisha • Sign Board Conduct Policy: TC, Tanisha • Who would like to bring snacks for January 27? 			
V. Committee Reports			6:47 PM
Committees Report on Monthly Activity			
A. Development Committee Report	FYI	Rebecca Langrall	5 m
December Meeting: Fundraising			
<ul style="list-style-type: none"> • Discussed plans to sell wellness kits at Christmas in the Kitchen • School to receive a donation from Mitzi MacDonald in addition to proceeds from Wellness Kit. • Principal Maldonado will loop board in to upcoming school-based fundraisers, e.g., Double Good popcorn. • Operations Director Denise Griffin will develop SOPs for tracking various donations sources: CashApp, PayPal Giving, Give Butter, checks, cash, EFTs. 			

	Purpose	Presenter	Time
<ul style="list-style-type: none"> • Courtney will take a deeper look at mounting a capital campaign to fund Ourdoor Classroom/Naturescape in January. 			
Community Communication			
<ul style="list-style-type: none"> • Family Newsletters will be posted on the website and a link to the most recent shared with the board. • Courtney is working on a State of the School address for Fam U on 1/27, including how to make sense of iReady data. • Will use info for the Board's mid-year report 			
January Meeting:			
<ul style="list-style-type: none"> • Reviewed Donation Tracker and responsible parties recording Cash App, PayPal Giving, Checks, Give Butter donations • Over \$1500 in donations brought in through Christmas in the Kitchen. Thank you Marilyn McCarthy and Mitzi MacDonald! TLS students sang at this event! • Clarified community newsletter cadence and need to post on TLS website/send to board, as this did not happen in December. • Discussed need to revise the Events Calendar to include all events and sequence in chronological order • Courtney will present a State of TLS report at Family University in early February. 			
B. Finance & Facilities Committee Report	Discuss	Gary Stevenson	20 m
Monthly Financials for November			
<ul style="list-style-type: none"> • KPIs: 73 Days of Cash; 7% Gross Margin; 21% Fund Balance • Revenue: \$218K net increase • Expenses: Net decrease of \$155K 			
Annual Audit			
<ul style="list-style-type: none"> • Completed, no issues • Gary will look into ways to increase efficiencies of school inputs with Denise. 			
Policy			
<ul style="list-style-type: none"> • Suggested that we determine whether to increase our coverage for Employee Theft from \$250K to \$500K. 			
Facilities			

	Purpose	Presenter	Time
<ul style="list-style-type: none"> • Courtney and Lindsay are working hard on finalizing loan documents for the next phase of expansion. 			
Monthly Financials for December			
<ul style="list-style-type: none"> • KPIs : 72 Days of Cash; 7% Gross Margin; 20% Fund Balance • On track to end the year with a \$410K Operational surplus • Monitoring enrollment 			
Other Follow Up			
<ul style="list-style-type: none"> • Check how lead testing is being done with the expansion and see if we can tap the same contractors to conduct a study of the current buildings • Courtney and JB will add language to vendor contracts about timely invoicing. • Will send out the next Quarterly Controls Questionnaire in March • Clarified who will track which type of donations 			
ACTION ITEMS			
<ul style="list-style-type: none"> • Discuss monthly financials for November and December • Discuss Employee Theft coverage 			
C. School Performance Committee Report	Discuss	Rebecca Langrall	20 m
December Meeting Reporting			
<ul style="list-style-type: none"> • Reviewed expectations for Courtney's Second Quarter Report for the Board on 1/27/26. • Deadline for assessment summary needed for Reportwell was moved to the end of January. 			
Goal 1 - MAP Achievement			
<ul style="list-style-type: none"> • Discussed APR display on school website per TLS's existing APR Information Policy and whether to modify language; how best to display. • Classroom libraries are currently being assembled. Need volunteers to help with classifying and leveling in later spring. 			
Goals 2 (Progress Monitoring/Growth)			

	Purpose	Presenter	Time
	<ul style="list-style-type: none"> Reviewed the ELA progress monitoring data for K - 2 based on the CKLA Foundations Curriculum. Using the data for intentional reteaching of small groups needing more help. 		
Goal 5 - Attendance	<ul style="list-style-type: none"> Level Up incentive bracelets are working. Kids are motivated. Will share impact specifically on students who have had attendance issues with the board during the quarterly report at the end of January. 		
Goal 6 - Student Leadership:	<ul style="list-style-type: none"> Several different data sources for tracking impact of the student leadership development through wellness initiatives: Assessments 1 Assessments 2 Keisha will generate reports based on these sources some monthly, some quarterly. Discussed the Online Safety aspect of student leadership within the context of Resources available though Parent ProTech. 		
Goal 7 - Family Satisfaction	<ul style="list-style-type: none"> Mid-year data will be discussed with the board in January 		
Goal 9 - Staff Satisfaction	<ul style="list-style-type: none"> Awaiting data from The Opportunity Trust who handles the survey. Reviewed status of performance evaluation rubric development for various functions. All staff will have been reviewed once by end of January/early Feb and again in April/May. 		
January Meeting			
Goals 1 through 4 - Reviewed the Charter Goal Scoreboard for Year Four to date.			
Need to provide the growth to proficiency metrics, not just reduction in numbers of those reading or doing math 2+ years below grade level for Growth goals 2 and 4 to give a more accurate view of actual progress made.			
Goal 5 - Attendance: Will resume adding discipline referrals and tardies to attendance data			
Goal 6 - Student Leadership through Wellness			

	Purpose	Presenter	Time
<ul style="list-style-type: none"> • Will report to the SP Comm in February about which slice of the plan unveiled in December will be rolled out first and present the first pieces of data. <p>Goal 7 - Family Satisfaction - need a clearer picture of family units represented in attendance numbers recorded at TLS schoolwide events.</p> <p>Goal 9 - Staff Satisfaction - Data forthcoming from TOT's survey. ETA: End of January. Need a clearer tracking of staff involvement in school committees/events.</p> <p>Goal 12 - Reporting - Discussed reports due this month.</p> <p>Classroom Libraries</p> <ul style="list-style-type: none"> • Will roll these out next fall. Currently working on organizing books by genre/level. • Shinita's sorority could help with this in later spring. • Need to organize a bar code/scanning process for tracking loans and returns. <p>Vocabulary</p> <ul style="list-style-type: none"> • Currently emphasizing academic terms like claim, evidence, warrant. <p>ACTION ITEM</p> <ul style="list-style-type: none"> • Discussion/Vote on APR Information Policy 			
D. Governance Committee Report	Discuss	Rebecca Langrall	25 m
December Meeting			
Comprehensive School Safety Plan			
<ul style="list-style-type: none"> • Reviewed expectations, status • Moved board presentation to January <p>Annual Existing Policy Review</p> <ul style="list-style-type: none"> • Discussed timeline for reviewing existing policies, approving and including new model policies into our document. • Discussed which existing policies will be reviewed in January. <p>Board Retreat</p> <ul style="list-style-type: none"> • Date to be set to meet with Veronica to plan Retreat 1 and coordinate with Kent re: Retreat 2. 			

	Purpose	Presenter	Time
	<ul style="list-style-type: none"> • 2 board members still need to RSVP for Jan 24; 4 board members still need to RSVP for Jan 31 • Part of the first retreat will deal with themes from the Board;s Midyear Self Evaluation. 		
ED Evaluation	<ul style="list-style-type: none"> • Discussed status of the ED evaluation; data will be shared with the Board in December. • Presentation of the data to Courtney in closed session on 1/6/26. 		
Emergency ED Succession Planning	<ul style="list-style-type: none"> • Tanisha and Aaron have met twice about this. • Now need to set up a meeting with Courtney. 		
Exit Interviews	<ul style="list-style-type: none"> • Stephanie will connect with Courtney about the status of exit interviews for departing staff. 		
Charter Renewal	<ul style="list-style-type: none"> • Work has started on the charter renewal narrative. 		
January Meeting			
Meeting time will be 4:00 PM to align with School Performance and Dev Comm meetings			
	<ul style="list-style-type: none"> • Reviewed the Annual Trainings and Drills tracker; will follow up monthly to ensure all are addressed by EOY. • Courtney will check with Lindsay (facilities consultant) about water testing in the expansion and see if we can use the same people to test water in the existing outlets. • Discussed annual expectations in Reportwell reporting and the need to establish a set of expectations among Courtney's direct reports about who generates which reports. • Courtney will set up an orientation for JB and herself to Reportwell with Laurel Bowers to solidify understandings. • Report due to the Gov Comm next month on status of MOY evaluations of all staff • Reviewed agendas for Retreat Parts 1 & 2 • Reviewed Midyear Board Report through Goal 8. • Reviewed upcoming policies to share at upcoming board meetings for our PD 		

	Purpose	Presenter	Time
<ul style="list-style-type: none"> Clarified that the Gov Comm would be checking in with Courtney in February on the status of next steps surfaced in the MOY ED evaluation. 			
ACTION ITEMS:			
<ul style="list-style-type: none"> January Policy Review: <i>Physical Restraint Procedures Policy, Parental Involvement Policy (Title IA), FMLA/FERPA Rights Policy</i> Discussion of new policies: <i>Special Education Records (275), Records Retention Model Policy (276), Bus Driver Background Check Model Policy (290), Crown Act Model Policy (291)</i> 			
VI. Executive Directors Monthly Report			7:57 PM
A. Slide Deck	Discuss	Courtney Moulder and Lakeisha Seymour	35 m
Quarterly Report			
VII. Consent Agenda			8:32 PM
A. Pending Previous Discussion:	Vote	Rebecca Langrall	1 m
<ul style="list-style-type: none"> <i>Dec. 8 - Development Committee Meeting Notes</i> <i>Dec. 9 - Governance Committee Meeting Notes</i> <i>Dec. 17 - School Performance Committee Meeting Notes</i> <i>Dec. 18 - Finance & Facilities Meeting Notes</i> <i>Approve the November 2025 Financials</i> <i>Jan. 5 - Development Committee Report</i> <i>Jan. 14 - School Performance Committee Meeting Notes</i> <i>Jan. 20 - Governance Committee Meeting Notes</i> <i>Jan 22 - Finance and Facilities Committee Meeting Notes</i> <i>Approve the December 2025 Financials</i> <i>Approve a Proposal to Extend Board Membership to 3-year Terms</i> <i>Approve a Proposal to Fold the Responsibilities of the Development Committee into the Finance, Governance, and School Performance Committees</i> <i>Approve the Board/ED Compact</i> <i>Approve the <u>Board Norms</u>, <u>Look Fors</u>, and <u>Self-Check Tool</u></i> <i>Approve the Board Midyear Report</i> 			

Purpose Presenter Time

VIII. Closing Items

8:33 PM

A. Board Member Meeting Reflection Discuss 5 m

Respond by sharing your response to one or more of the following: (**include evidence, practical examples*)

The TLS Board furthered our school mission tonight by ...

* spent ____ of our time in the here & now, and ____ planning for the future by...

* was engaged and stayed on track by ...

* participated in the meeting by ...

* demonstrated examples of strength during our meeting by ...

* demonstrated opportunities for growth during our meeting by ...

* we upheld our fiduciary (compliance, legal) responsibilities by...

* we honored the need to be strategic (long range planning) by...

* we were generative (brainstorming, sharing new knowledge) when....

B. Next Steps FYI Rebecca Langrall 3 m

1. If not already done, please consider making a [monthly donation to TLS via GiveButter](#).

2. 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.

3. TLS Board Professional Development:

- [Professional Development Opportunities for Board Committees](#)
- [Professional Development Tracker for TLS ED & Board Members](#)

Upcoming Board Meetings:

Tuesday, Jan. 13, 2026 @ 6 PM

Tuesday, Jan. 27, 2026 @ 6 PM

C. Adjourn Meeting Vote Rebecca Langrall 2 m

Coversheet

Dec. 10, 2025 Board Meeting Minutes

Section:	III. Approval of Dec. 10, 2025 Board Meeting Minutes
Item:	A. Dec. 10, 2025 Board Meeting Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	DRAFT 2025_12_10_board_meeting_minutes.pdf

DRAFT



The Leadership School

STUDENT LEADERSHIP AT THE CENTER OF LEARNING

The Leadership School

Minutes

Monthly Board Meeting for The Leadership School

Date and Time

Wednesday December 10, 2025 at 6:00 PM

Location

The Leadership School
1785 Pennsylvania Ave
Pagedale MO 63133

The Leadership School Board Meeting (In Person)

Tuesday, April 29, 2025 · 6:00 – 8:00pm

Time zone: America/Chicago

In Person:

The Leadership School Board Meeting (In Person)

Tuesday, July 22, 2025 · 6:00 – 8:00pm

Time zone: America/Chicago

Join Zoom Meeting

<https://us06web.zoom.us/j/86311120593?pwd=1ruPDrKcffin7yPP6pKVDwQL0UcGab.1>

Directors Present

A. Williams (remote), G. Stevenson (remote), R. Langrall, T. Curry (remote)

Directors Absent

S. Madlinger, T. Montgomery

Guests Present

C. Moulder, L. Moody Seymour

I. Opening Items

A. Call the Meeting to Order

B. Record Attendance

C. Public Comment Section

II. Approval of Nov. 4 Special Board Meeting Minutes

A. Nov. 4 Special Meeting Minutes

T. Curry made a motion to approve the minutes from Special Board Meeting on 11-04-25.

G. Stevenson seconded the motion.

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

III. 2025 Annual Audit Report

A. Approval of Draft 2025 Annual Audit

G. Stevenson made a motion to Accept the 2025 Annual Audit Report for The Leadership School.

R. Langrall seconded the motion.

Discussion

- No Audit findings
- Required to have 40% of the total covered
- Check 6.2 for insurance amounts moving forward
- TLS has 30 days from 12/12/25 to publish the Audit report in local papers.
- TLS and Marr & Co have 30 days to share the report with the Federal Audit Clearinghouse

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

IV. Board Chair Report

A. Updates

Status Updates on Goal #10 shared

Welcomed prospective board member Shinita Jones.

Reviewed Action Items:

Communication with Community: Mid-Year Board Report

- **Goal: Dec. 31, 2025 - draft completed, input needed**
- **Early/mid-January distribution to stakeholders**
- Discuss at late January Board/Community coffee

Attend

- PTO on 12/16
- Dudes with Donuts (12/19)
- Board/Community Coffee - January

Winter Retreat

- Jan 24 with Greenhouse E3 facilitator: Foundation Building for Charter Renewal.
Please RSVP: Tanisha.
- Jan 31 with Kent Peterson: Strategic Plan Development for Charter Renewal.
Please RSVP: Aaron, TC, Tanisha.
- Both sessions at TLS from 9 - 4 PM

Board Conduct Policy

- Sign, scan and return: TC, Tanisha, Gary

B. Board Action Items for December

Development:

- Attend PTO meeting on 12/16 @ 5:30 PM
- RSVP to Board Retreats on 1/24 and 1/31, if you haven't yet.
- Attend the Skating for Change fundraiser on 1/24.

Finance:

- Obtain final language for the Authorized Signature policy from the F & F committee.

V. Committee Reports

A. Development Committee Report

Development Committee

- Donate to Giving Tuesday, if you haven't yet.
- PTO meeting rescheduled 12/16/25 @ 5:30
- Skating for Change event rescheduled 1/24/26

B. Finance & Facilities Committee Report

Financial Report

- Fund Balance Projection: 20%
- Days of Cash: 71
- Revenue decrease \$46K
- Projecting to end the year with \$1 million

Authorized Signatures Policy

- Presented new language to add to the Authorized Signature policy: Propose that two signatures are required (Board Treasurer or Board Chair/ED) over \$10K for any non-routine expenditures or any RFP over \$25K (language will be reviewed by the Finance & Facilities Committee on 12/18 and voted on).

C. School Performance Committee Report

Action:

- The School Performance Committee will follow up with Keisha on the creation of a Student Leadership dashboard to capture the elements presented in the Student Leadership/Wellness Plan presented.

D. Governance Committee Report

Governance Committee Policy

- Reviewed updates to "Get the Lead out of Drinking Water."
- TLS needs to locate the documents to show that there was a lead test completed prior to 1/1/2024.
- If we are unable to find those documents, then we can set up testing through St. Louis County Department of Environmental Services through the Department of Health.

Robert's Rules Lesson

- Based on parliamentary procedure, most meetings do not engage in discussion unless related to a motion.
- With agreement from the Chair, discussion may occur as long as there is an opportunity for all to participate.

- Members can use "Point of Order" to end discussion and call for a vote, if discussion has moved off topic or gone on too long.

VI. Executive Directors Monthly Report

A. Slide Deck

See Report, many great things to celebrate!

VII. Consent Agenda

A. Pending Previous Discussion:

T. Curry made a motion to Approve the consent agenda.
G. Stevenson seconded the motion.

- [1. October Financials](#)
- [2. November Development Committee Meeting Notes](#)
- [3. November Governance Committee Meeting Notes](#)
- [4. November School Performance Committee Meeting Notes](#)
- [5. School Performance Committee Charter 2025 - 2026](#)
- [6. ED Evaluation Cycle 2025 - 2026](#)
- [7. July 2025 Required Model Policy Additions/Revisions](#)

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

VIII. Closed Session

A. Roll Call Vote

Present

Rebecca Langrall

Terrence Curry

Aaron Williams

Gary Stevenson

R. Langrall made a motion to Approve the selection of BSI Constructors as the Construction Managers for our facilities expansion project.

T. Curry seconded the motion.

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

IX. Closing Items

A. Board Member Meeting Reflection

Gary: Felt that we honored our school mission and stayed on track, kudos!

Terrence: Great participation!

Becky: If you want to give to the school you know how to!

Great meeting!

B. Next Steps

C. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:10 PM.

Respectfully Submitted,
L. Moody Seymour

Documents used during the meeting

- 2025_11_04_board_meeting_minutes.pdf
- Dec. 10, 2025 Board Chair & Committee Reports .pdf
- 11.3.25 Dev Comm Meeting Notes.pdf
- 11.20.25 F & F Comm Notes.pdf
- 11.12.25 School Performance Committee Meeting Notes.pdf
- 11.11.25 Governance Committee Meeting Notes.pdf
- Dec 10, 2025 ED Monthly Report.pdf

Coversheet

Updates

Section:	IV. Board Chair Report
Item:	A. Updates
Purpose:	FYI
Submitted by:	
Related Material:	January 27, 2026 Board Chair & Committee Action Items.pdf



THE LEADERSHIP SCHOOL
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Board Chair Report & Committee Action Items

**The Leadership School
Board of Directors
Meeting
Jan. 27, 2025**

Charter Goal 10: Board Engagement:

*Each year, **100%** of board members will attend, at a minimum, **80%** of the scheduled board meetings*

7/22	8/26	9/9*	9/30	10/28	11/4*	12/10	AVG
5/8 63%	8/8 100%	6/8 75%	7/7 100%	6/6 100%	5/6 83%	4/6 75%	85%



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Powered by BoardOnTrack

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.	Mar	Apr	May	June
Contributors/ Total Board	3/8	2/8	7/8	6/6	2/6	2/6	1/6					

Board Contributions (direct and indirect) Year To Date: \$2576
(Includes Giving Tuesday donations)

TLS Whole School Events Calendar



Board Action Items

Giving Tuesday

- 2 board members contributed

RSVP to Retreat - Part 2

- 1/30: Aaron, TC, & Tanisha

Sign Board Conduct Policy

- TC, Tanisha

Snacks in February

Review Midyear Report



Development Committee Action Items

Board/Community Coffee - February

- Discuss Mid-Year Board Report & Open Topics



Next meeting: 2/3/26



Finance & Facilities Committee Action Items

- Review Monthly Financials

Next meeting: 2/19/26



School Performance Committee Action Items

- Discussion: Do we want to keep this language in our *Annual Performance Report Information Policy* (TLS Policies and Bylaws, p. 305), “The School shall display the following information on its website: The School’s annual performance rating and ranking percentage; and a list of the bottom five percent of scores for all schools and all local educational agencies.”

Next meeting; 2/11/25 @ 4:00 PM



Governance Committee Action Items

● New Policies Adoption

- *Special Education Records (275),*
- *Records Retention Model Policy (276),*
- *Bus Driver Background Check Model Policy (290),*
- *Crown Act Model Policy (291)*



● Annual Policy Review

- Seclusion, Restraint, & Corporal Punishment Policy
- Parental Involvement Policy (Title IA)
- FMLA/FERPA Rights Policy

Next meeting is 2/10/26 @ 4:30 PM



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New Policies Adoption

- ***Special Education Records***
- ***Records Retention Model Policy***
- ***Bus Driver Background Check Model Policy***
- ***Crown Act Model Policy***



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Annual Policy Review

Seclusion, Restraint, & Corporal Punishment Policy - Key Points

- **Chemical, mechanical, prone restraint is prohibited**
- **Seclusion doesn't mean "time out," but confinement.**
- **Physical restraint is permitted ONLY when the student is an immediate danger to themselves and should be terminated as soon as the student is no longer a danger to themselves.**
- Physical restraint **doesn't include physical touch** as in redirecting a student, unless contraindicated by a psychiatric, physical, or medical conditions.
- **Staff using physical restraint must complete an ANNUAL training program.**
- **Untrained staff in an emergency situation should ask a student to request help from a trained staff member.**

Annual Policy Review

Seclusion, Restraint, & Corporal Punishment Policy- Key Points

- All uses must be monitored and documented with 9 pieces of information (see p. 263)
- Documentation of any incident must be submitted to DESE within 30 days.
- A parent or guardian must be notified within ONE hour of the incident.
- The school must determine whether it is appropriate to seek assistance from law enforcement or EMT services.
- Corporal punishment is prohibited.
- School personnel may use “reasonable physical force” for the protection of a student, other students, or property.

Annual Policy Review

Parental Involvement Policy (Title 1A) - Key Points

- This policy must be implemented to receive Federal Title 1A funds: Supports academic achievement of low income students.
- Involves building a plan with parents and families to develop family involvement strategies for effective home support for academics and addressing possible barriers to engagement/involvement, including resources.
- Required annual evaluation of the effectiveness of the plan, soliciting input from parents/families and school personnel and evidence-based revisions of plan.

Annual Policy Review

Parental Involvement Policy (Title 1A) - Key Points

- **At least 1% of Title allocations should be reserved for family literacy and parenting skill development.**
- **Families should be involved** in decisions regarding how these reserved funds are allocated.
- **Families should receive a copy of the policy annually detailing shared responsibility for building capacity to support students' academic achievement for their review.**
- **Annual meeting to** discuss the plan, curriculum in use, additional meetings to address monitoring of the plan, including a **compact detailing roles and responsibilities of families, students, and staff**, including ongoing communication.
- **Ensure accessibility for limited English proficient families.**

Annual Policy Review

FMLA (Family and Medical Leave Act) - Key Points

- Employees who have been employed for **at least twelve (12) months** and who have worked at least 1250 hours during the 12-month period immediately prior to requesting leave are eligible to take **twelve (12) weeks of unpaid leave under FMLA with 30 days advance notice.**
- **Reasons for leave include: Births, adoptions, care of family members, personal health.**
- **Certification from a doctor is needed for health-related leaves.**
- **Must first exhaust any personal leave, paid vacation, applicable accumulated sick leave.**

Annual Policy Review

FMLA - Key Points

- Employees taking FMLA leave will **continue to accrue all benefits** for which they are eligible that are provided by the school while on FMLA leave.
- **The Board may recover any health care benefit premiums paid on behalf of an employee if the employee does not return to work after the leave period has expired.**
- **Upon return from leave, the employee is entitled to be reinstated to a position equivalent to the one the employee held when he/she left on FMLA leave, with equivalent pay, benefits and other terms and conditions of employment.**

Annual Policy Review

FERPA (Family Educational Rights and Privacy Act) - Key Points

- **Relates to the confidentiality of their child's educational records and personally identifiable information.**
- **Only authorized personnel and family may view.**
- **Annually the school must notify families of their FERPA rights.**
- **FERPA is referenced in several TLS Board Policies:**
 - **Employee Professionalism Policy**
 - **Student Education Records Policy**
 - **Student and Classroom Observations Policy**

Coversheet

Development Committee Report

Section:	V. Committee Reports
Item:	A. Development Committee Report
Purpose:	FYI
Submitted by:	
Related Material:	12.8.25 Development Committee Meeting Notes.pdf 1.5.26 Dev Comm Notes.pdf



Development Committee Meeting Notes - 12.8.25

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.

Strategic Monitoring Framework

Goal 10 - Board Engagement:

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

2025 - 2026 Development Committee Goals

- 1. By June 30, 2026, 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, 2026, all board members will have attending at least four (4) school events**

- 3. By June 20, 2026, all board members will have introduced at least three (3) of their contacts to the school, engaging in a tour of the campus, and meeting with TLS staff.**

- 4. By June 30, 2026, all board members will have donated to TLS for Giving Tuesday and Give STL day.**

2025 - 2026 Virtual Meeting Dates: First Monday of the month at 4:30 PM

[2025 - 2026 Committee Charter](#)

[Strategic Monitoring Framework](#)

[Board Engagement Tracker](#)

Date of this Meeting: 12/8/2025 @ 4:30 PM

<https://us06web.zoom.us/j/82332496109?pwd=rNtO6w15HSbp8dN>

Present: Cpurtney, Keisha, Becky

<p>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.</p>	
<p><u>Strategic Monitoring Framework</u></p> <p>Goal 10 - Board Engagement:</p> <ul style="list-style-type: none"> Each year, all board members will attend, at a minimum, 80% of the regularly scheduled board meetings. For each fiscal year, 100% of board members will contribute financially to fundraising goals. 	
<p><u>1ffF1DG4xUaytat.1</u></p>	
<p>TLS Fundraising Events</p> <p><u>TLS Events Calendar</u></p>	<ul style="list-style-type: none"> Skating for Change - Postponed to Jan 24 due to inclement weather Giving Tuesday, 12/2/25 - Results? Becky will follow up. Christmas in the Kitchen (CIK), 12/9/25 - Wellness kits will be offered as a fundraiser and students will perform on stage. The school will receive an award in the form of a donation from Mitzi MacDonald / CIK. Other Upcoming Fundraising Opportunities are discussed in school-based newsletters from Rebecca. Put family facing newsletters on website under the Families Link and share link with the board. - Rebecca Maldonado and JB Send flyer info to board whenever there is a school-based fundraiser. - Rebecca Maldonado <p>Tracking Donation Income</p> <ul style="list-style-type: none"> Who owns CashApp? Give Butter? PayPal Giving? Gifts in kind? Donations in check form? <ul style="list-style-type: none"> Right now Courtney is the owner. By next Dev. Comm meeting 1/5, need to transfer ownership to an Ops person to track all donation avenues: Janie, Kyla, or Denise - Courtney Denise will put together an SOP around these items to share with the Finance and Facilities committee at the January meeting (1/22) and Dec Comm on 2/2.. Track payments on a monthly basis - Dev. Comm
<p>Community Outreach/ Communication</p>	<ul style="list-style-type: none"> <u>Semi-Annual Board Report</u> <ul style="list-style-type: none"> Becky will work on this with CM and the Governance committee Use graphics from the ED slide deck: <ul style="list-style-type: none"> Achievement data - visual for APR data? Summary of progress monitoring data? Facilities Expansion Plans

	<ul style="list-style-type: none"> ■ Events info ■ Financials ■ Board business (retreat?) ■ Charter renewal process <p>Courtney is working on a state of the school address for Fam U that includes teaching families how to make sense of iReady data.</p> <ul style="list-style-type: none"> ● Board should plan to attend (1/27) and could staff an information table.
<p>Board Engagement with the Community</p> <p>December Events</p> <p>Strategic Monitoring Framework</p> <p>Board Engagement - Goal 10 Tracker</p>	<ul style="list-style-type: none"> ● 12/?/25 - PTO meeting, 5:30 PM - Becky will follow up with Carmen. ● 12/?/25 - Donuts with Dudes, 8:00 - 9:00 AM - Becky will ask Carmen. ● 12/13/25 - Board/Community Coffee, 9:00 AM @ TLS - Move to January. School morning in teachers room. RSVP via Classroom Dojo? Google Form. Also Power School. Have to have a deadline. 2 - 3 weeks in advance. Cut off of 20 people. 24 total. - Becky will connect with Rebecca. ● 12/19/25 - Pride Meeting, 8:15 - 9:00 AM - Gr. 3 - 5 by grade level MPR. - Becky will encourage Board members to attend. <p>Details:</p> <ul style="list-style-type: none"> ● PTO in the Multipurpose Room; Board should arrive early and plan to introduce themselves around 5:40 PM. Would like to show the website info related to Governance. Time for that? ● Dec. 13 (Saturday) 9:00 AM, Board/Community Coffee - coffee and donuts, introductions and listening; open-ended topics <ul style="list-style-type: none"> ○ Becky will work with Denise to pre-order using a credit card, based on number of RSVPs ○ Will use a Google form attached to the announcement to go into Class Dojo and email. Becky will work with Rebecca on this. ○ Becky and Aaron will meet at the school at 8:00 AM. Access to the school will be needed or can we do it on a weekday? Teachers room?

<p>Board Engagement with the Community</p> <p>January Events</p>	<ul style="list-style-type: none"> • 1/14/26 - Lunch with Ladies, 11:30 - 12:30 PM • 1/23/26 - Spelling Bee, 8:45 - 9:45 AM • 1/24/26 - Rescheduled Skating for Change, 7 - 10 PM @ Skate King • 1/27/26 - Fam U (Mid-Year Review) <p>Details:</p> <ul style="list-style-type: none"> • Fam U on January 27 - Courtney will present mid-year data. • Conflicts with 1/27 Board meeting - Becky will follow up • Event with Prospective Donors - Tabled <ul style="list-style-type: none"> ○ An evening event with the ED; in the spring? ○ They would want to see the data and that what we are doing is working. ○ Small event; high impact people - could do a ribbon cutting event; how to pitch to the media • Promote getting board members to bring their contacts to the school: <ul style="list-style-type: none"> ○ Need to bring at least one person to do a tour before Christmas. ○ Bring a friend to a school event ○ April 15 - have introduced three people. • How can we promote Giving Tuesday? <ul style="list-style-type: none"> ○ Give Butter access - Keisha, Carmen, Courtney, Ops Team put together the numbers. ○ Admin Assistant - in the budget • How can we encourage board members to come to Skating for Change? • How can we encourage board members to attend the PTO meeting on Tuesday, Dec. 2 @ 5:30 PM?
<p>Speaker Symposium as a Possible Fundraiser: Mental Health Awareness as a launch topic</p>	<ul style="list-style-type: none"> • Aaron will connect Keisha with Dominique (Kindness Coordinator for Normandy Nursing) - Status? - Tabled <ul style="list-style-type: none"> ○ Speaker symposium as a fundraiser. - Tickets ready at each event for the next event. ○ Keisha may also do talks re: mental health.... ○ Mental Health Awareness month (March?)

<p>Long -Term Financial Planning: Capital Campaign</p>	<p>Capital Campaign Status: CM will take a deeper look in January.</p> <ul style="list-style-type: none"> • Courtney will make a one-pager with two sections, one for the Playground, Naturescape and Outdoor Classroom/Community Garden, delineating content and costs • Reach out to Dana Godfrey in January re: matching funds for the playground. - CM • Add reminder to Dec Dev Comm meeting - RL <table border="1" data-bbox="852 402 1745 626"> <thead> <tr> <th>Area</th><th>Grant Category</th></tr> </thead> <tbody> <tr> <td>Naturescape</td><td>Social Emotional, Wellness, Nutrition</td></tr> <tr> <td>Outdoor Classroom//Community Garden</td><td>STEM</td></tr> </tbody> </table> <ul style="list-style-type: none"> • Grants Docs <ol style="list-style-type: none"> TLS Grant Applications Folder Grant Readiness Documents Spreadsheet to capture 2025 - 2026 Grant Opportunities to support the playground campaign - Share with PTO 	Area	Grant Category	Naturescape	Social Emotional, Wellness, Nutrition	Outdoor Classroom//Community Garden	STEM
Area	Grant Category						
Naturescape	Social Emotional, Wellness, Nutrition						
Outdoor Classroom//Community Garden	STEM						



Development Committee Meeting Notes - 1.5.25

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.

Strategic Monitoring Framework

Goal 10 - Board Engagement:

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

2025 - 2026 Development Committee Goals

- 1. By June 30, 2026, 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, 2026, all board members will have attending at least four (4) school events**

- 3. By June 20, 2026, all board members will have introduced at least three (3) of their contacts to the school, engaging in a tour of the campus, and meeting with TLS staff.**

- 4. By June 30, 2026, all board members will have donated to TLS for Giving Tuesday and Give STL day.**

2025 - 2026 Virtual Meeting Dates: First Monday of the month at 4:30 PM

[2025 - 2026 Committee Charter](#)

[Strategic Monitoring Framework](#)

[Board Engagement Tracker](#)

Date of this Meeting: 1/5/2025 @ 4:30 PM

<https://us06web.zoom.us/j/82332496109?pwd=rNtO6w15HSbp8dN1ffF1DG4xU>

Present: Keisha, Becky

aytat.1	Strategic Monitoring Framework
Donations Management	<p>Action:</p> <ul style="list-style-type: none"> • Dashboard creation/management for tracking donation income: Deposits, fund-raising amounts, gifts-in-kind, donations in check form, electronic transfers - Courtney will follow up with Denise. ETA this week. • Needed for Midyear Board Report
Communication with Board	<p>Status:</p> <ul style="list-style-type: none"> • Family Newsletters <ul style="list-style-type: none"> ○ Desiree sent one out in December and wanted to send one out this week. Need to determine the cadence. ○ Once a newsletter is written, JB will post the link to the website and send the link to the board. ○ Post the December newsletter and send link. - JB • Next school-based fund-raiser? <ul style="list-style-type: none"> ○ PTO may want to do popcorn in Feb. ○ Let the Board know so that we can participate • TLS Events Calendar - Keisha will support Desiree with updating this <ul style="list-style-type: none"> ○ Revise Events spreadsheet; put events in chronological order and ensure all activities are listed. ○ Okay add items from last semester as a record and reminder. ○ Needed for the Midyear Board Report
TLS Fundraising Events	<ul style="list-style-type: none"> • Skating for Change Jan. 24 - Any updates? • Giving Tuesday, 12/2/25 - \$200 (from 2 board members). What can be done to encourage folks to honor this commitment? • Christmas in the Kitchen - \$220 cash and \$1355 from Give Butter. Add to donation tracker. - Denise
Community Outreach/Communication	<ul style="list-style-type: none"> • Semi-Annual Board Report <ul style="list-style-type: none"> ○ Intro and Goal 1 are drafted. ○ Need info on community participation at all TLS events - Fall 2025 - Keisha will follow up. (Thursday ETA)

	<ul style="list-style-type: none"> ○ Need info on all donor giving/grants since July 1. ○ Teacher survey data needed - Keisha will follow up with TOT ○ Becky will submit the report to CM and KS and the Board for review by 1/9. <p>Coffee with Board and Families</p> <ul style="list-style-type: none"> ○ Push out an invitation to coffee with Board via Dojo starting week of Jan 19; email (2-3 weeks lead time) - Keisha will work with Rebecca ○ Coffee set for Tuesday, Feb. 3 @ 8:30 AM, if possible ○ Focus: Midyear Board Report ○ 20 - 25 people; RSVP via Google forms - Kyla will handle; Keisha will oversee. ○ Courtney or Keisha will make a flyer.
<p>Board Engagement with the Community</p> <p>Board Engagement - Goal 10 Tracker</p>	<ul style="list-style-type: none"> ● TLS Events Calendar <ul style="list-style-type: none"> ○ Board should plan to attend the next Fam U event if it's possible to fit it in.

<p>Board Engagement with the Community</p> <p>January Events</p>	<ul style="list-style-type: none"> 1/14/26 - Lunch with Ladies, 11:30 - 12:30 PM 1/23/26 - Spelling Bee, 8:45 - 9:45 AM (Friday) 1/24/26 - Skating for Change, 7 - 10 PM @ Skate King 1/27/26 - Fam U (Courtney's State of the School Review) <p>Details:</p> <ul style="list-style-type: none"> Courtney will present from 5:00 - 5:30 to allow her to attend the Board Meeting. Event with Prospective Donors - Tabled <ul style="list-style-type: none"> An evening event with the ED; in the spring? They would want to see the data and that what we are doing is working. Small event; high impact people - could do a ribbon cutting event; how to pitch to the media Promote getting board members to bring their contacts to the school. Discussion tabled. <ul style="list-style-type: none"> Bring a friend to a school event April 15 - have introduced three people. How can we encourage board members to come to Skating for Change? Tabled 		
<p>Speaker Symposium as a Possible Fundraiser:</p> <p>Mental Health Awareness as a launch topic</p>	<ul style="list-style-type: none"> Aaron will connect Keisha with Dominique (Kindness Coordinator for Normandy Nursing) - Paused <ul style="list-style-type: none"> Would like the speaker symposium as a community builder. Could donate or purchase something but not a fundraiser per se. Keisha may also do talks re: mental health.... Mental Health Awareness month (March?) Have community partners with tables...esp if wellness grant comes through 		
<p>Long -Term Financial Planning:</p> <p>Capital Campaign</p>	<p>Capital Campaign Status: CM will take a deeper look in January. - Tabled</p> <ul style="list-style-type: none"> Courtney will make a one-pager with two sections, one for the Playground, Naturescape and Outdoor Classroom/Community Garden, delineating content and costs Reach out to Dana Godfrey in January re: matching funds for the playground. - CM Add reminder to Dec Dev Comm meeting - RL <table border="1" data-bbox="892 1334 1885 1401"> <thead> <tr> <th>Area</th><th>Grant Category</th></tr> </thead> </table>	Area	Grant Category
Area	Grant Category		

		Naturescape	Social Emotional, Wellness, Nutrition
		Outdoor Classroom//Community Garden	STEM
	<ul style="list-style-type: none"> Grants Docs <ul style="list-style-type: none"> TLS Grant Applications Folder Grant Readiness Documents Spreadsheet to capture 2025 - 2026 Grant Opportunities to support the playground/naturescape/outdoor classroom campaign - Share with PTO. There are five members. Not sure about timing. Could bring it to their attention. Keisha will talk with Rebecca and Carmen 		

Coversheet

Finance & Facilities Committee Report

Section:	V. Committee Reports
Item:	B. Finance & Facilities Committee Report
Purpose:	Discuss
Submitted by:	
Related Material:	12.18.25 F & F Committee Meeting Notes.pdf 2025 11 Divvy Invoice Listing.pdf 2025 11 Check Register.pdf 2025 11 Accounts Payable.pdf TLS - Monthly Presentation - November 2025.pptx.pdf TLS - Supplemental Report - November 2025.xlsx 1.22.26 F & F Comm Notes.pdf TLS - Monthly Presentation - December 2025.pptx.pdf 2025 12 Check Register.pdf 2025 12 Divvy Invoice Listing.pdf 2025 12 Accounts Payable.pdf TLS - Supplemental Report - December 2025.xlsx - Dashboard.pdf Q4 2025 TLS Quarterly Finance Report.pdf



Finance and Facilities Committee Meeting Notes - 12.18.25

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](#) and [MCPSC Website](#)

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:

- The Leadership School will maintain at least **60** 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.

2025 - 2026 Finance & Facilities Committee Goals

[2025 - 2026 Finance & Facilities Committee Charter](#)

1. School fund balance over **12%** at year end

Action:

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

2. 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](#)

3. **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

4. Completion of a **long term financial plan** by **June 30th, 2026**

Action:

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

Meeting Dates: The Third Thursday before [Board Meetings](#)

Date of this meeting: 12/18/2195 @ 4:00 PM

Join Zoom Meeting

<https://us06web.zoom.us/j/83650102774?pwd=ETac4PU9azZ8mdtgnXSTNt4Xz4Jya.1>

Meeting ID: 836 5010 2774

Passcode: H6Qkw8

Attendees: Courtney, Gary, Anne, Becky

TLS 2024 - 2025 KPIs

	April	May	June	July	Aug	Sept	Oct	Nov
Days of Cash (< 45)	59	59	56	76	86	71	71	73
Gross Margin (> 5%)	13%	13%	10.7%	7%	10%	6%	7%	7%
%Fund Balance @ Year's End (> 12%)	16%	16%	13.61%	21%	24%	20%	20%	21%

<p>Charter Goal 11 - No material findings in annual audit report</p> <p>F & F Comm Goal #1: Monitor school financial progress and trends monthly</p> <p>F & F Comm Goal #2: Financial Policies Followed & Fund Balance over 12%</p> <ul style="list-style-type: none"> • EdOps Hub 	<p>Anne Shaffa:</p> <ul style="list-style-type: none"> ■ Reminder that next month TLS will need EdOps to send the Report for Second Quarter. <ul style="list-style-type: none"> • As Anne is going on leave, she has instructed her colleagues to add this to their calendars. ■ Supplemental Report for November <ul style="list-style-type: none"> • Income: 24K net increase revenue • Expenses: 40K decrease due to elimination of one position • Against annual: <ul style="list-style-type: none"> ○ Forecasting an increase of \$9K in income ○ Still have some unknowns related to the insurance settlement related to the car crash ○ Reimbursement hoped for includes a partial recovery the \$25K deductible coming from the other involved parties, along with additional repayment of repair costs as of Nov. 30. ○ Back to within \$108 of the approved budget on wages. • Expense management is going well. • EdOps will continue to carefully review food and transportation. <ul style="list-style-type: none"> ○ Need some reconciliation. May need to update these areas. • Also will attend to rollover expense issues at year's end. ○ Check Register for November ○ Accounts Payable Report <ul style="list-style-type: none"> ■ Shows what was in AnyBill as of 11/30 that was not yet paid out. ■ If we see large dollar amounts, would be an indication to follow up. ○ Board Presentation for November <ul style="list-style-type: none"> ■ Anne will resend with the display / link added showing the expenses and reimbursements associated with the car crash-related restoration work. ■ Divvy Invoice Listing - <ul style="list-style-type: none"> ■ Just under \$40K , which is a lot for a credit card, but 28K was in furniture that was board approved/CSP funded. ■ Kristin at EdOps and Courtney will meet for another grants meeting to address CSP and Title IIA expenses.
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	<ul style="list-style-type: none"> • CSP expense tags ease tracking by all. ■ Title IIA Follow Up: <ul style="list-style-type: none"> ■ Kristin was able to find FY25 obligations paid out in FY26 to include so that TLS does not need to repay any Title amounts. No further FY25 action necessary. ■ Will continue tracking both Title IIA and CSP funds to ensure they are kept separate. • Anne acknowledged that Denise is doing a great job with W2s heading into 1099 Filing Season! • Proposed Additions to Authorized Signature Policy/Responsible Fiscal Oversight Discussion <ul style="list-style-type: none"> ○ Will hold off an additional language for now in the interests of efficiency and the fact that there are already 3 approvers in the chain of custody. ○ Technically already have 'review control' rather than 'preventative control.' ○ May revisit in the future, if issues arise.
2025 Audit Update <ul style="list-style-type: none"> • 2025 TLS Audit Folder • Audit Tracker (scroll right) • Documentation of Tasks Assigned to the Board • Templates for Audit Completion 	Annual Audit <ul style="list-style-type: none"> • Audit has been signed. Denise will take care of uploading to Reportwell by 12/31 and posting in local papers by 1/12. • Courtney will send a copy to Becky to post on the TLS Board website. • Changes for next year's audit: <ul style="list-style-type: none"> ○ Need to improve efficiency of school inputs. ○ Gary will look into it. Communicate with Denise. ○ Transportation - Gary will confirm what Denise needs and timeline/compliance at end of year to minimize carry forwards, if possible. • Becky will check with our authorizer on how much insurance is needed to cover Employee Theft. <ul style="list-style-type: none"> ○ Some schools carry \$500K ○ We currently carry less (\$250?). Becky will check.
F & F Committee Goal #4: Long Term Financial Planning	Facilities Expansion Update <ul style="list-style-type: none"> • Courtney and Lindsay are working hard to get loan-related documentation done. • Will close on Loan #1 on 12/28. Long Term Financial Planning <ul style="list-style-type: none"> • Paul at EDOps is working on the long term budget for the loan. • Outline of revenue/expenses over the next five years: Projected enrollment, revenue numbers.

	<ul style="list-style-type: none"> Courtney will send a copy to Becky for reference during the Board Retreat - Part 2 on 1/31/26.
<p><u>SMP Oversight of Charter Goal 11</u></p> <p>F & F Committee Goal #2:</p> <p>Financial Policies are followed 100% of the time</p>	<p><u>Quarter 3 Financial Controls Questionnaire</u> Status Update - Gary</p> <ul style="list-style-type: none"> Gary will sit down with Denise to discuss internal controls after Break. Have Denise fill out the survey as well as Courtney. Gary will send out in March. <p>Invoicing policy</p> <ul style="list-style-type: none"> Vendor acceptance criteria to be in any contract: "Must be invoiced within 90 days unless otherwise agreed upon." Becky will work on a vendor expectation/invoicing agreement/policy for the committee's review.
<p>Previous/Upcoming</p>	<ul style="list-style-type: none"> SOP for Donations (PayPal Giving, cash, checks, cashapp, Give Butter) - Denise is working on this. Did the payment from Synchrony's Deeds Platform come through on the TLS side? 218 Agreement - February 2026

The Leadership School
12/17/2025 12:57 PM

Invoice Listing - Summary

Page: 1
User ID: SAS

Vendor ID	Vendor Name	Invoice Number	Description	Invoice Date	Check Date	Checking Account ID	Check Number	CC:	Invoice Amount
AMAZON	Amazon	2025 11 Di-0001	Rubber bracelets for school-wide student	10/17/2025	11/04/2025	1	52024598	X	6,369.47
ADOBE	CC - ADOBE *ADOBE 4085366000 CA	2025 11 Di-0001	Adobe monthly subscription fee	10/15/2025	11/04/2025	1	52024598	X	44.38
CHICKFILA	CC - CHICK FIL A	2025 11 Di-0001	PD Lunch	10/16/2025	11/04/2025	1	52024598	X	300.09
DOORDASH	CC - Doordash	2025 11 Di-0001	Stanner Lunch PD (we ran out of food)	10/15/2025	11/04/2025	1	52024598	X	151.44
INSTACART	CC - Instacart	2025 11 Di-0001	Trunk R Treat Event	10/26/2025	11/04/2025	1	52024598	X	157.85
JMCDONUTS	CC - JMC DONUTS LLC SAINT LOUIS MO	2025 11 Di-0001	Donuts for Grandfriends Breakfast 11/11/	11/13/2025	11/04/2025	1	52024598	X	123.49
LEARNING	CC - Learning A-Z, LLC	2025 11 Di-0001	Reading A-Z license for 2nd grade ELA	11/06/2025	11/04/2025	1	52024598	X	135.00
MARKS	CC - Marks Quick Printing	2025 11 Di-0001	Additional Skating Tickets	11/04/2025	11/04/2025	1	52024598	X	40.57
OPENAI	CC - Open AI Chat GPT	2025 11 Di-0001	Openai subscription	10/29/2025	11/04/2025	1	52024598	X	20.00
PANERA	CC - Panera Bread	2025 11 Di-0001	Refreshments for Grandfriends' Day Event	11/13/2025	11/04/2025	1	52024598	X	85.44
SOUTHWEST	CC - Southwest Airlines	2025 11 Di-0001	PD GreenHouse E3 Flight to Houston, Texa	10/30/2025	11/04/2025	1	52024598	X	381.96
TAYLOR	CC - Taylor Brothers Door	2025 11 Di-0001	Safety window shades for classroom doors	10/31/2025	11/04/2025	1	52024598	X	178.82
TOUCHDOWN	CC - Touchdown Wings	2025 11 Di-0001	Staff Lunch-thank you for being flexible	10/26/2025	11/04/2025	1	52024598	X	304.78
UBER	CC - UBER	2025 11 Di-0001	Travel NSVF to airport	10/15/2025	11/04/2025	1	52024598	X	79.87
WALMART	CC - Walmart	2025 11 Di-0001	Pencil Pouches	10/20/2025	11/04/2025	1	52024598	X	105.22
SCHOLASTIC	CC Scholastic	2025 11 Di-0001	Scholastic Book Fair	10/15/2025	11/04/2025	1	52024598	X	403.53
WOOT	CC Woot	2025 11 Di-0001	Chromebooks for an additional grade leve	11/15/2025	11/04/2025	1	52024598	X	843.58
DOLLARTREE	Dollar Tree	2025 11 Di-0001	Halloween Extravaganza	10/26/2025	11/04/2025	1	52024598	X	5.72
FACEBOOK	Facebook	2025 11 Di-0001	Facebook Ad	10/18/2025	11/04/2025	1	52024598	X	9.54
FEDEX	FedEx	2025 11 Di-0001	Printed 1 flyer (copied back at the scho	10/20/2025	11/04/2025	1	52024598	X	2.76
KATOMRESTA	Katomrestau	2025 11 Di-0001	Lift gate fee for fridge delivery	10/21/2025	11/04/2025	1	52024598	X	55.00
LAKESHOREL	LAKESHORE LEARNING MAT CARSON CA	2025 11 Di-0001	Sensory Room Furniture - CSP	11/15/2025	11/04/2025	1	52024598	X	5,187.58
MICHAELS	Michaels Arts & Crafts	2025 11 Di-0001	Posters needed for Grandfriends Day	11/12/2025	11/04/2025	1	52024598	X	4.37
OFFICEDEPO	Office Depot	2025 11 Di-0001	Office Supplies	11/05/2025	11/04/2025	1	52024598	X	181.79
REPUBLIC	Republic Services	2025 11 Di-0001	November trash payment	11/10/2025	11/04/2025	1	52024598	X	934.34
SCHNUCKS	Schnucks	2025 11 Di-0001	Food for PD session for staff	10/22/2025	11/04/2025	1	52024598	X	253.01
USPS	United States Postal Service	2025 11 Di-0001	Postage for state reporting/tax paperwor	10/28/2025	11/04/2025	1	52024598	X	1.56
WORTHINGTO	Worthington Direct	2025 11 Di-0001	Office Furniture and Classroom furniture	11/04/2025	11/04/2025	1	52024598	X	22,795.73

Report Total: 39,156.89

The Leadership School

12/15/2025 1:46 PM

Check Register by Type

11/2025

Page: 1

User ID: SAS

Payee Type: Vendor		Check Type: Automatic Payment			Checking Account ID: 1		
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
52024565	11/13/2025	X			REPUBLIC	Republic Services	0.00
52024566	12/05/2025	X			BAMBOOHR	Bamboo HR	383.93
52024567	11/05/2025	X			GSUITE	Google Suite	208.32
52024568	12/05/2025	X			NEXTIVA	Nextiva	806.41
52024569	11/02/2025	X			SCCHARTER	SC Charter - Rent	0.00
52024570	12/05/2025	X			WELLSFARGO	Wells Fargo Vendor	1,110.20
52024571	12/05/2025	X			LEVEL3	Level 3 Communications, LLC	2,386.04
52024572	11/14/2025	X			CSD	CSD Insurance Trust	0.00
52024584	11/20/2025	X			FACEBOOK	Facebook	26.56
52024586	11/28/2025	X			MOCHILD	MO SMART Child Support	398.00
52024587	11/18/2025	X			SELECTIVE	Selective Insurance Co	7,636.00
52024598	11/04/2025	X			DIVVY	DIVVY - BILL.COM	39,156.89
Checking Account ID: 1					Void Total:	0.00	Total without Voids: 52,112.35
Check Type Total: Automatic Payment					Void Total:	0.00	Total without Voids: 52,112.35

Payee Type: Vendor		Check Type: Check			Checking Account ID: 1		
Check Number	Check Date	Cleared	Void	Void Date	Entity ID	Entity Name	Check Amount
1009	11/12/2025	X			FOEHJAM	James Foehner	1,080.00
86879041	11/05/2025	X			PROPEL	Propel Kitchens	19,880.00
86886022	11/06/2025	X			BLACKMENRE	Black Men Read	194,000.00
86888365	11/07/2025	X			CINTAS	Cintas Corp	533.06
86888366	11/07/2025	X			CINTAS	Cintas Corp	533.18
86888367	11/07/2025	X			CINTAS	Cintas Corp	1,020.09
86888368	11/07/2025	X			CINTAS	Cintas Corp	243.92
86888369	11/07/2025	X			CINTAS	Cintas Corp	986.12
86891870	11/10/2025	X			LIMINEX	Liminex, Inc. DBA GoGuardian	6,650.50
86891871	11/10/2025	X			CULLIGAN	CULLIGAN	99.12
86891872	11/10/2025	X			BAMBOOHR	Bamboo HR	391.73
86891873	11/10/2025	X			REBELLAW	Rebel Law	451.00
86891874	11/10/2025	X			PERRYPROMO	PERRY PROMOTIONAL PRODUCTS LLC	877.50
86891875	11/10/2025	X			IRESQ	iResQ	2,771.00
86891876	11/10/2025	X			COLLLIS	Lisa Collins	43.50
86892080	11/10/2025	X			OFFICEESSE	Office Essentials	475.50
86892081	11/10/2025	X			ROTTLER	Rottler Pest Solutions	107.00
86892526	11/10/2025	X			EDOPS	EdOps	11,241.67
86892527	11/10/2025	X			CSD	CSD Insurance Trust	22,166.26
86910319	11/13/2025	X			MIDWESTEL	Midwest Electric Systems	563.79
86947957	11/17/2025	X			CINTAS	Cintas Corp	321.74
86947958	11/17/2025	X			CINTAS	Cintas Corp	314.54
86947959	11/17/2025	X			CINTAS	Cintas Corp	276.06
87020794	11/19/2025	X			MINDSCAPE	Mindscape Education Consulting	5,000.00
87020795	11/19/2025	X			PERRYPROMO	PERRY PROMOTIONAL PRODUCTS LLC	521.25
87020796	11/19/2025	X			DATARECO	Data Recognition Corp.	147.60
87020797	11/19/2025	X			CITYBLUE	CityBlue Technologies, LLC	204.73
87020798	11/19/2025	X			BEISPLUMB	Beis Plumbing LLC	398.00
87020799	11/19/2025	X			CULLIGAN	CULLIGAN	126.08
87020800	11/19/2025	X			RFMEEHCO	R.F. MEEH CO.	275.00
87021077	11/19/2025	X			EDUPLUS	Education Plus	1,600.00
87021078	11/19/2025	X			HANENKAMP	Hanenkamp Electric Company Inc	280.00
87021517	11/19/2025	X			THOMASENTE	Thomas Enterprise LLC	1,000.00
87021518	11/19/2025	X			HOPSKIP	HopSkipDrive, Inc.	1,033.45
87021519	11/19/2025	X			EDOPS	EdOps	11,241.67
87021520	11/19/2025	X			PAYPOOL	Paypool LLC	442.10
87021521	11/19/2025	X			PROPEL	Propel Kitchens	17,920.00
87021522	11/19/2025	X			CSD	CSD Insurance Trust	45,761.86
87088584	11/28/2025	X			REBELLAW	Rebel Law	389.50
87088585	11/28/2025	X			JSHELD	J. S. Held LLC	3,750.00
87088586	11/28/2025	X			DISREGPROS	Disaster Restoration Pros	35,993.25
87088587	11/28/2025	X			GREATMINDS	Great Minds PBC	598.53

The Leadership School

Check Register by Type

Page: 2

12/15/2025 1:46 PM

11/2025

User ID: SAS

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>
87088588	11/28/2025	X			BAMBOOHR	Bamboo HR	383.93
87088703	11/28/2025	X			CINTAS	Cintas Corp	1,020.76
87088777	11/28/2025	X			HANENKAMP	Hanenkamp Electric Company Inc	280.00
87089110	11/28/2025	X			HOPSKIP	HopSkipDrive, Inc.	2,040.08
87089111	11/28/2025	X			FIRSTSTUDE	First Student Bus	32,726.51
87089112	11/28/2025	X			SERVPRO	Servpro Disaster Recovery Team - Team Wolfe	155,474.63
Checking Account ID: 1			Void Total:		0.00	Total without Voids:	583,636.21
Check Type Total: Check			Void Total:		0.00	Total without Voids:	583,636.21
Payee Type Total: Vendor			Void Total:		0.00	Total without Voids:	635,748.56
Grand Total:			Void Total:		0.00	Total without Voids:	635,748.56



Accounts Payable

As of 11/30/2025

The Leadership School

PAYEE: ALL			STATUS: -- All --				REPORT DATE: 12/17/2025 2:01:54 PM ET			
GL CODE: ALL										
Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Split Amount	Memo	Total Amount
1072	6/2/2025	6/2/2025	On Hold			Fresh Palate Eats LLC The Leadership School	10 2563 6471 6905 3 00000 000	\$21,451.30	04/2025 & 05/2025 breakfast & lunch service	\$21,451.30
CW182407	10/1/2025	10/1/2025	Awaiting Payment Authorization			GadellNet Consulting Services, LLC. The Leadership School	10 2331 6316 6905 3 00000 000	\$1,050.00	Tech Services 06/2025	\$1,050.00
CW183091	11/1/2025	10/15/2025	Awaiting Payment Authorization			GadellNet Consulting Services, LLC. The Leadership School	10 2331 6316 6905 3 00000 000	\$357.50	Tech Services 11/2025	\$357.50
INV-25024	10/16/2025	10/16/2025	Awaiting Payment Authorization			HORIZON SIGN COMPANY The Leadership School	10 2542 6411 6905 3 00000 000	\$1,445.22	Building signage	\$1,445.22
2599	10/21/2025	10/21/2025	Awaiting Payment Authorization			PERRY PROMOTIONAL PRODUCTS LLC The Leadership School	10 1111 6411 6905 3 40001 000	\$128.50	student jerseys	\$128.50
234624	11/1/2025	11/1/2025	Paid	12/16/2025	87162159	k12 ITC The Leadership School	10 2331 6316 6905 3 00000 000	\$352.35	IT Services 11/2025 (includes credit of -\$3,306.76)	\$352.35
CW184018	11/1/2025	11/1/2025	Awaiting Payment Authorization			GadellNet Consulting Services, LLC. The Leadership School	10 2331 6316 6905 3 00000 000	\$1,050.00	Tech Services 11/2025	\$1,050.00
WO-802272-1	11/3/2025	11/3/2025	Awaiting Payment Authorization			Office Essentials 9990990	10 2511 6411 6905 3 00000 000	\$475.50	Supplies - Copy Paper	\$475.50
21251	11/17/2025	11/17/2025	Awaiting Payment Authorization			MC Mechanical Services The Leadership School	10 2543 6339 6905 3 00000 000	\$1,495.00	Fall Preventive Maintenance on 11/13/25	\$1,495.00
1649	11/19/2025	11/19/2025	Paid	12/11/2025	87131154	Propel Kitchens The Leadership School	10 2563 6471 6905 3 00000 000	\$11,200.00	Breakfast & lunch for week of 11/17/25	\$11,200.00
1650	11/19/2025	11/19/2025	Paid	12/11/2025	87131154	Propel Kitchens The Leadership School	10 2563 6471 6905 3 00000 000	\$10,975.00	Breakfast & lunch for week of 12/1/25	\$10,975.00

Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Amount	Memo	Amount
4523696	11/20/2025	11/20/2025	Paid	12/16/2025	87162545	Rottler Pest Solutions The Leadership School	10 2543 6339 6905 3 00000 000	\$107.00	Pest Control Services	\$107.00
2527	11/21/2025	11/21/2025	Paid	12/16/2025	87162160	Mindscape Education Consulting The Leadership School	10 2644 6319 6905 3 00000 000	\$5,000.00	LEADERSHIP SUPPORT 11/21/25 Invoice 3 of 10.	\$5,000.00
425074815 8	11/21/2025	11/21/2025	Paid	12/16/2025	87162456	Cintas Corp 20871236	10 2542 6411 6905 3 00000 000	\$340.86	Cleaning Supplies	\$340.86
20256052	11/24/2025	11/24/2025	Paid	12/16/2025	87162925	Midwest Electric Systems The Leadership School	10 2546 6319 6905 3 00000 000	\$594.36	Fire Alarm Test and Inspections 11/24/25	\$594.36
12088137	11/26/2025	11/26/2025	Awaiting Payment Authorization			First Student, Inc The Leadership School	10 2551 6341 6905 3 00000 000	\$25,811.47	Contracted Student Transportation 10/2025	\$25,811.47
									Total:	\$81,834.06

GL Code Summary

10 1111 6411 6905 3 40001 000	\$128.50
10 2331 6316 6905 3 00000 000	\$2,809.85
10 2511 6411 6905 3 00000 000	\$475.50
10 2542 6411 6905 3 00000 000	\$1,786.08
10 2543 6339 6905 3 00000 000	\$1,602.00
10 2546 6319 6905 3 00000 000	\$594.36
10 2551 6341 6905 3 00000 000	\$25,811.47
10 2563 6471 6905 3 00000 000	\$43,626.30
10 2644 6319 6905 3 00000 000	\$5,000.00
	\$81,834.06



November 2025 Financials

PREPARED **DEC'25** BY



- Executive Summary
- Key Performance Indicators
- Cash Forecast
- Annotated Financials
- Monthly Financials
- Balance Sheet

Executive Summary

- **64k Increase in Net Income:**
 - October close 362k □ November close 426k
 - Excluding 194k pass-through grant: 24k increase in Revenue; 40k decrease in Expenses
- **Revenue: Net increase of 218k**
 - 7k decrease in **Prop C**
 - 9k decrease in **State Aid**. Forecast is based on the following:
 - No change in **Expected annual attendance** at 90.0%
 - Small increase in **Per-WAM/WADA payment amount** \$10,728 □ \$10,736
 - Decrease in expected **January membership** 284 □ 282, which impacts average membership and ADA
 - 194k increase in **Other State Revenue**, with matching 194k increase in expenses
 - 40k increase in **Private Grants and Donations**
- **Expenses: Net decrease of 155k**
 - 31k decrease in **Wages**: Removal of 50k June 2026 Summer School, staff stipends added to replace removal of a full-time position, performance stipends added
 - 9k decrease in **Benefits and Taxes**: in agreement with decrease in wages
 - 194k increase in **Student Expense, Direct**, with matching 194k increase in revenue

Balance Sheet: Incident Balance

An accident occurred outside of The Leadership School on Monday October 13th

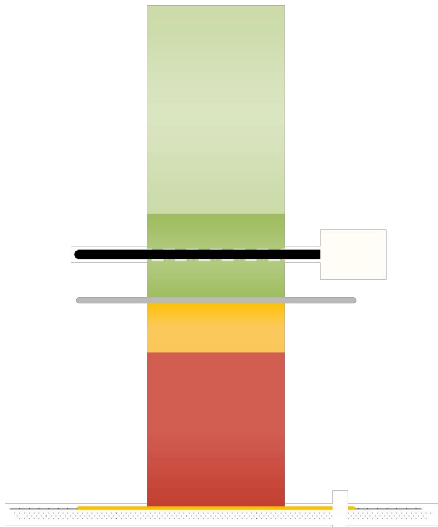
- Property Insurance claim is in process
- Expenses and insurance payments are collecting in Balance Sheet account
- Current balance of -\$4,947 does not reflect the insurance deductible of \$25,000, some of which may be recoverable
- At the end of the fiscal year, the balance of any revenue or expenses will be moved to the Income Statement

Account	Entry Date	Description	Vendor ID/Name	Account Balance
10 3321	11/12/2025	2025 11 12 Insurance claim payment	ZURICH Zurinch American Insurance	189,266.06
10 3321	11/14/2025	2025 11 14 Insurance claim payment	ZURICH Zurinch American Insurance	1,005.32
10 3321	11/28/2025	Air and duct samplings 11/4/25	JSHELD J. S. Held LLC	-3,750.00
10 3321	11/28/2025	Duct cleaning 10/17/25	DISREGPROS Disaster Restoration Pros	-35,993.25
10 3321	11/28/2025	Cleaning service for fire	SERVPRO Servpro Disaster Recovery Team -	-155,474.63
			Net	- 4,946.50

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

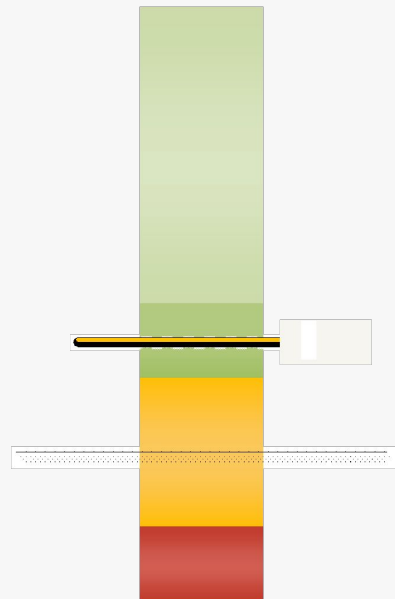


73 DAYS OF CASH AT YEAR'S END

The school will end the year with 73 days of cash. This is above the recommended 60 days

Gross Margin

Revenue less expenses, divided by revenue

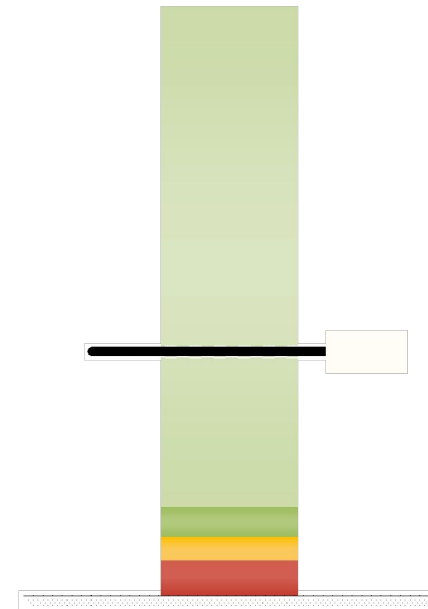


7.4% GROSS MARGIN

The forecasted net income is \$426k, which is \$14k above the budget. It yields a 7.4% gross margin.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses



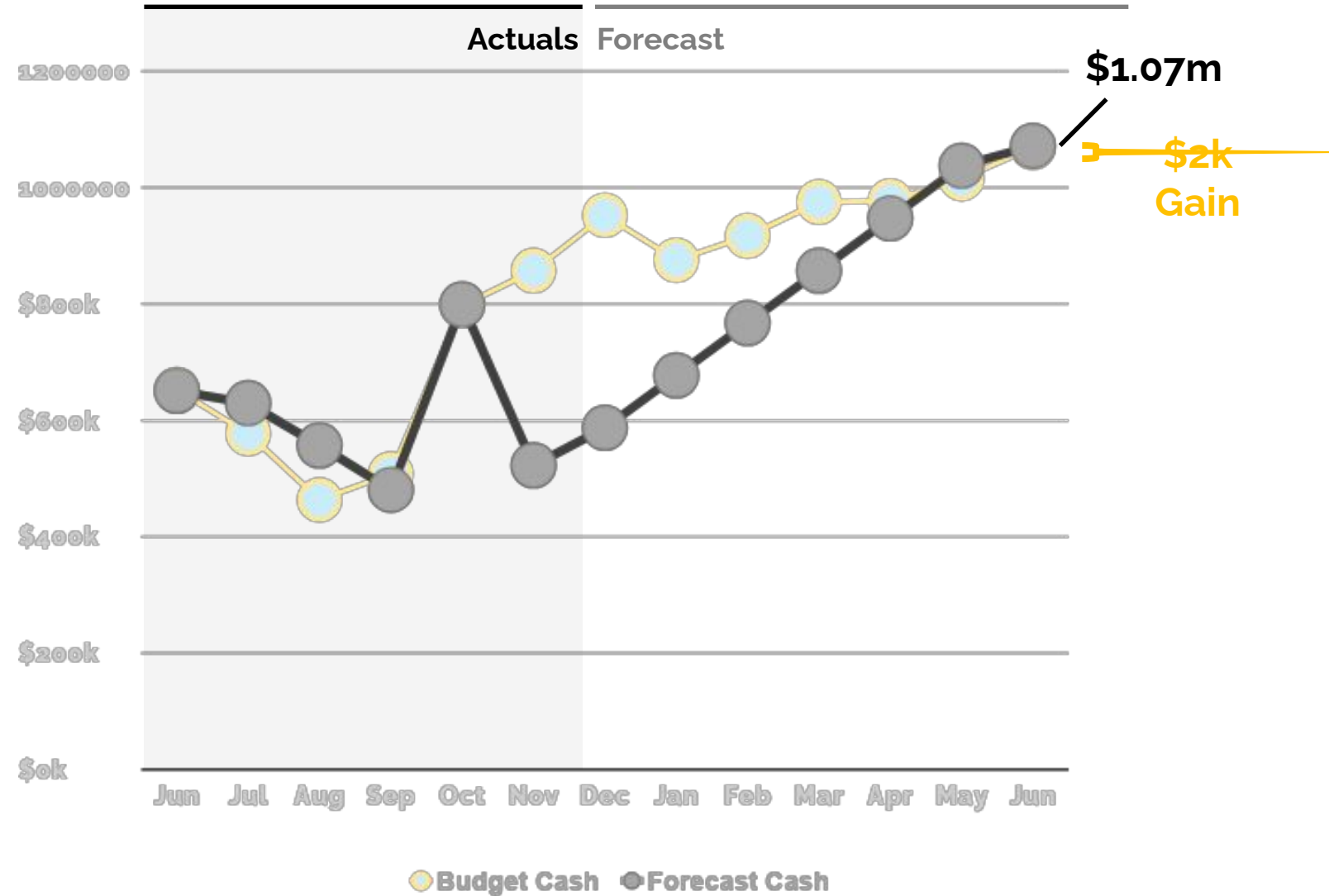
20.67% AT YEAR'S END

The school is projected to end the year with a fund balance of \$1,102,966. Last year's fund balance was \$677,418.

Cash Forecast

73 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$1.1m**, **\$2k** above budget.



	Actual	Budget	Variance	Forecast	Budget	Variance	Remaining	Rem %
Revenue								
Local Revenue	143,991	152,235	(8,244)	350,488	362,503	(12,015)	206,497	59%
State Revenue	1,618,845	1,336,010	282,834	3,575,708	3,278,965	296,743	1,956,863	55%
Federal Revenue	214,043	753,952	(539,909)	1,610,321	1,631,043	(20,722)	1,396,278	87%
Private Grants and Donations	74,584	78,032	(3,448)	220,000	180,000	40,000	145,416	66%
Earned Fees	5,351	2,478	2,873	5,351	2,500	2,851	-	0%
Total Revenue	2,056,814	2,322,708	(265,894)	5,761,868	5,455,011	306,858	3,705,054	①
Expenses								
Salaries	901,927	947,042	45,115	2,273,008	2,272,900	(108)	1,371,081	60%
Benefits and Taxes	204,612	240,206	35,594	594,226	579,495	(14,730)	389,613	66%
Staff-Related Costs	73,799	68,017	(5,782)	141,000	118,148	(22,852)	67,201	48%
Rent	102,463	226,059	123,595	550,000	550,000	0	447,537	81%
Occupancy Service	85,530	63,582	(21,948)	157,431	146,396	(11,035)	71,902	46%
Student Expense, Direct	450,090	268,577	(181,513)	554,142	424,100	(130,042)	104,052	19%
Student Expense, Food	130,713	106,872	(23,841)	381,331	356,240	(25,091)	250,619	66%
Office & Business Expense	166,811	99,877	(66,934)	317,388	253,114	(64,274)	150,577	47%
Transportation	76,510	102,900	26,390	367,795	343,000	(24,795)	291,285	79%
Total Expenses	2,192,454	2,123,131	(69,323)	5,336,321	5,043,393	(292,927)	3,143,866	②
Net Income	(135,641)	199,576	(335,217)	425,547	411,617	13,930	561,188	③
Cash Flow Adjustments	7,319	-	7,319	(4,946)	-	(4,946)	(12,266)	④
Change in Cash	(128,321)	199,576	(327,898)	420,601	411,617	8,984	548,922	⑤

① REVENUE: \$307K AHEAD

- 297k increase in State Aid:
- Higher than budgeted enrollment, lower than budgeted Summer School ADA
 - Lower per-WAM/WADA payment amount
 - 194k increase in Black Men Read grant
- 21k decrease in Title Funds
 12k decrease in Prop C
 40k increase in private grants/donations

② EXPENSES: \$293K BEHIND

- 15k increase in payroll costs (incl. Taxes/Benefits)
- 23k increase in PD
- 11k increase to building costs
- 34k decrease in subs
- 50k FY25 Transportation and Food expenses paid in FY26
- 19k Increase in Student Information System
- 23k increase in 3rd-party IT
- 9k increase in copier costs
- 194k increase in Black Men Read grant

③ NET INCOME: \$14K ahead

④ CASH ADJ:\$5K BEHIND

25k of insurance deductible not yet reflected here

⑤ NET CHANGE IN CASH: \$9K AHEAD

The Leadership School - Monthly Board Meeting for The Leadership School - Agenda - Tuesday January 27, 2026 at 6:00 PM													
	Actual					Forecast							
Income Statement	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Revenue													
Local Revenue	29,095	28,672	28,878	28,630	28,716	29,500	29,500	29,500	29,500	29,500	29,500	29,500	350,488
State Revenue	216,001	220,074	214,061	710,820	257,889	279,552	279,552	279,552	279,552	279,552	279,552	279,552	3,575,708
Federal Revenue	65,037	18,987	53,114	0	76,905	199,468	199,468	199,468	199,468	199,468	199,468	199,468	1,610,321
Private Grants and Donations	0	73,334	0	1,250	0	20,774	20,774	20,774	20,774	20,774	20,774	20,774	220,000
Earned Fees	0	2,500	0	2,411	440	0	0	0	0	0	0	0	5,351
Total Revenue	310,132	343,567	296,053	743,111	363,950	529,293	529,293	529,293	529,293	529,293	529,293	529,293	5,761,868
Expenses													
Salaries	148,895	180,691	195,210	196,244	180,886	209,454	184,454	184,454	184,454	184,454	184,454	239,354	2,273,008
Benefits and Taxes	35,753	34,926	39,050	57,172	37,713	55,856	55,494	55,494	55,494	55,494	55,494	56,290	594,226
Staff-Related Costs	10,109	24,495	22,935	7,865	8,394	9,600	9,600	9,600	9,600	9,600	9,600	9,600	141,000
Rent	25,616	25,616	25,616	25,616	0	63,934	63,934	63,934	63,934	63,934	63,934	63,934	550,000
Occupancy Service	31,554	15,947	17,635	7,260	13,133	10,272	10,272	10,272	10,272	10,272	10,272	10,272	157,431
Student Expense, Direct	32,383	45,177	26,929	99,103	246,498	14,865	14,865	14,865	14,865	14,865	14,865	14,865	554,142
Student Expense, Food	3,640	23,600	31,800	33,600	38,073	35,803	35,803	35,803	35,803	35,803	35,803	35,803	381,331
Office & Business Expense	45,113	55,695	21,708	13,882	30,413	21,511	21,511	21,511	21,511	21,511	21,511	21,511	317,388
Transportation	8,927	15,868	0	15,915	35,800	41,612	41,612	41,612	41,612	41,612	41,612	41,612	367,795
Total Ordinary Expenses	341,989	422,015	380,883	456,656	590,910	462,906	437,544	437,544	437,544	437,544	437,544	493,240	5,336,321
Total Expenses	341,989	422,015	380,883	456,656	590,910	462,906	437,544	437,544	437,544	437,544	437,544	493,240	5,336,321
Net Income	-31,857	-78,448	-84,830	286,455	-226,960	66,387	91,750	91,750	91,750	91,750	91,750	36,053	425,547
Cash Flow Adjustments	10,288	5,841	8,675	31,982	-49,466	-1,752	-1,752	-1,752	-1,752	-1,752	-1,752	-1,752	-4,946
Change in Cash	-21,569	-72,607	-76,156	318,437	-276,427	64,635	89,997	89,997	89,997	89,997	89,997	34,301	420,601
Ending Cash	629,336	556,729	480,574	799,010	522,584	587,219	677,216	767,213	857,211	947,208	1,037,205	1,071,506	

Previous Year End *Current* *Year End*

Assets

Current Assets

Cash	650,905	522,584	1,071,506
Accounts Receivable	26,876	14,788	31,822
Total Current Assets	677,781	537,371	1,103,328
Total Assets	677,781	537,371	1,103,328

Liabilities and Equity**Liabilities**

Current Liabilities

Other Current Liabilities	363	-4,406	363
Total Current Liabilities	363	-4,406	363
Total Long-Term Liabilities	0	0	
Total Liabilities	363	-4,406	363

Equity

Unrestricted Net Assets	677,418	677,418	677,418
Net Income	0	-135,641	425,547
Total Equity	677,418	541,778	1,102,966

Total Liabilities and Equity	677,781	537,371	1,103,328
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QUESTIONS?

Please contact your EdOps Finance Team:

Anne Schaffa

anne@ed-ops.com

816.945.2918

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Notice

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

TLS - Supplemental Report - November 2025.xlsx



Finance and Facilities Committee Meeting Notes - 1.22.26

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](#) and [MCPSC Website](#)

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:

- The Leadership School will maintain at least **60** 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.

2025 - 2026 Finance & Facilities Committee Goals

[2025 - 2026 Finance & Facilities Committee Charter](#)

1. School fund balance over **12%** at year end

Action:

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

2. 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](#)

3. **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

4. Completion of a **long term financial plan by June 30th, 2026**

Action:

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

Meeting Dates: The Third Thursday before [Board Meetings](#)

Date of this meeting: 1/22/26 @ **3:30 PM**

Join Zoom Meeting

<https://us06web.zoom.us/j/83650102774?pwd=ETac4PU9azZ8mdtgnXSTNt4Xz4Jya.1>

Meeting ID: 836 5010 2774

Passcode: H6Qkw8

Attendees: Courtney, Gary, Becky

TLS 2024 - 2025 **KPIs**

	April	May	June	July	Aug	Sept	Oct	Nov	DecC
Days of Cash (< 45)	59	59	56	76	86	71	71	73	72
Gross Margin (> 5%)	13%	13%	10.7%	7%	10%	6%	7%	7%	7
%Fund Balance @ Year's End (> 12%)	16%	16%	13.61%	21%	24%	20%	20%	21%	20%

<p>Charter Goal 11 - No material findings in annual audit report</p> <p>F & F Comm Goal #1: Monitor school financial progress and trends monthly</p> <p>F & F Comm Goal #2: Financial Policies Followed & Fund Balance over 12%</p> <ul style="list-style-type: none"> • EdOps Hub 	<p>Ed Ops:</p> <ul style="list-style-type: none"> ■ FY 2025 Fourth Quarter Report ■ Supplemental Report for December 2025 <ul style="list-style-type: none"> • As of 12/31/2025, The Leadership is projected to end the year with a 410K operational surplus, in line with board approved budget projection. • Year-end cash is projected be 1.06M, which translates into 72 days of cash, and a 20% fund balance. • The Enrollment and Attendance Dashboard suggests enrollment has decreased since September membership was reported. It may be necessary to adjust State Revenue Projection downward, which would negatively impact the numbers mentioned above. <ul style="list-style-type: none"> ○ Had some new students enrolled in January, but there is a lag re: showing up in the report. ○ Other offsets: Half of the departing Ops Director's salary and benefits that won't be paid out (=\$60K); some contingency money we will likely not use, e.g., subs, facility updates. • Other areas of revenue risk include Donation and CSP targets: <ul style="list-style-type: none"> • TOT donations come out in three payments; no concerns about this. • CSP - Courtney needs to get caught up on reimbursements. <p>On the expense side, the school has averaged 433k/month. Forecast calls for 450k/month moving forward, thus more potential to mitigate revenue risk mentioned above.</p> <ul style="list-style-type: none"> ○ Being a short month, the December financials are similar to those in November. Reviewed the following and did not spot any major concerns: <ul style="list-style-type: none"> ■ Check Register for December ■ Accounts Payable Report ■ Divvy Invoice Listing ■ Board Presentation for December
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<p>2025 Audit Update</p> <ul style="list-style-type: none"> • 2025 TLS Audit Folder • Audit Tracker (scroll right) • Documentation of Tasks Assigned to the Board • Templates for Audit Completion 	<p>Annual Audit Follow Up</p> <ul style="list-style-type: none"> • As of 1.14.26 our auditors Marr and Co filed our audit with the Federal Audit Clearinghouse which Courtney signed. • Marr and Co needs some information to complete The Leadership School 2024 Form 990: <ul style="list-style-type: none"> ○ Info should be uploaded here - Courtney will follow up. • SAM.Gov needs updating per a note from Clark Hanner on 1.12.26 - Done • Decision to keep the Employee Theft Insurance at current \$250K level, as our Authorizer doesn't take a position on this and it seems sufficient for our size.
<p>F & F Committee Goal #4: Long Term Financial Planning</p>	<p>Facilities Expansion Update -</p> <ul style="list-style-type: none"> • CM met with architects on 1/21. • Lindsay will meet with CM, RL re: questions that our funder will ask the board on 1/23 @ 12:30 PM • CM will follow up on lead testing being done for the new build when we meet with Lindsay and line up using the same service to test existing outlets. <p>Long Term Financial Planning</p> <ul style="list-style-type: none"> • Paul at EDops is working on the long term budget for the loan. • Outline of revenue/expenses over the next five years: Projected enrollment, revenue numbers. Will be needed for Charter Renewal narrative - CM follow up with Paul on status • Courtney will send a copy to Becky for reference during the Board Retreat - Part 2 on 1/31/26.
<p>SMP Oversight of Charter Goal 11 F & F Committee Goal #2: Financial Policies are followed 100% of the time</p>	<p>Quarter 3 Financial Controls Questionnaire Status Update</p> <ul style="list-style-type: none"> • Becky will reach out to JB in February about this, sending any Qs to Gary. • Gary or Becky will send out mid- March, for completion by the end of March. <p>Invoicing policy</p> <ul style="list-style-type: none"> • Vendor acceptance criteria to be in any contract: "Must be invoiced within 90 days unless otherwise agreed upon." - CM will discuss with JB, re: adding this language to all contracts going forward.
<p>Previous/Upcoming</p>	<ul style="list-style-type: none"> • Donations Tracker <ul style="list-style-type: none"> ○ PayPal Giving, cash, checks - JB tracks ○ Cashapp - Courtney tracks to give to JB to record ○ Give Butter - Carmen tracks to give to JB to record ○ Tracking reports shared monthly with EdOps by the 15th of each month? and with the

	<p>Finance and Facilities committee at our monthly meeting.</p> <ul style="list-style-type: none">■ Following this system should help with the efficiency around our Provided by Client (PBC) compliance for next year's audit.● Did the payment from Synchrony's Deeds Platform come through on the TLS side?<ul style="list-style-type: none">○ Employee matching - Discussion postponed to April after new board members are added.● 218 Agreement - Discussion postponed to June or July 2026
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December 2025 Financials

PREPARED **JAN'26** BY



- Executive Summary
- Key Performance Indicators
- Cash Forecast
- Appendix

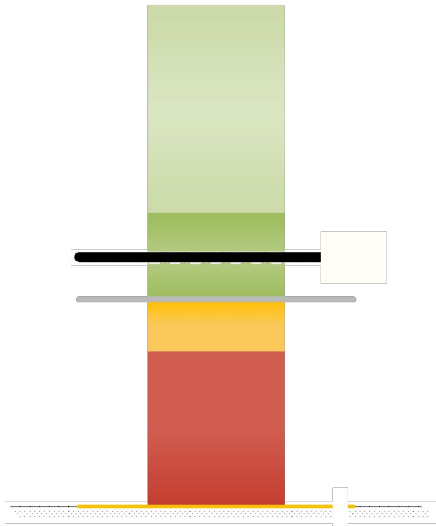
Executive Summary

- As of 12/31/2025, The Leadership is projected to end the year with a 410K operational surplus, in line with board approved budget projection. Year-end cash is projected be 1.06M, which translates into 72 days of cash, and a 20% fund balance.
- The Enrollment and Attendance Dashboard suggests enrollment has decreased since September membership was reported. It may be necessary to adjust State Revenue Projection downward, which would negatively impact the numbers mentioned above.
- Other areas of revenue risk include Donation and CSP targets.
- On the expense, side the school has averaged 433k/month. Forecast calls for 450k/month moving forward, thus the potential to mitigate revenue risk mentioned above.

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

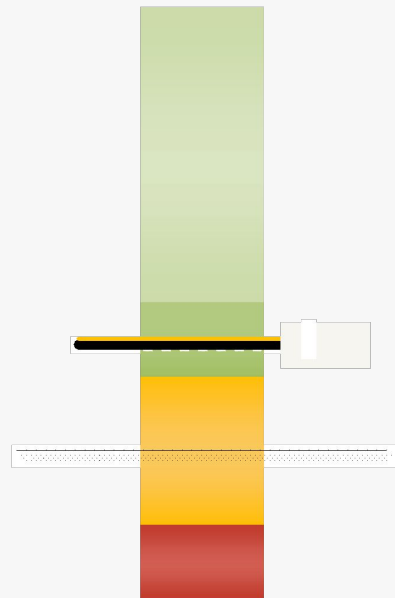


72 DAYS OF CASH AT YEAR'S END

The school will end the year with 72 days of cash. This is above the recommended 60 days

Gross Margin

Revenue less expenses, divided by revenue

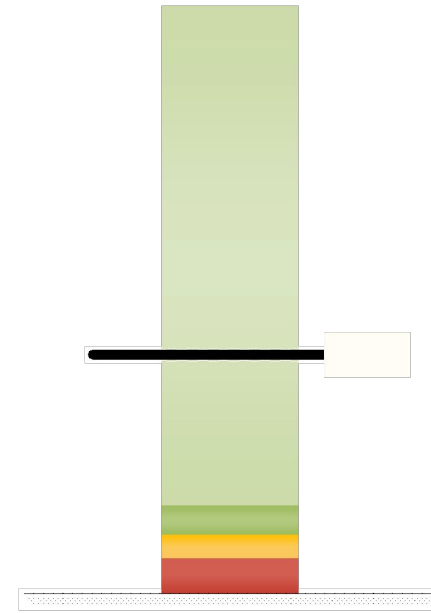


7.1% GROSS MARGIN

The forecasted net income is \$410k, which is \$1k below the budget. It yields a 7.1% gross margin.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses



20.32% AT YEAR'S END

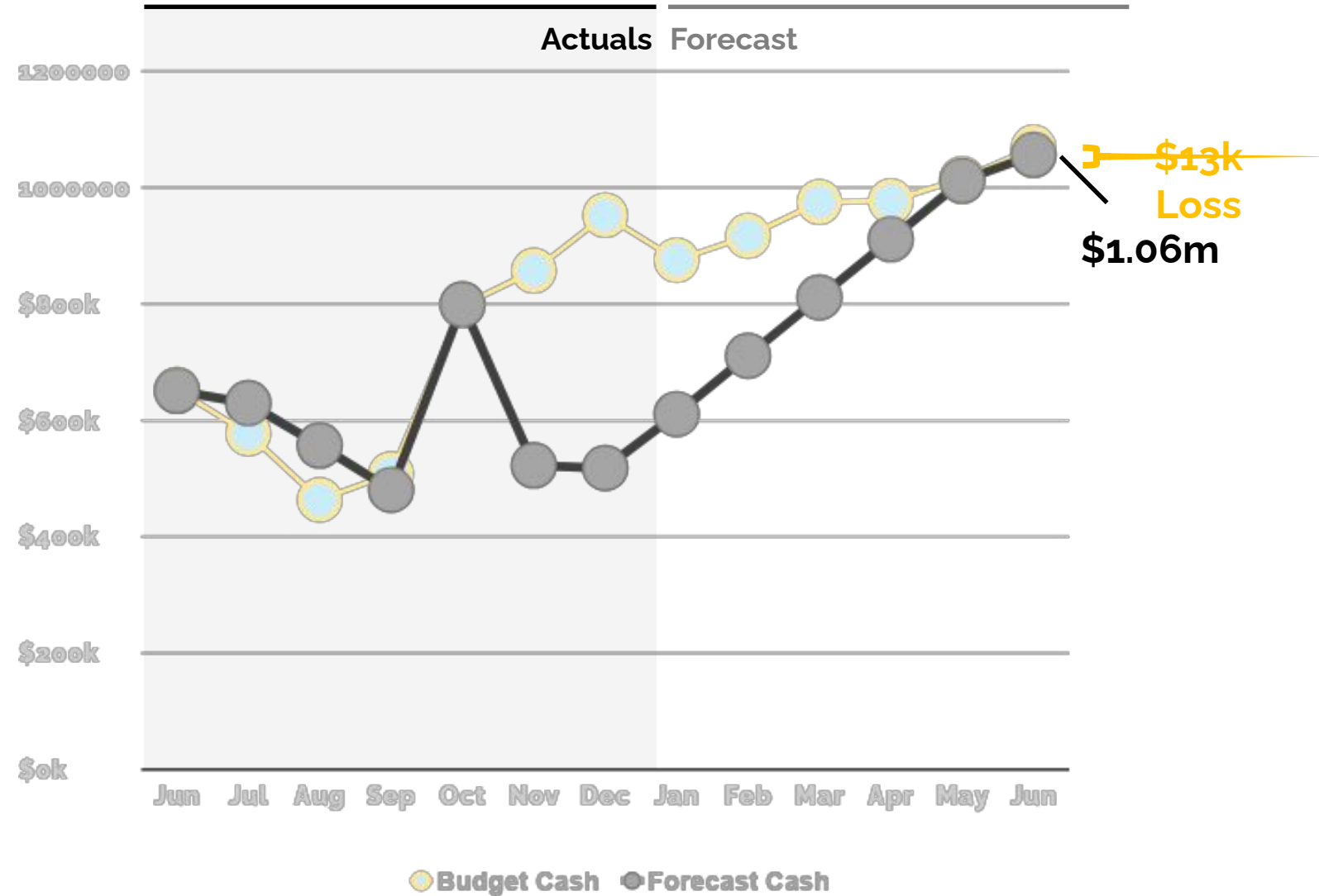
The school is projected to end the year with a fund balance of \$1,087,642. Last year's fund balance was \$677,418.

Cash Forecast

72 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$1.1m**, **\$13k** below budget.

The budget is performing in alignment with expectations. Year-end cash projection is on track with board approved budget.



	<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	172,782	184,827	(12,045)	350,488	362,503	(12,015)	177,706	51%
State Revenue	1,876,821	1,607,566	269,254	3,575,708	3,278,965	296,743	1,698,887	48%
Federal Revenue	304,461	895,417	(590,956)	1,610,321	1,631,043	(20,722)	1,305,860	81%
Private Grants and Donations	74,584	133,883	(59,299)	220,000	180,000	40,000	145,416	66%
Earned Fees	5,351	2,482	2,870	5,351	2,500	2,851	-	0%
Total Revenue	2,433,999	2,824,175	(390,176)	5,761,868	5,455,011	306,858	3,327,869	
Expenses								
Salaries	1,098,864	1,136,450	37,586	2,280,589	2,272,900	(7,689)	1,181,725	52%
Benefits and Taxes	253,424	291,248	37,823	586,460	579,495	(6,965)	333,036	57%
Staff-Related Costs	126,097	76,116	(49,981)	148,652	118,148	(30,504)	22,555	15%
Rent	147,475	275,000	127,525	550,000	550,000	0	402,525	73%
Occupancy Service	91,955	73,698	(18,257)	161,632	146,396	(15,236)	69,677	43%
Student Expense, Direct	464,943	278,076	(186,867)	559,397	424,100	(135,297)	94,453	17%
Student Expense, Food	161,848	142,496	(19,352)	381,331	356,240	(25,091)	219,484	58%
Office & Business Expense	178,481	119,046	(59,435)	315,789	253,114	(62,675)	137,308	43%
Transportation	76,510	137,200	60,690	367,795	343,000	(24,795)	291,285	79%
Total Expenses	2,599,597	2,529,330	(70,267)	5,351,644	5,043,393	(308,251)	2,752,048	
Net Income	(165,598)	294,845	(460,442)	410,224	411,617	(1,393)	575,821	
Cash Flow Adjustments	32,734	-	32,734	(4,947)	-	(4,947)	(37,680)	
Change in Cash	(132,864)	294,845	(427,709)	405,277	411,617	(6,340)	538,141	

The Leadership School - Monthly Board Meeting for The Leadership School - Agenda - Tuesday January 27, 2026 at 6:00 PM													
	Actual						Forecast						
Income Statement	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	TOTAL
Revenue													
Local Revenue	29,095	28,672	28,878	28,630	28,716	28,791	29,618	29,618	29,618	29,618	29,618	29,618	350,488
State Revenue	216,001	220,074	214,061	710,820	257,889	257,976	283,148	283,148	283,148	283,148	283,148	283,148	3,575,708
Federal Revenue	65,037	18,987	53,114	0	76,905	90,418	217,643	217,643	217,643	217,643	217,643	217,643	1,610,321
Private Grants and Donations	0	73,334	0	1,250	0	0	24,236	24,236	24,236	24,236	24,236	24,236	220,000
Earned Fees	0	2,500	0	2,411	440	0	0	0	0	0	0	0	5,351
Total Revenue	310,132	343,567	296,053	743,111	363,950	377,185	554,645	554,645	554,645	554,645	554,645	554,645	5,761,868
Expenses													
Salaries	148,895	180,691	195,210	196,244	180,886	196,937	194,082	186,549	186,549	186,549	186,549	241,449	2,280,589
Benefits and Taxes	35,753	34,926	39,050	57,172	37,713	48,812	55,373	55,373	55,373	55,373	55,373	56,169	586,460
Staff-Related Costs	10,109	24,495	22,935	7,865	8,394	52,298	3,759	3,759	3,759	3,759	3,759	3,759	148,652
Rent	25,616	25,616	25,616	25,616	0	45,012	67,087	67,087	67,087	67,087	67,087	67,087	550,000
Occupancy Service	31,554	15,947	17,635	7,260	13,133	6,425	11,613	11,613	11,613	11,613	11,613	11,613	161,632
Student Expense, Direct	32,383	45,177	26,929	99,103	246,498	14,854	15,742	15,742	15,742	15,742	15,742	15,742	559,397
Student Expense, Food	3,640	23,600	31,800	33,600	38,073	31,135	36,581	36,581	36,581	36,581	36,581	36,581	381,331
Office & Business Expense	45,113	55,695	21,708	13,882	30,413	11,670	22,885	22,885	22,885	22,885	22,885	22,885	315,789
Transportation	8,927	15,868	0	15,915	35,800	0	48,548	48,548	48,548	48,548	48,548	48,548	367,795
Total Ordinary Expenses	341,989	422,015	380,883	456,656	590,910	407,143	455,669	448,136	448,136	448,136	448,136	503,832	5,351,644
Total Expenses	341,989	422,015	380,883	456,656	590,910	407,143	455,669	448,136	448,136	448,136	448,136	503,832	5,351,644
Net Income	-31,857	-78,448	-84,830	286,455	-226,960	-29,957	98,975	106,508	106,508	106,508	106,508	50,812	410,224
Cash Flow Adjustments	10,288	5,841	8,675	31,982	-49,466	25,415	-6,280	-6,280	-6,280	-6,280	-6,280	-6,280	-4,947
Change in Cash	-21,569	-72,607	-76,156	318,437	-276,427	-4,543	92,695	100,228	100,228	100,228	100,228	44,532	405,277
Ending Cash	629,336	556,729	480,574	799,010	522,584	518,041	610,737	710,965	811,193	911,422	1,011,650	1,056,182	

	<i>Previous Year End</i>	<i>Current</i>	<i>Year End</i>
Assets			
Current Assets			
Cash	650,905	518,041	1,056,182
Accounts Receivable	26,876	14,788	31,822
Total Current Assets	677,781	532,829	1,088,005
Total Assets	677,781	532,829	1,088,005

Liabilities and Equity

Liabilities

Current Liabilities			
Other Current Liabilities	363	21,008	363
Total Current Liabilities	363	21,008	363
Total Long-Term Liabilities	0	0	
Total Liabilities	363	21,008	363

Equity

Unrestricted Net Assets	677,418	677,418	677,418
Net Income	0	-165,598	410,224
Total Equity	677,418	511,821	1,087,642

Total Liabilities and Equity	677,781	532,829	1,088,005
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QUESTIONS?

Please contact your EdOps Finance Team:

Paul Greenwood

anne@ed-ops.com

415.359.3995

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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>
52024589	12/13/2025	X			REPUBLIC	Republic Services	0.00
52024591	12/05/2025	X			GSUITE	Google Suite	208.33
52024592	12/05/2025	X			NEXTIVA	Nextiva	806.41
52024593	12/02/2025	X			SCCHARTER	SC Charter - Rent	45,012.17
52024594	12/05/2025	X			WELLSFARGO	Wells Fargo Vendor	137.98
52024595	12/05/2025	X			LEVEL3	Level 3 Communications, LLC	2,386.04
52024596	12/14/2025	X			CSD	CSD Insurance Trust	0.00
52024597	12/20/2025	X			FACEBOOK	Facebook	97.30
52024607	12/31/2025	X			MOCHILD	MO SMART Child Support	398.00
52024617	12/31/2025	X			DIVVY	DIVVY - BILL.COM	18,904.28
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Check Type Total: Automatic Payment					Void Total:	0.00	Total without Voids: 67,950.51

Payee Type: Vendor		Check Type: Check			Checking Account ID: 1		
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1011	12/23/2025	X			TEACH	Teach For America St. Louis	42,562.50
1012	12/15/2025	X			GILBTHO	Thomas Gilbert	200.00
87131154	12/11/2025	X			PROPEL	Propel Kitchens	31,135.00
87162159	12/16/2025	X			K12ITC	k12 ITC	352.35
87162160	12/16/2025	X			MINDSCAPE	Mindscape Education Consulting	5,000.00
87162161	12/16/2025	X			CITYBLUE	CityBlue Technologies, LLC	254.80
87162162	12/16/2025	X			CITYBLUE	CityBlue Technologies, LLC	204.81
87162163	12/16/2025	X			REBELLAW	Rebel Law	61.50
87162455	12/16/2025	X			CINTAS	Cintas Corp	276.06
87162456	12/16/2025	X			CINTAS	Cintas Corp	340.86
87162545	12/16/2025	X			ROTTLER	Rottler Pest Solutions	107.00
87162924	12/16/2025	X			PAYPOOL	Paypool LLC	244.22
87162925	12/16/2025	X			MIDWESTEL	Midwest Electric Systems	594.36
87162926	12/16/2025	X			EDOPS	EdOps	11,241.67
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Check Type Total: Check					Void Total:	0.00	Total without Voids: 92,575.13
Payee Type Total: Vendor					Void Total:	0.00	Total without Voids: 160,525.64
Grand Total:					Void Total:	0.00	Total without Voids: 160,525.64

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Invoice Listing - Summary
12/2025

Page: 1
User ID: SAS

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AMAZON	Amazon	2025 12 Divvy	Level Up testing student incentive	11/17/2025	12/31/2025	1	52024617	X	400.01
ADOBE	CC - ADOBE *ADOBE 4085366000 CA	2025 12 Divvy	Adobe Subscription	11/16/2025	12/31/2025	1	52024617	X	44.38
CHICKFILA	CC - CHICK FIL A	2025 12 Divvy	Breakfast for leader PD	11/27/2025	12/31/2025	1	52024617	X	111.00
DEMCO	CC - Demco Inc	2025 12 Divvy	Classroom furniture	11/21/2025	12/31/2025	1	52024617	X	10,409.47
DOORDASH	CC - Doordash	2025 12 Divvy	Baby shower donuts for staff member	11/20/2025	12/31/2025	1	52024617	X	217.44
HOUSTONIAN	CC - Houstonian Hotel	2025 12 Divvy	hotel E3 Greenhouse Conference—dinner	12/03/2025	12/31/2025	1	52024617	X	2,323.29
INSTACART	CC - Instacart	2025 12 Divvy	Instacart yearly subscription for orders	11/28/2025	12/31/2025	1	52024617	X	99.00
LAMBERT	CC - Lambert Alrport	2025 12 Divvy	Greenhouse Conference	12/06/2025	12/31/2025	1	52024617	X	109.00
OPENAI	CC - Open AI Chat GPT	2025 12 Divvy	Open AI membership subscription	11/29/2025	12/31/2025	1	52024617	X	20.00
SCRIPPS	CC - SCRIPPS	2025 12 Divvy	Spelling Bee	11/22/2025	12/31/2025	1	52024617	X	199.00
SOUTHWEST	CC - Southwest Airlines	2025 12 Divvy	Travel for Greenhouse E3	11/19/2025	12/31/2025	1	52024617	X	1,013.77
TEACHERS	CC - TEACHERS PAY TEACHERS	2025 12 Divvy	Bullentien board Snowman templates	12/01/2025	12/31/2025	1	52024617	X	4.00
UBER	CC - UBER	2025 12 Divvy	Travel E3 Greenhouse Conference	12/03/2025	12/31/2025	1	52024617	X	101.35
CINTAS	Cintas Corp	4250748158	General Supplies	11/21/2025	12/16/2025	1	87162456		340.86
CINTAS	Cintas Corp	4251588519	General Supplies	12/01/2025	12/16/2025	1	87162455		276.06
CITYBLUE	CityBlue Technologies, LLC	303676	General Supplies	12/03/2025	12/16/2025	1	87162162		204.81
CITYBLUE	CityBlue Technologies, LLC	303691	General Supplies	12/04/2025	12/16/2025	1	87162161		254.80
CONTAINER	Container Store, The	2025 12 Divvy	office decor-organizers	11/17/2025	12/31/2025	1	52024617	X	16.92
COSTCO	Costco Wholesale	2025 12 Divvy	Staff Snacks November/December	11/18/2025	12/31/2025	1	52024617	X	666.55
CSD	CSD Insurance Trust	2025 11-0002	HSA/FSA 12/2025	12/14/2025	12/14/2025	1	52024596		0.00
DOLLARTREE	Dollar Tree	2025 12 Divvy	K-5 curriculum resources	12/01/2025	12/31/2025	1	52024617	X	53.40
DOMINOS	Dominos Pizza	2025 12 Divvy	PD lunch Leaders	11/25/2025	12/31/2025	1	52024617	X	184.51
EDOPS	EdOps	108496	Purchased Services	12/01/2025	12/16/2025	1	87162926		11,241.67
FACEBOOK	Facebook	2025 12-0001	Facebook ads	12/20/2025	12/20/2025	1	52024597		97.30
GSUITE	Google Suite	2025 12-0001	Google Suite 12/25	12/05/2025	12/05/2025	1	52024591		208.33
HOMEDEPOT	Home Depot, The	2025 12 Divvy	Facilities	11/17/2025	12/31/2025	1	52024617	X	89.41
K12ITC	k12 ITC	234624	Data Processing Services	11/01/2025	12/16/2025	1	87162159		352.35
LEVEL3	Level 3 Communications, LLC	2025 12-0001	Telecommunications Contract 12/2025	12/12/2025	12/05/2025	1	52024595		2,386.04
MICHAELS	Michaels Arts & Crafts	2025 12 Divvy	Paint pens (seperate bc I used a coupon)	12/01/2025	12/31/2025	1	52024617	X	18.42
MIDWESTEL	Midwest Electric Systems	20256052	Purchased Services	11/24/2025	12/16/2025	1	87162925		594.36
MINDSCAPE	Mindscape Education Consulting	2527	Purchased Services	11/21/2025	12/16/2025	1	87162160		5,000.00
MOCHILD	MO SMART Child Support	20260102	MO Child Support 2025 12 15	12/15/2025	12/31/2025	1	52024607		199.00
MOCHILD	MO SMART Child Support	20260102-0001	MO Child Support 2025 12 31	12/31/2025	12/31/2025	1	52024607		199.00
NEXTIVA	Nextiva	2025/12-0001	Phones	12/17/2025	12/05/2025	1	52024592		806.41
PAYPOOL	Paypool LLC	9042441	Purchased Services	12/01/2025	12/16/2025	1	87162924		244.22
POWERSCHO O	PowerSchool	2025 12 Divvy	PowerSchool PD for Office Coordinator	12/05/2025	12/31/2025	1	52024617	X	923.40

The Leadership School
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Invoice Listing - Summary
12/2025

Page: 2
User ID: SAS

<u>Vendor ID</u>	<u>Vendor Name</u>	<u>Invoice Number</u>	<u>Description</u>	<u>Invoice Date</u>	<u>Check Date</u>	<u>Checking Account ID</u>	<u>Check Number</u>	<u>CC:</u>	<u>Invoice Amount</u>
PROPEL	Propel Kitchens	1649	Food Supplies	11/19/2025	12/11/2025	1	87131154		11,200.00
PROPEL	Propel Kitchens	1650	Food Supplies	11/19/2025	12/11/2025	1	87131154		10,975.00
PROPEL	Propel Kitchens	1659	Food Supplies	12/03/2025	12/11/2025	1	87131154		8,960.00
QUIKTRIP	Quik Trip	2025 12 Divvy	Thank you gift for bus drivers	11/20/2025	12/31/2025	1	52024617	X	60.00
REBELLAW	Rebel Law	137	Legal Services	12/05/2025	12/16/2025	1	87162163		61.50
REPUBLIC	Republic Services	2025 10-0003	Trash	12/13/2025	12/13/2025	1	52024589		0.00
REPUBLIC	Republic Services	2025 12 Divvy	Trash services	12/10/2025	12/31/2025	1	52024617	X	1,466.35
ROTTLER	Rottler Pest Solutions	4523696	Other Property Services	11/20/2025	12/16/2025	1	87162545		107.00
SCCHARTER	SC Charter - Rent	2025 12-0001	Rent 11/2025 & 12/2025	12/02/2025	12/02/2025	1	52024593		45,012.17
TARGET	Target	2025 12 Divvy	Office supplies	12/12/2025	12/31/2025	1	52024617	X	373.61
TEACH	Teach For America St. Louis	1011	2025 12 Teach St. Louis	12/23/2025	12/23/2025	1	1011	X	42,562.50
GILBTHO	Thomas Gilbert	1012	Wall damage repair in Building B	12/15/2025	12/15/2025	1	1012		200.00
WELLSFARGO	Wells Fargo Vendor	2025/12-0001	Copier Rental 12/2025	12/19/2025	12/05/2025	1	52024594		137.98
Report Total:									160,525.64



Accounts Payable

As of 12/31/2025

The Leadership School

PAYEE: ALL			STATUS: -- All --				REPORT DATE: 1/15/2026 2:29:50 PM ET			
GL CODE: ALL										
Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Split Amount	Memo	Total Amount
1072	6/2/2025	6/2/2025	On Hold			Fresh Palate Eats LLC The Leadership School	10 2563 6471 6905 3 00000 000	\$21,451.30	04/2025 & 05/2025 breakfast & lunch service	\$21,451.30
20250709-10850.00	12/1/2025	7/9/2025	Awaiting Payment Authorization			Curriculum Associates, LLC 4048560	10 1111 6431 6905 4 40001 000	\$10,850.00	Curriculum	\$10,850.00
5906	12/1/2025	9/10/2025	Awaiting Payment Authorization			hkw architects The Leadership School	40 2542 6521 6905 3 00000 000	\$5,117.30	Architect design fees: Period: 11/2025	\$5,117.30
CW182407	10/1/2025	10/1/2025	Paid	1/7/2026	87343068	GadellNet Consulting Services, LLC. The Leadership School	10 2331 6316 6905 3 00000 000	\$1,050.00	Tech Services 06/2025	\$1,050.00
CW183091	11/1/2025	10/15/2025	Paid	1/7/2026	87343070	GadellNet Consulting Services, LLC. The Leadership School	10 2331 6316 6905 3 00000 000	\$357.50	Tech Services 11/2025	\$357.50
INV-25024	10/16/2025	10/16/2025	Awaiting Payment Authorization			HORIZON SIGN COMPANY The Leadership School	10 2542 6411 6905 3 00000 000	\$1,445.22	Building signage	\$1,445.22
2599	10/21/2025	10/21/2025	Awaiting Payment Authorization			PERRY PROMOTIONAL PRODUCTS LLC The Leadership School	10 1111 6411 6905 3 40001 000	\$128.50	student jerseys	\$128.50
620306_25 1031	12/1/2025	10/31/2025	Paid	1/13/2026	87373273	HopSkipDrive, Inc. The Leadership School	10 2551 6341 6905 3 00000 000	\$3,360.57	FY26 Transportation 10/2025	\$3,360.57
CW184018	11/1/2025	11/1/2025	Paid	1/7/2026	87343069	GadellNet Consulting Services, LLC. The Leadership School	10 2331 6316 6905 3 00000 000	\$1,050.00	Tech Services 11/2025	\$1,050.00
WO-802272-1	11/3/2025	11/3/2025	Paid	1/13/2026	87373045	Office Essentials 9990990	10 2511 6411 6905 3 00000 000	\$475.50	Supplies - Copy Paper	\$475.50
5956	12/1/2025	11/6/2025	Paid	1/13/2026	87372822	hkw architects The Leadership School	40 2542 6521 6905 3 00000 000	\$12,777.75	Architect design fees. Period: 10/2025	\$12,777.75

Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Amount	Memo	Amount
2	12/1/2025	11/11/2025	Funds Transferring			QPD LLC The Leadership School	40 4051 6521 6905 3 00000 000	\$2,500.00	real estate consultant. Period: 10/2025	\$2,500.00
57559941	12/1/2025	11/13/2025	Paid	1/7/2026	87343065	Constangy, Brooks, Smith & Prophete LLP The Leadership School	10 2311 6317 6905 3 00000 000	\$2,568.50	Legal Services: Service Period: 10/2025	\$2,568.50
57559942	12/1/2025	11/13/2025	Paid	1/7/2026	87343066	Constangy, Brooks, Smith & Prophete LLP The Leadership School	10 2311 6317 6905 3 00000 000	\$1,044.50	Legal Services: Service Period: 10/2025	\$1,044.50
21251	11/17/2025	11/17/2025	Paid	1/13/2026	87372821	MC Mechanical Services The Leadership School	10 2543 6339 6905 3 00000 000	\$1,495.00	Fall Preventive Maintenance on 11/13/25	\$1,495.00
12088137	11/26/2025	11/26/2025	Paid	1/7/2026	87343325	First Student, Inc The Leadership School	10 2551 6341 6905 3 00000 000	\$25,811.47	Contracted Student Transportation 10/2025	\$25,811.47
7127	12/1/2025	12/1/2025	Paid	1/2/2026	87334505	SALOMON LAWN CARE LLC SALOMON LAWN CARE LLC	10 2543 6339 6905 3 00000 000	\$1,660.00	Lawn mowing 12/01/2025	\$1,660.00
CW186334	12/1/2025	12/1/2025	Paid	1/7/2026	87343067	GadellNet Consulting Services, LLC. The Leadership School	10 2331 6316 6905 3 00000 000	\$1,050.00	Tech Services 12/2025	\$1,050.00
4252147040	12/5/2025	12/5/2025	Paid	1/13/2026	87370562	Cintas Corp 20871236	10 2542 6411 6905 3 00000 000	\$934.24	Cleaning Supplies	\$934.24
5973	12/9/2025	12/9/2025	Awaiting Payment Authorization			hkw architects The Leadership School	40 2542 6521 6905 3 00000 000	\$26,155.50	Architect design fees. Period: 11/2025	\$26,155.50
2025-253	12/10/2025	12/10/2025	Paid	1/7/2026	87343324	Innovative Options, LLC The Leadership School	10 2529 6319 6905 3 00000 000	\$581.00	SDAC Consulting Q2 2025	\$581.00
303807	12/11/2025	12/11/2025	Paid	1/13/2026	87372820	CityBlue Technologies, LLC. 057268	10 2511 6411 6905 3 00000 000	\$254.76	printer ink 12/2025	\$254.76
4252894747	12/12/2025	12/12/2025	Paid	1/13/2026	87370561	Cintas Corp 20871236	10 2542 6411 6905 3 00000 000	\$276.06	Cleaning Supplies	\$276.06

Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Amount	Memo	Amount
WO-828705-1	12/12/2025	12/12/2025	Paid	1/7/2026	87343198	Office Essentials 9990990	10 2511 6411 6905 3 00000 000	\$475.50	Supplies - Copy Paper	\$475.50
1670	12/15/2025	12/15/2025	Paid	1/2/2026	87334506	Propel Kitchens The Leadership School	10 2563 6471 6905 3 00000 000	\$11,200.00	Breakfast & lunch for week of 12/15/25	\$11,200.00
4548183	12/16/2025	12/16/2025	Awaiting Payment Authorization			Rottler Pest Solutions The Leadership School	10 2543 6339 6905 3 00000 000	\$107.00	Pest Control Services	\$107.00
11501	12/17/2025	12/17/2025	Funds Transferring			R.F. MEEH CO. LEADER	10 3321 0000 6905 1 00000 000	\$19,418.00	HVAC replacement and installation 12/17/25	\$19,418.00
20251217-43.50	12/17/2025	12/17/2025	Paid	1/13/2026	87372825	Shantell Assouman The Leadership School	10 2643 6319 6905 3 00000 000	\$43.50	EE Fingerprint Reimbursement - 12/17/25	\$43.50
12092860	12/18/2025	12/18/2025	Paid	1/13/2026	87373274	First Student, Inc The Leadership School	10 2551 6341 6905 3 00000 000	\$22,427.16	Contracted Student Transportation 11/2025	\$22,427.16
3	12/18/2025	12/18/2025	Paid	1/13/2026	87372823	QPD LLC The Leadership School	40 4051 6521 6905 3 00000 000	\$15,000.00	real estate consultant 11/2025 - 12/2025	\$15,000.00
6050783948	12/18/2025	12/18/2025	Paid	1/13/2026	87370560	Staples 1096532	10 2542 6411 6905 3 00000 000	\$244.06	Ice Melt 4 pk	\$244.06
2529	12/19/2025	12/19/2025	Paid	1/13/2026	87372824	Mindscape Education Consulting The Leadership School	10 2644 6319 6905 3 00000 000	\$5,000.00	LEADERSHIP SUPPORT 12/19/25 Invoice 4 of 10.	\$5,000.00
4253717623	12/19/2025	12/19/2025	Awaiting Payment Authorization			Cintas Corp 20871236	10 2542 6411 6905 3 00000 000	\$476.16	Cleaning Supplies	\$476.16
SF-472314	12/22/2025	12/22/2025	Paid	1/13/2026	87373274	First Student, Inc The Leadership School	10 2551 6342 6905 3 00000 000	\$486.72	Field trip transportation - Magic House 11/2025	\$486.72
4254373528	12/26/2025	12/26/2025	Paid	1/13/2026	87370559	Cintas Corp 20871236	10 2542 6411 6905 3 00000 000	\$276.06	Cleaning Supplies	\$276.06

Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Amount	Memo	Amount
									Total:	\$197,548.83

GL Code Summary										
								10 1111 6411 6905 3 40001 000		\$128.50
								10 1111 6431 6905 4 40001 000		\$10,850.00
								10 2311 6317 6905 3 00000 000		\$3,613.00
								10 2331 6316 6905 3 00000 000		\$3,507.50
								10 2511 6411 6905 3 00000 000		\$1,205.76
								10 2529 6319 6905 3 00000 000		\$581.00
								10 2542 6411 6905 3 00000 000		\$3,651.80
								10 2543 6339 6905 3 00000 000		\$3,262.00
								10 2551 6341 6905 3 00000 000		\$51,599.20
								10 2551 6342 6905 3 00000 000		\$486.72
								10 2563 6471 6905 3 00000 000		\$32,651.30
								10 2643 6319 6905 3 00000 000		\$43.50
								10 2644 6319 6905 3 00000 000		\$5,000.00
								10 3321 0000 6905 1 00000 000		\$19,418.00
								40 2542 6521 6905 3 00000 000		\$44,050.55
								40 4051 6521 6905 3 00000 000		\$17,500.00
										\$197,548.83

Dashboard

The Leadership School

July 2025 through December 2025

Key Performance Indicators

Days of Cash
(At Year End)

72

Target > 60 days

Gross Margin
Margin

7%

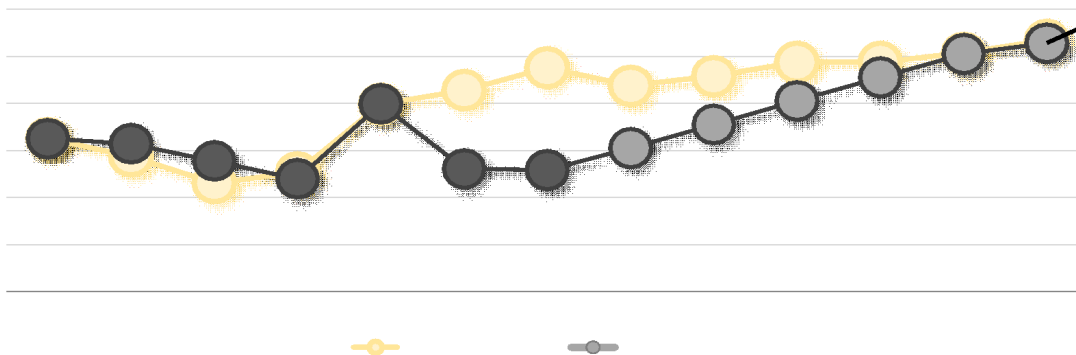
Target > -5.0%

Fund Balance
(At Year End)

20%

Target > 0,00

Cash Forecast



Financial Snapshot	Year-To-Date Financials			Annual Forecast			
	Actual	Budget	Variance	Forecast	Budget	Variance	Remaining
Revenue							
Local Revenue	172,782	184,827	(12,045)	350,488	362,503	(12,015)	177,706
State Revenue	1,876,821	1,607,566	269,254	3,575,708	3,278,965	296,743	1,698,887
Federal Revenue	304,461	895,417	(590,956)	1,610,321	1,631,043	(20,722)	1,305,860
Private Grants and Donations	74,584	133,883	(59,299)	220,000	180,000	40,000	145,416
Earned Fees	5,351	2,482	2,870	5,351	2,500	2,851	-
Total Revenue	2,433,999	2,824,175	(390,176)	5,761,868	5,455,011	306,858	3,327,869
Expenses							
Salaries	1,098,864	1,136,450	37,586	2,280,589	2,272,900	(7,689)	1,181,725
Benefits and Taxes	253,424	291,248	37,823	586,460	579,495	(6,965)	333,036
Staff-Related Costs	126,097	76,116	(49,981)	148,652	118,148	(30,504)	22,555
Rent	147,475	275,000	127,525	550,000	550,000	0	402,525
Occupancy Service	91,955	73,698	(18,257)	161,632	146,396	(15,236)	69,677
Student Expense, Direct	464,943	278,076	(186,867)	559,397	424,100	(135,297)	94,453
Student Expense, Food	161,848	142,496	(19,352)	381,331	356,240	(25,091)	219,484
Office & Business Expense	178,481	119,046	(59,435)	315,789	253,114	(62,675)	137,308
Transportation	76,510	137,200	60,690	367,795	343,000	(24,795)	291,285
Total Ordinary Expenses	2,599,597	2,529,330	(70,267)	5,351,644	5,043,393	(308,251)	2,752,048
Net Ordinary Income	(165,598)	294,845	(460,442)	410,224	411,617	(1,393)	575,821
Extraordinary Expenses							
Depreciation and Amortization	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
Facility Improvements	-	-	-	-	-	-	-
Total Extraordinary Expenses	-	-	-	-	-	-	-
Total Expenses	2,599,597	2,529,330	(70,267)	5,351,644	5,043,393	(308,251)	2,752,048
Net Income	(165,598)	294,845	(460,442)	410,224	411,617	(1,393)	575,821
Cash Flow Adjustments	32,734	-	32,734	(4,947)	-	(4,947)	(37,680)
Change in Cash	(132,864)	294,845	(427,709)	405,277	411,617	(6,340)	538,141

Income Statement

The Leadership School

July 2025 through December 2025

View:

Layout:

Summary ▼ Quarterly and YTD ▼

Quarterly			
Income Statement	Actual	Budget	Variance
Revenue			
Local Revenue	86,138	97,776	(11,638)
State Revenue	1,226,685	869,999	356,686
Federal Revenue	167,323	639,188	(471,865)
Private Grants and Donations	1,250	55,851	(54,601)
Earned Fees	2,851	9	2,842
Total Revenue	1,484,246	1,662,823	(178,577)
Expenses			
Salaries	574,067	568,225	(5,842)
Benefits and Taxes	143,696	147,124	3,427
Staff-Related Costs	68,557	20,666	(47,891)
Rent	70,628	146,824	76,196
Occupancy Service	26,818	30,349	3,531
Student Expense, Direct	360,454	35,775	(324,679)
Student Expense, Food	102,808	106,872	4,064
Office & Business Expense	55,965	59,756	3,791
Transportation	51,715	102,900	51,185
Total Expenses	1,454,708	1,218,491	(236,218)
Net Income	29,538	444,333	(414,795)
Cash Flow Statement	Actual	Budget	Variance
Net Income	29,538	444,333	(414,795)
Cash Flow Adjustments			
Other Operating Activities	7,930	0	7,930
Facilities Project Adjustments	0	0	0
Total Cash Flow Adjustments	7,930	0	7,930
Change in Cash	37,468	444,333	(406,865)

Coversheet

School Performance Committee Report

Section:	V. Committee Reports
Item:	C. School Performance Committee Report
Purpose:	Discuss
Submitted by:	
Related Material:	1.14.26 SP Comm Notes.pdf 12.17.25 School Performance Committee Meeting Notes.pdf



School Performance Committee Meeting Notes - 1.14.25

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 Academic Goals for 2025 - 2027

Goal 1: By year Five, **35%** of TLS students will score Proficient or Advanced in English Language Arts (ELA) on the MAP (Missouri Assessment Program) and 20% of TLS students will score Proficient or Advanced in Math on the MAP (Missouri Assessment Program)

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: By the end of Year 5, **50%** of all students will score at or above grade-level in English Language Arts according to the iReady assessment. By the end of Year 5, **25%** of TLS students will score at or above grade level in Mathematics according to the iReady assessment.

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.

TLA Culture Goals for 2025 - 2027

Goal 5: By Year Five, we will have at least a **90%** average daily attendance rate or 77% proportional attendance rate.

Goal 6: By the end of the year, at least **85%** of students in 3rd grade and above will agree or strongly agree that they are developing the following leadership skills: Understanding their emotions (self-awareness), making good choices (responsible decision-making), and working well with others (collaboration) as measured by pre-post Wayfinder SEL assessments.

Goal 7: **85%** of parents/family members will respond positively to a formal survey that they are satisfied with the school, rising to 90% in Year Five.

Goal 8: 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.

Goal 9: **90%** of staff members will agree or strongly agree on the **TNTP Instructional Insight survey** that they feel positively about the overall instruction

2025 - 2026 School Performance Committee Goals

1. (Committee Operations) On end-of-year self-assessments, **90%** or more of TLS Board members report that they agree or strongly agree that the School Performance Committee functioned effectively.
2. (Board Education) On End-of-year self-assessments, **80%** or more of TLS Board members report they agree or strongly agree that they received effective ongoing education and training in proper academic oversight.

3. (Data-Driven) On end-of-year self-assessments, **90%** or more of TLS Board members agree or strongly agree that School Performance Committee members were effective in using performance indicators to **monitor academic** and school climate-related decision-making and **provide state reporting oversight**.

Meetings 2025 - 2026: **Second Wednesday @ 4:00 PM** [TLS 2025 - 2026 School Calendar](#) [2025 APR data on DESE](#)
[2025 - 2026 Committee Charter](#) (DRAFT) [Revised Internal Goals Quick View](#) [DESE Data Portal for TLS](#)

Join Zoom Meeting

<https://us06web.zoom.us/j/87349497416?pwd=16syORPHbaO8wo4eQd6alWGSrJ4TBO.1>

Meeting ID: 873 4949 7416

Passcode: Zhv84s

Date of this Meeting: 1/14/25 4:00 PM
[Monthly Board Calendar](#)

Present: Courtney, Rebecca, Shinita, Becky, Keisha

SP Comm Goal 3 - Effective use of performance indicators

[Strategic Monitoring Framework \(SMF\)](#)

[Organizational Health Dashboard \(OHD\)](#)

Reviewed [Draft Goal 6 Dashboard](#) based on [Goal 6 Plan for Student Wellness and Leadership: Assessments 1](#) and [Assessments 2](#):

- Will start with “a slice” of this plan in January
- Courtney will provide data to the Committee on whichever initiative is first at the 2.11.26 School Performance Committee meeting.

Monthly ED reporting needs to resume including:

- Discipline referrals, as one indicator of the effectiveness of initiatives related to Goal 6 - Student Leadership and Wellness
- Tardies along with student attendance a predictors of Goal 8 - Student Retention

Reviewed [Midyear Charter Score Board Year Four](#)

- Need an additional way to capture growth, as Grade 5 students actually made the most absolute growth of any grade level in reading despite not reducing the number of students reading 2+ grade levels below by 25% (the midwinter mark).
- Should measure growth based on the actual starting point, since the higher grade levels have students who start out with increasingly greater years to catch up. (= generate an average growth percentile for each grade)
- Take this into consideration when drafting the next set of Charter goals for renewal.
- Courtney will generate a report using MOY data showing average growth percentiles per grade level to share with the Committee in February.
- Kindergarten growth data will be available at the end of January and will be shared with the SP Comm in February.

- Going forward, K will only be tested MOY and EOY due to the need to help students acclimate to school in the fall and the amount of instructional time lost associated with supervision needed to complete testing.

Reviewed [DRAFT Board Midyear Report](#)

- Goal 6 (Student Leadership through Wellness):
 - We need to align the language with the way the data are presented: Rather than 85% scoring Agree or Strongly Agree, we could say: “Students will score themselves a 4 or higher on a 5-point scale that they “Agree or Strongly Agree” that...[with statements in the 3 areas].”
- Goal 7 (Family Satisfaction/Engagement):
 - Re: Communication
 - Every class has a monthly newsletter.
 - Every month a Culture newsletter is sent.
 - Principal Maldonado sends out a weekly “Blast” to staff (and families?)
 - Courtney or JB will post on the school website and send the link to the Board.
 - Board would like to reference school newsletters in the Midyear Report.
 - Re: Participation in School Events
 - Difficult to know what the representation is at events unless we identify the number of family units.
 - Carmen will identify the number of families sending children to TLS.
 - Going forward, attendees to events will link their name to that of their children to understand what percent of families are actively engaged.
- Goal 9 (Teacher Satisfaction/Engagement):
 - Currently 5 teacher committees:
 - Equity & Inclusion (which is planning Black History month activities for February)
 - PTO/School Development - next PTO Feb. 3
 - Family University - next event on Feb. 10
 - Technology & Testing
 - Sunshine
 - Track staff involvement in teacher committees and TLS Events (Denise/JB with support from Rebecca) to share with Courtney to put into Midyear Board report.
- Courtney will review the report and supply any additional data where needed by Friday, 1/23.
- Rebecca will help the Board share it with parents on 1/26.
- Rebecca will coordinate with Becky and relevant TLS staff setting up a coffee in February and the February PTO meeting to discuss

	the report.
<p>SP Comm Goal 3 - Reporting Oversight: Report Well</p>	<p>Reports due this month:</p> <ul style="list-style-type: none"> 1.12.26 - School Safety and Emergency Plan 1.12.26 - Record Retention Certification 1.15.26 - Perpetual Digital Records Storage 1.15.26 - 80/20 Rule Certification [% of certified staff] 1.30.26 - Summaries and Analysis of Internal Assessments: <ul style="list-style-type: none"> Kiesha will locate the report from last year and update with information from this year 1.30.26 - Current enrollment number <ul style="list-style-type: none"> Who will generate this report? <p>Jan 27 Board Meeting ED Quarterly Report Slide Deck:</p> <ul style="list-style-type: none"> Reviewed differences from the regular ED monthly presentation.
<p>TLS Charter Goals 1, 2 & 3 - Accelerating Growth in Reading</p>	<p>Classroom libraries:</p> <ul style="list-style-type: none"> An independent reading incentive program will start in the fall. Looking to create a literacy lab and locating donations to support. Need to identify a checkout system (bar codes, scanners). Courtney will work with JB on this. In May aim to complete the organizing of existing texts by Fountas & Pinnell reading level and genre into bins. Shinita offered the help of her sorority as a service project. <p>Morphology/Vocabulary development:</p> <ul style="list-style-type: none"> Second semester focus is on academic vocabulary, e.g., claim, evidence, warrant and words used in test prompts (e.g., explain, describe, predict) Mentioned Report on the impact of TEACHERS using correct math vocabulary on student achievement in math
<p>SP Comm Goal 1: Effective Functioning of the Committee</p>	<p>Priorities:</p> <ul style="list-style-type: none"> Shinita and Rebecca will meet to prioritize actions to support student achievement.
<p>Field Trips/Meet Ups</p>	<p>Update:</p> <ul style="list-style-type: none"> The Kindergarten Team led by Desiree Buchannan will visit Flynn Park to observe their kindergarten system.
<p>Upcoming @ February Meeting:</p> <p>Technology Integration for Goals 1- 5 and 7 (per SME)</p>	<ul style="list-style-type: none"> Digital Citizenship/Literacy Online Safety Parent Education

	<ul style="list-style-type: none">○ Parent ProTech (MSCPA webinar)○ Resources
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School Performance Committee Meeting Notes - 12.17.25

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 Academic Goals for 2025 - 2027

Goal 1: By year Five, **35%** of TLS students will score Proficient or Advanced in English Language Arts (ELA) on the MAP (Missouri Assessment Program) and 20% of TLS students will score Proficient or Advanced in Math on the MAP (Missouri Assessment Program)

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: By the end of Year 5, **50%** of all students will score at or above grade-level in English Language Arts according to the iReady assessment. By the end of Year 5, **25%** of TLS students will score at or above grade level in Mathematics according to the iReady assessment.

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.

TLA Culture Goals for 2025 - 2027

Goal 5: By year five, we will have at least a **90%** average daily attendance rate or 77% proportional attendance rate.

Goal 6: By the end of the year, at least **85%** of students in 3rd grade and above will agree or strongly agree that they are developing the following leadership skills: Understanding their emotions (self-awareness), making good choices (responsible decision-making), and working well with others (collaboration) as measured by pre-post Wayfinder SEL assessments.

Goal 7: **85%** of parents/family members will respond positively to a formal survey that they are satisfied with the school, rising to 90% in Year Five.

Goal 8: 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.

<p>Goal 9: 90% of staff members will agree or strongly agree on the TNTP Instructional Insight survey that they feel positively about the overall instruction</p>	
<p>2025 - 2026 School Performance Committee Goals</p> <ol style="list-style-type: none"> 1. (Committee Operations) On end-of-year self-assessments, 90% or more of TLS Board members report that they agree or strongly agree that the School Performance Committee functioned effectively. 2. (Board Education) On End-of-year self-assessments, 80% or more of TLS Board members report they agree or strongly agree that they received effective ongoing education and training on proper academic oversight. 3. (Data-Driven) On end-of-year self-assessments, 90% or more of TLS Board members agree or strongly agree that School Performance Committee members were effective in using performance indicators to monitor academic and school climate-related decision-making and provide state reporting oversight. 	
<p>Meetings 2025 - 2026: Second Wednesday @ 4:00 PM TLS 2025 - 2026 School Calendar 2025 - 2026 Committee Charter (DRAFT) Revised Internal Goals Quick View</p> <p>Join Zoom Meeting https://us06web.zoom.us/j/87349497416?pwd=16syORPHbaO8wo4eQd6alWGSrJ4TBO.1</p> <p>Meeting ID: 873 4949 7416 Passcode: Zhv84s</p>	
<p>Date of this Meeting: 12/17/25 4:00 PM Monthly Board Calendar</p>	<p>Present: Courtney, Rebecca, Keisha, Becky and Shinita</p>
<p>Compliance Oversight: Report Well</p> <p>iReady BOY August 27-September 5 MOY December 16-19</p>	<p>Summaries and Analysis of Internal Assessments Report - Date changed to 1/30/26 and assigned to Courtney.</p>

EOY May 12-15 MAP May 5-12																									
Oversight: Strategic Monitoring Framework Organizational Health Dashboard (OHD)	Quarterly Report Slide Deck <ul style="list-style-type: none">● Presentation Jan 27 Board Meeting (give student data and possibly teacher data - Jan 6 board meeting) Courtney																								
Academic Excellence DESE Data Portal for TLS (096901) Student Outcomes APR data on DESE	<p>Reviewed APR on DESE’s portal</p> <p>Goal 1: 2025 MAP Results</p> <p>DESE Home</p> <p>2025 MSIP6 District/Charter Composite APR Summary Report - Public Final</p> <p>THE LEADERSHIP SCHOOL (096901) Link to District/Charter website</p> <table><tr><th colspan="4">2025 MSIP 6 Composite Annual Performance Report (APR)</th></tr><tr><td colspan="4">The 2025 Composite APR includes data from the 2023, 2024, and 2025 APRs.</td></tr><tr><td></td><td>Points Possible</td><td>Points Earned</td><td>% Points Earned</td></tr><tr><td>Performance:</td><td>72.0</td><td>46.5</td><td>64.5%</td></tr><tr><td>Continuous Improvement:</td><td>14.0</td><td>10.0</td><td>71.4%</td></tr><tr><td>Total:</td><td>86.0</td><td>56.5</td><td>65.6%</td></tr></table> <p><i>Data as of:12/17/2025</i> <i>Report as of: 12/17/2025</i></p> <p>Full Data:</p>	2025 MSIP 6 Composite Annual Performance Report (APR)				The 2025 Composite APR includes data from the 2023, 2024, and 2025 APRs.					Points Possible	Points Earned	% Points Earned	Performance:	72.0	46.5	64.5%	Continuous Improvement:	14.0	10.0	71.4%	Total:	86.0	56.5	65.6%
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Performance Totals						
Performance		Points Possible	Points Earned	% Points Earned	MPI	Designation
Academic Achievement Status -	All Students	12.0	6.0	50.0%	328.6	Approaching
English Language Arts	Student Group	6.0	3.0	50.0%	326.4	Approaching
Academic Achievement Status -	All Students	12.0	0.0	0.0%	289.1	Emerging
Mathematics	Student Group	6.0	3.0	50.0%	286.8	Approaching
Academic Achievement Growth -	All Students	12.0	12.0	100.0%		Target
Eng. Language Arts	Student Group	6.0	6.0	100.0%		Target
Academic Achievement Growth -	All Students	12.0	12.0	100.0%		Target
Mathematics	Student Group	6.0	6.0	100.0%		Target

* Suppression has been applied to protect small student populations.

¹CCR assessments include the following: ACT™, SAT™, WorkKeys™, Accuplacer™, and ASVAB corrected data for the 2023 graduation cohort.

²Advanced Credit includes: AP™, IB™, Dual Credit, Dual Enrollment, PLTW™, IRC or two qualifying stackable credentials.

Continuous Improvement Totals					
Continuous Improvement		Points Possible	Points Earned	% Points Earned	Met/Not Met
Success-Ready Students	KEA ³	4.0	4.0	100.0%	
	Attendance (2024)	4.0	0.0	0.0%	

³Kindergarten Entry Assessment

⁴Individual Career and Academic Plan

- [Report from Noah Divine featuring Growth scores](#)
- **Currently, per the *Annual Performance Report Information Policy* (TLS Policies and Bylaws, p. 305), “The School shall display the following information on its website: The School’s annual performance rating and ranking percentage; and a list of the bottom five percent of scores for all schools and all local educational agencies.”**

Key Performance Ranges

PERFORMANCE RANGE	SCORE RANGE	DESCRIPTION
Unaccredited	< 50%	Schools do not meet basic standards.
Provisional	50% to 69.9%	Schools are on the verge of accreditation.
Fully Accredited	70% to 94.9%	Schools meet state standards.
With Distinction	> 95%	Schools exceed state performance standards.

Notable Low-Performing Schools

In the latest performance report, two charter schools in Missouri were highlighted for falling into the lowest performance category:

- Atlas Public Schools
- St. Louis Voices Academy

[Link to List of 2024 - 2025 School Performance](#)

ACTION

- **Becky will prepare draft language to remove the comparative data expectation and provide [the link to APR display](#) on DESE or screen shots to JB for posting on the school website.**

Goal 2: Reading Progress

Rebecca reviewed the K - 2 CLKA Reading Foundations progress monitoring data with the committee.

- Currently using more dictation-based assessment, rather than End of Unit assessment in Kindergarten to check sound / symbol understanding.
- Shared a tracking document to record mastery and error patterns to help with differentiation / reteaching.

Classroom libraries:

	<ul style="list-style-type: none">● Working on leveling and categorizing by genre. Using F & P as the reading level classification system.● Been going through storage units for K - 1 books to ensure the right level.● In Gr. 3 & 4 each table has a bucket of books to reach for when students finish early. "Do Now" is reading with a written response related to the standard under study. After, teachers call for share outs. Need to set up a sign-out system.● Goal next year: To have all classroom libraries up and running with a weekly checkout routine to get all students engaged in independent reading.<ul style="list-style-type: none">○ All students are reading.○ Volunteers will be needed next summer.○ Get help from the PTO? <p>Independent reading incentive program. TBA</p> <p>Morphology/Vocabulary development - second semester focus.</p>
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<p>Strategic Monitoring Framework School Culture Oversight</p> <p>Goal 6 - Student Leadership Student Wellness Plan Restorative Practices Rollout Plan TLS15-minute Restorative Circle: Community Building</p> <p>TLS Organization Chart</p>	<p>Goal 5 - Attendance - Updates from Keisha & Rebecca (who will also follow up with Desiree, Dallis)</p> <ul style="list-style-type: none"> • Incentive Plan data - second round of notices went out to families with 89% or lower attendance; having an impact. • If attendance increases, families receive a different communication: “Let’s keep it going!” <ul style="list-style-type: none"> ○ KS will get actual numbers of messages sent/impact on attendance data from Kyla and share as part of the Quarterly ED Report at Jan 27 board meeting. • Culture team meetings include tracking grade level attendance. • At Pride meetings, students get publicly acknowledged for their attendance. • Weekly Roar is a Staff Communication that Rebecca sends out that contains attendance encouragement/acknowledgement. <p>Goal 6 - Student Leadership</p> <ul style="list-style-type: none"> • Instead of a Data Dashboard Keisha will generate reports out of internal trackers in the Student Wellness Plan. <ul style="list-style-type: none"> ○ Assessments 1 ○ Assessments 2 • KS and CM will confer in January on the reporting structure - what to report on when for Courtney to add to monthly and quarterly slide decks. <p>Goal 7 - Family Satisfaction - Updates on attendance at TLS events (Grandfriends, Donuts, Fam U, Winter Solstice). Keisha will follow up and get data for Courtney to share out on 1/27.</p> <p>Goal 9 - Staff Satisfaction Staff Satisfaction Survey data results - Keisha will share once the data are received from The Opportunity Trust. Rubrics development for: <ul style="list-style-type: none"> ○ Teachers - done ○ Principal - done </p>
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	<ul style="list-style-type: none"> ○ Managing Director - end of Jan. (Courtney) ○ Director of Student Success - end of Jan (Courtney) ○ Director of Operations - end of Jan (Courtney) ○ Dir of FACE - done in next two weeks (Keisha) ○ APs (2) - almost done (Rebecca) ○ Dean of Students- end of Jan (Desiree) ○ Office Personnel (2) - end of Jan (Denise) ○ Custodial staff (2) - end of Jan (Carmen) ○ MOY Evaluations status for (end of Jan, early Feb), Evaluation #1 for all personnel completed: <ul style="list-style-type: none"> ■ Teachers ■ Leaders ■ Classified staff
Online Safety	<p>Discussion of Planning for online safety component of Goal 6</p> <p>Suggestion to look into:</p> <ul style="list-style-type: none"> ● Parent ProTech (MSCPA webinar) <ul style="list-style-type: none"> ○ Resources (curriculum, videos, PD offered) ○ Principles: <ul style="list-style-type: none"> ■ Model ■ Mentor ■ Mindful use ■ Monitor ■ Maintain
<p>Field Trips/Meet Ups</p> <ul style="list-style-type: none"> ● High growth elementary schools near us for Math: <ul style="list-style-type: none"> ○ Washington Elementary - Normandy 	<p>Discussion:</p> <ul style="list-style-type: none"> ● Been visiting schools relative to Kindergarten systems (KIPP); and will visit another in January.

<ul style="list-style-type: none"> ○ Momentum TGE - St. Louis ○ KIPP Inspire - St. Louis ● High growth elementary schools near us for ELA: <ul style="list-style-type: none"> ○ KIPP Triumph ○ KIPP Inspire ○ Momentum TGS - St. Louis 	<ul style="list-style-type: none"> ● Rebecca will think about visits or zooms with some of these schools after Break
<p>Other</p>	<p>Shinita offered to help with prioritizing needs in the building, since there are a lot of initiatives happening to help make work/life balance manageable.</p> <ul style="list-style-type: none"> ● Could we take things off staff plates, e.g., get volunteers to help with the libraries)? ● Shinita will connect with Rebecca about next steps.

Coversheet

Governance Committee Report

Section:	V. Committee Reports
Item:	D. Governance Committee Report
Purpose:	Discuss
Submitted by:	
Related Material:	12.9.25 Goverance Committee Meeting Notes.pdf 1.20.26 Governance Committee Meeting Notes.pdf



Governance Committee Meeting Notes - 12/9/25

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.

2025 - 2026 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

[Governance Committee 2025 - 2026 Charter](#)

[Board Meetings 2025 - 2026](#)

[Means and Ends](#)

[TLS Board Bylaws](#)

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Standing Meeting Dates for 2025 - 2026: Second Tuesday @ 4:30 PM

Join Zoom Meeting

<https://us06web.zoom.us/j/87596248351?pwd=bRtDGns1sqzPSAU3Dotp1bWpAj5yBz.1>

Date of this Meeting: 12.9.25	Present: Stephanie, Gary, Becky
Introductions - Tabled	<p>Stacey Myton</p> <ul style="list-style-type: none"> • Vita <p>Shinita Jones</p> <ul style="list-style-type: none"> • Vita <p>Action:</p> <ul style="list-style-type: none"> • Strengths Finder - Becky will obtain keys for prospective members to take the survey before the Jan 24 retreat
<p>Comm Goal 1b - Compliance:</p> <p>New Policy Adoptions</p> <p>All TLS Policies</p>	<p>MCPSA July Model Policies</p> <ul style="list-style-type: none"> • Discussed Questions that Board needs addressed in the School Comprehensive Safety plan - Becky will share with CM and DG • Follow up: <ul style="list-style-type: none"> ○ Courtney, Keisha, and Denise will review the new policies with the leadership team and staff. ○ They will update the website and relevant Handbooks as outlined in policy or as needed.

	<ul style="list-style-type: none">● Courtney will present the comprehensive safety plan to the Board on 1/6/25.● Work Flow:<ul style="list-style-type: none">○ Policy approvals - 12/10 by the Board○ Policy integration into existing Policy Docs by 12/16 to share with the State - Becky○ CM shares completed Safety Plans on 1/6○ Gov Com checks in on status of training/drills re: safety plan - Monthly update to board and Gov Comm until completed (includes checklists slide visual)						
<p>Gov Comm Goal 1a, b: Existing Policy Review</p> <p>Policies needing review annually, bi-ennially, and periodically</p>	<p>Discussion of revisions to</p> <ul style="list-style-type: none">○ Authorized Signatures Policy○ Full board will review on 12/10, and the Facilities & Finance Committee will review before approval on 1/6 as part of the Consent Agenda. <p>Upcoming Annual Board Policy Review Schedule:</p> <table><tr><td>Jan 7</td><td><ul style="list-style-type: none">● Physical Restraint Procedures Policy● Parental Involvement Policy (Title IA)● FMLA/FERPA Rights Policy</td></tr><tr><td>Jan 28</td><td><ul style="list-style-type: none">● School Calendar Policy● Students with Diabetes Individualized Plan● Organ/Eye/Tissue Donation Policy</td></tr><tr><td>Feb. 26</td><td><ul style="list-style-type: none">● Drug-Free Workplace Policy● Drug-Free Schools Policy● Will’s Law Policy (Epilepsy and Seizure Disorder Care Training)</td></tr></table>	Jan 7	<ul style="list-style-type: none">● Physical Restraint Procedures Policy● Parental Involvement Policy (Title IA)● FMLA/FERPA Rights Policy	Jan 28	<ul style="list-style-type: none">● School Calendar Policy● Students with Diabetes Individualized Plan● Organ/Eye/Tissue Donation Policy	Feb. 26	<ul style="list-style-type: none">● Drug-Free Workplace Policy● Drug-Free Schools Policy● Will’s Law Policy (Epilepsy and Seizure Disorder Care Training)
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<p>Gov Comm Goal 3: Assessment & Evaluation Processes - Board</p> <p>Charter School Best Practices</p>	<p>Board Mid-Year Self-Evaluation Report</p> <ul style="list-style-type: none">● Responses from 4/6 board members.● Summary (QN data based on 5 pt scale with 5 = Strongly Agree and 1 = Strongly Disagree): <table><tr><td>Area</td><td>Avg.</td><td>Themes in QL feedback so far</td></tr></table>	Area	Avg.	Themes in QL feedback so far			
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	<table><tr><td>Governance: Mission, board prep, effective meetings</td><td>4.25</td><td>Team-building needed</td></tr><tr><td>Relationship with ED</td><td>3.5</td><td>Continue regular updates from ED to Board</td></tr><tr><td>Committees</td><td>3.75</td><td></td></tr><tr><td>Finance</td><td>3.75</td><td></td></tr><tr><td>Academic Excellence</td><td>3.75</td><td>Monitor performance, including S/E indicators; study research in various areas: AI, accelerated learning, best practices re: tech integration</td></tr><tr><td>Engagement</td><td>3.25</td><td></td></tr><tr><td>Legal</td><td>4</td><td></td></tr></table> <ul style="list-style-type: none">Becky will summarize QL content and share in the 12/14 Week Ahead Memo for the Board to consider themes and action steps.Board will discuss themes and action steps as part of the Jan 24 RetreatLast year's report for reference.Do we need a Board self-evaluation policy?	Governance: Mission, board prep, effective meetings	4.25	Team-building needed	Relationship with ED	3.5	Continue regular updates from ED to Board	Committees	3.75		Finance	3.75		Academic Excellence	3.75	Monitor performance, including S/E indicators; study research in various areas: AI, accelerated learning, best practices re: tech integration	Engagement	3.25		Legal	4	
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Governance Committee Goal 3: Assessment & Evaluation Processes - ED	CM's Mid-Year Evaluation <ul style="list-style-type: none">Evaluation Team will meet on Thursday, 12/11 to:<ul style="list-style-type: none">Review resultsDraft the MemoDetermine which slides to keep in the slide deckPlan roll out with full boardConduct Jan. 6 discussion with Courtney (Closed Session)																					
Gov Comm Goal 2: Lifecycle Plans Board PD <ul style="list-style-type: none">Approval of Board	Retreats: <ul style="list-style-type: none">RSVPs for Jan 24 with Veronica (Becky, Stephanie, TC, Aaron so far)<ul style="list-style-type: none">Courtney will put Becky in touch with Veronica from Greenhouse by Friday, 1/12.<ul style="list-style-type: none">Agenda: Board Norms, Self-Evaluation data, Team Building, Board / ED																					

<ul style="list-style-type: none"> • Handbook & Board Succession Plan (after Retreat - Part 1 on 1/27) 	<p>Compact, Board Handbook, Board Succession Plan, Committee structure, Beginning Strategic Planning</p> <ul style="list-style-type: none"> • RSVPs for Jan 31 with Kent (Becky, Stephanie so far) <ul style="list-style-type: none"> ○ Draft agenda ○ Kent and Veronica meet when?
<p>Lifecycle Planning: Succession Planning</p> <ul style="list-style-type: none"> • 9.25.25 convo with Consultant John Tarvin • Board Succession Planning doc 	<p>Emergency ED Succession Planning Update - Aaron and Tanisha</p> <ul style="list-style-type: none"> • [12/7/25 Email from Tanisha] "Aaron and I have met 3 or 4 times to calibrate and skate our research on building out a proper succession plan. We are in the process of outlining a draft to be shared. • "There are also elements we are outlining that involve the ED, that we will share with Courtney for her inputs." - Becky will contact the team to set dates for next steps. • ED Succession Planning folder
<p>Communications Plan: Two reports, 4 coffees/meet-ups</p>	<ul style="list-style-type: none"> • Board MOY Report to the TLS Community <ul style="list-style-type: none"> ○ Clarify board/committee goals in mid-year board report - Becky will work on this in the next two weeks for feedback from Gary and Stephanie before the next Gov Comm meeting on 1/13. • January Quarterly Coffee <ul style="list-style-type: none"> ○ Coordinate messaging with Rebecca to solicit RSVPs for a coffee after release of the MOY Board report in January - Becky ○ Date can be a school day morning ○ Location can be teachers' room ○ Donuts and coffee will need to be ordered based on RSVPs
<p>Other</p>	<ul style="list-style-type: none"> • Exit interviews for departing staff and board members <ul style="list-style-type: none"> ○ Stephanie will follow up with CM re: status of exit interviews with departing staff ○ For departing board members, could do phone or survey or in-person ○ Survey is more objective as it removes filter of the interviewer ○ Stephanie will have a questionnaire built by Jan Gov Comm meeting (1/13) • Charter Renewal Narrative <ul style="list-style-type: none"> ○ Becky will find out due date and start populating with text from previous narrative

	<ul style="list-style-type: none">○ Gov comm will review draft on 1/13 for emphasis, direction, tone and facts as available re: board officer content.
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Governance Committee Meeting Notes - 1/20/25

[TLS Charter Goals \(ALL\)](#)

[TLS Board Policies & Bylaws](#)

[MCPSA Model Policies 2025 - 2026](#)

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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.
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[Governance Committee 2025 - 2026 Charter](#)

[Board Meetings 2025 - 2026](#)

[Means and Ends](#)

Standing Meeting Dates for 2025 - 2026: Second Tuesday @ 4:30 PM
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<https://us06web.zoom.us/j/87596248351?pwd=bRtDGns1sqzPSAU3Dotp1bWpAj5yBz.1>

<p>Date of this Meeting: 1.20.26</p>	<p>Present: Courtney, Becky Going forward we will meet at 4:00 PM</p>
<p>Gov Comm Goal #1: Ensure compliance with MO Charter and Public School Expectations</p> <p>Work Flow: Going forward, Gov Com checks in on status of training/drills completion via monthly updates from TLS leadership.</p>	<p>Reviewed the TLS Board Policy Annual Drills and Trainings</p> <ul style="list-style-type: none"> • Courtney will share the Tracker with TLS Leadership Team • Courtney will assign reports, set deadlines for completion of annual requirements and updates to the tracker; and check-in monthly regarding completion status as a standing agenda item for leadership team meetings. <ul style="list-style-type: none"> ○ Leaders need to be able to report on their direct reports' completion of tasks related to their functions, e.g., Keisha supervises the nurse, who has some annual responsibilities related to the Safety area requirements. • Going forward, Courtney will update the Gov Comm monthly on completion status, starting in February. <p>Water Testing Status</p> <ul style="list-style-type: none"> • Possible that this was done when the school was originally built but we are no longer working with that company. <ul style="list-style-type: none"> ○ Will check with Lindsay on the testing being done for the expansion project. Possibly use same agency to water test. • Can contact Sue - (573 522-0021) at Department of Health and Senior Services Get the Lead Out of Drinking Water once testing is complete and results are obtained. • Will provide an update on this at the 2.10.26 Gov Comm meeting
<p>Gov Comm Goal #1: Ensure compliance with MO Charter and Public School Expectations</p> <p>Charter Goal 12: Data & Reporting</p>	<p>Reviewed the Annual Reports Required by Reportwell</p> <ul style="list-style-type: none"> • Some variations between this doc and the platform, but it does give some guidance re: what's expected without logging in. <ul style="list-style-type: none"> ○ Courtney will use to orient her Direct Reports to expectations in the areas for which they will be responsible going forward. • Discussed TLS's current accountability system to: <ul style="list-style-type: none"> ○ Identify which reports are due each month

Reportwell Login	<ul style="list-style-type: none"> ○ Assign who will complete them ○ Verify that the reports have been completed and uploaded on time ○ Maintain the system throughout the year on a monthly basis ● Courtney will clarify that reports assigned to people reporting to her Direct Reports will be responsible for ensuring that those individuals are being held accountable to complete their assigned responsibilities. ● CM will set up an orientation to Reportwell with Laurel Bowers for herself and JB and begin assigning reports to various members of the TLS Leadership team. 								
<p>Gov Comm Goal #1: Ensure compliance with MO Charter and Public School Expectations</p>	<p>Midyear Leader, Teacher, & Staff Evaluations - Info Needed for Quarterly Board Report on 1/27:</p> <table border="1" data-bbox="749 626 1690 889"> <thead> <tr> <th># Who Received Eval #1</th><th># Still Needing Eval #1</th></tr> </thead> <tbody> <tr> <td>Teachers</td><td>All teachers are complete as of now</td></tr> <tr> <td>Classified Staff</td><td></td></tr> <tr> <td>Leaders</td><td></td></tr> </tbody> </table> <ul style="list-style-type: none"> ● Courtney will share the system for monitoring expectations coming out of the first round of evaluations at the 2.10.26 Gov Comm meeting. 	# Who Received Eval #1	# Still Needing Eval #1	Teachers	All teachers are complete as of now	Classified Staff		Leaders	
# Who Received Eval #1	# Still Needing Eval #1								
Teachers	All teachers are complete as of now								
Classified Staff									
Leaders									
<p>Retreat Planning</p>	<p>Reviewed Retreat - Part 1 @ 9 AM @ TLS on 1/24 Agenda Veronica Conforme of the Greenhouse Fellowship will help us with strengthening our foundation by clarifying good governance and helping us refine:</p> <ul style="list-style-type: none"> ● Board Norms, Look Fors, Self-Check Tool ● December 2025 - Self-Evaluation data ● Board / ED Compact ● Board Succession Plan (draft) - Approve in Feb ● Board Handbook - Approve in Feb. <p>Reviewed Retreat - Part 2 @ 9 AM @ TLS on 1/31 Agenda : MCPSA's Kent Williamson will help us create our vision for the next five years and help guide us</p>								

	<p>through the charter renewal process.</p> <ul style="list-style-type: none"> • Charter Renewal Readiness Assessment document • Renewal Process Roles and Responsibilities Matrix • MCPSC Relationship Enhancement Strategy • Renewal Preparation Timeline with assigned responsibilities <p>Kairos Academy ED Dr. Khalil Graham is able and interested in attending in a Board Advisory role.</p> <p>Courtney will join Kent, Veronica, and Becky on 1/22 @ 10 AM CST to coordinate language, concepts, frameworks across the two retreats.</p> <p>Meeting set with Kent (all are welcome) after Retreat Part 1 on 1/26/26 @ 9:00 AM to discuss what took place and adjust Retreat Part 2's agenda as needed.</p> <p>Courtney organize breakfast and lunch for both retreats:</p> <ul style="list-style-type: none"> • 9 attendees for the first retreat; and 8 or 9 for second. • Place order on Friday, 1/23, for delivery or pick up on Saturday, 1/24, at 8:30 AM for breakfast and 11:15 AM for lunch. • Repeat for Retreat 2 - on Friday, 1/30.
2025 - 2026 Board Communications Plan: Two reports, 4 coffees/meet-ups	<p>Reviewed the DRAFT Midyear Board Report</p> <ul style="list-style-type: none"> • Courtney will add a table and information on p.8 related to semi-annual growth for Gr. 1 - 5. • Courtney will share the "State of TLS" presentation (to be given at the next Fam U on 2/10) with Becky to integrate into the Board Report. • Becky will clarify the board and committee goals, add info from the TOT luncheon on 1/21 and complete the last four goals by Thursday, 1/22 and alert Rebecca that the report is coming on Friday. • Courtney will review the entire report for accuracy, alignment, tone by Friday 1/23. • Becky will share with Rebecca to share with families on Monday, 1/26/26.
Gov Comm Goal 1a, b: Existing Policy Review	<p>Upcoming Annual Board Policy Review Schedule:</p>

Policies needing review annually, bi-ennially, and periodically	<table border="1"> <tr> <td data-bbox="623 198 835 342">Jan 27</td><td data-bbox="835 198 1881 342"> <ul style="list-style-type: none"> Physical Restraint Procedures Policy Parental Involvement Policy (Title IA) FMLA/FERPA Rights Policy </td></tr> <tr> <td data-bbox="623 342 835 480">Feb. 26</td><td data-bbox="835 342 1881 480"> <ul style="list-style-type: none"> School Calendar Policy Students with Diabetes Individualized Plan Organ/Eye/Tissue Donation Policy </td></tr> <tr> <td data-bbox="623 480 835 618">Mar. 31</td><td data-bbox="835 480 1881 618"> <ul style="list-style-type: none"> Drug-Free Workplace Policy Drug-Free Schools Policy Will's Law Policy (Epilepsy and Seizure Disorder Care Training) </td></tr> </table>	Jan 27	<ul style="list-style-type: none"> Physical Restraint Procedures Policy Parental Involvement Policy (Title IA) FMLA/FERPA Rights Policy 	Feb. 26	<ul style="list-style-type: none"> School Calendar Policy Students with Diabetes Individualized Plan Organ/Eye/Tissue Donation Policy 	Mar. 31	<ul style="list-style-type: none"> Drug-Free Workplace Policy Drug-Free Schools Policy Will's Law Policy (Epilepsy and Seizure Disorder Care Training)
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Lifecycle Planning: Succession Planning	Emergency ED Succession Planning Update - Aaron and Tanisha - Tabled <ul style="list-style-type: none"> ED Succession Planning folder 9.25.25 convo with Consultant John Tarvin Board Succession Planning doc 						
Upcoming	Check in on MOY ED Goals for second half of the year in February: <ul style="list-style-type: none"> Develop a consistent communication cadence regarding school to family newsletters, director to board, and linking board to family newsletters when posted on the website. Ideally newsletters would be at least monthly to each stakeholder group. Map out areas of responsibility that should be delegated to Direct Reports and their Direct Reports. <ul style="list-style-type: none"> Discuss system for consistent monitoring of expectations of Direct Reports and their Direct Reports as they relate to <i>midyear performance reviews</i>. Discuss system for consistently monitoring leadership team's support of <i>Reportwell requirements, e.g.:</i> <ul style="list-style-type: none"> Annual Required Trainings and Drills Monthly Reports (who generates what by when) Who confirms reporting each month is complete, accurate, and on time (Goal 12) 						

	<p>Exit interviews for departing staff and board members - Tabled</p> <ul style="list-style-type: none">● Stephanie will follow up with CM re: status of exit interviews with departing staff● For departing board members, could do phone or survey or in-person● Survey is more objective as it removes filter of the interviewer● Stephanie will have a questionnaire built by Jan Gov Comm meeting (1/13) <p><u>Charter Renewal Narrative</u> - Tabled</p> <ul style="list-style-type: none">● Becky will find out due date and start populating with text from the previous narrative.● Gov comm will review draft on 2/11 for emphasis, direction, tone and facts as available re: board officer content. <p>Student Recruitment Plan for 2026 - 2027</p> <ul style="list-style-type: none">● Courtney will report on this at the 2.10.26 Gov Comm meeting.
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Coversheet

Slide Deck

Section:	VI. Executive Directors Monthly Report
Item:	A. Slide Deck
Purpose:	Discuss
Submitted by:	
Related Material:	1.27.26 ED Board Quarterly Report .pdf



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Executive Director Second Quarter Board Report

The Leadership School
Board of Directors Meeting

January 27, 2026

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Strategic Monitoring Framework

Academic Year Q1: July - Sept (Report in Oct)

Academic Year Q2: Oct - Dec (Report in Jan)

Academic Year Q3: Jan - Mar (Report in Apr)

Academic Year Q4: Apr - June (Report in July)

Revised Charter Goal 1: **MAP ELA**

- By year Five, **35% of TLS students** will score Proficient or Advanced in **English Language Arts (ELA)** on the **MAP** (Missouri Assessment Program)

ELA Data	BOY iReady Proficiency August	MOY iReady Proficiency December	<i>Projection</i> If Growth Goal is Met
3 rd Grade	12% Proficient	27% Proficient	29% Proficient
4 th Grade	16% Proficient	23% Proficient	31% Proficient
5 th Grade	16% Proficient	34% Proficient	46% Proficient



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Revised Charter Goal 1: **MAP Math**

- By year Five, **20% of TLS students** will score Proficient or Advanced in **Math** on the **MAP** (Missouri Assessment Program)

Math Data	BOY iReady Proficiency August	MOY iReady Proficiency December	<i>Projection If Growth Goal is Met</i>
3 rd Grade	0% Proficient	9% Proficient	26% Proficient
4 th Grade	8% Proficient	15% Proficient	27% Proficient
5 th Grade	8% Proficient	24% Proficient	31% Proficient



**Somewhat
On-Track**



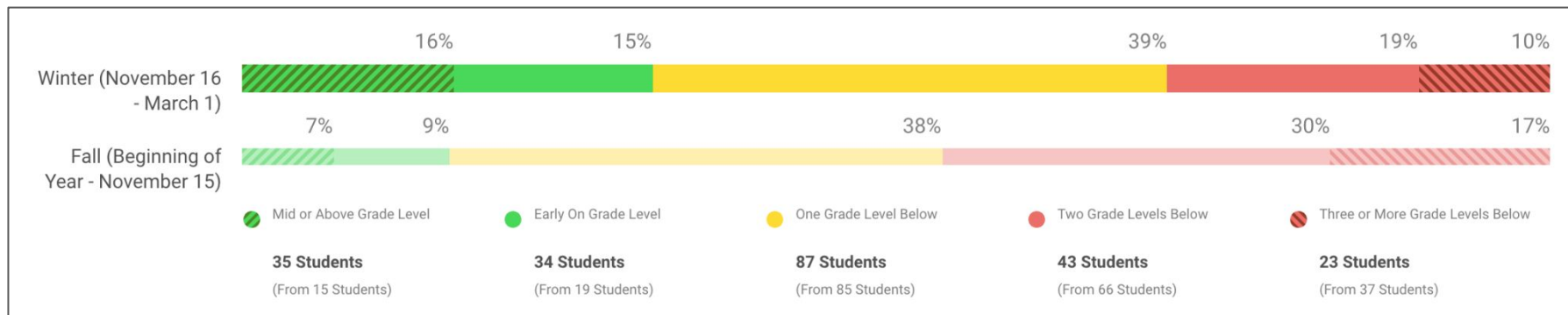
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Revised Charter Goal 2: *Reading Growth*

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

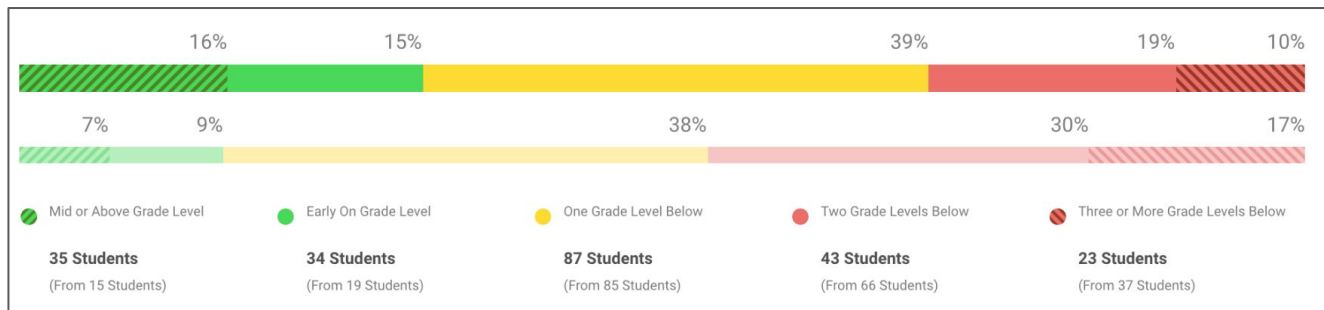
BOY = 47% of Students 2 or More Years Behind Grade-Level

MOY = 29% of Students 2 or More Years Behind Grade-Level

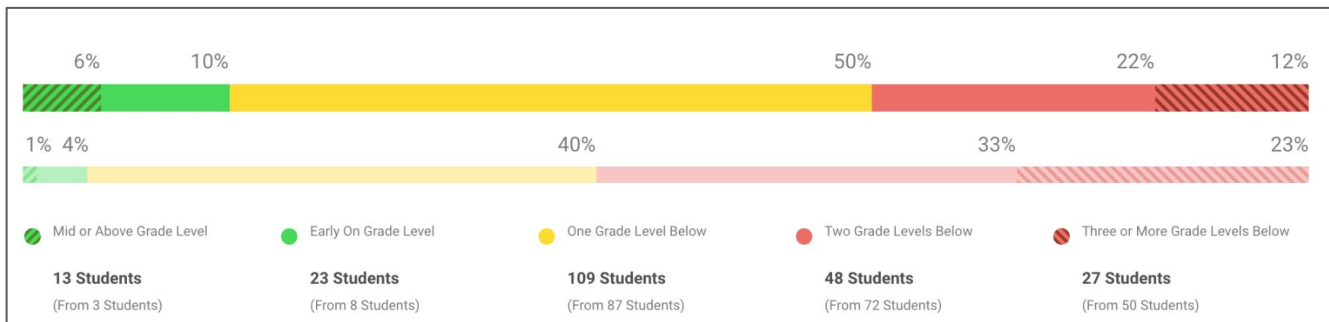


Revised Charter Goal 3: *Proficiency*

By the end of Year 5, **50%** of all students will score at or above grade-level in **ELA** according to the *iReady* assessment. By the end of Year 5, **25%** of TLS students will score at or above grade level in **Mathematics** according to the iReady assessment.



ELA	Proficiency
Fall	16%
Winter	31%
Spring*	46%*



Math	Proficiency
Fall	5%
Winter	16%
Spring*	27%*

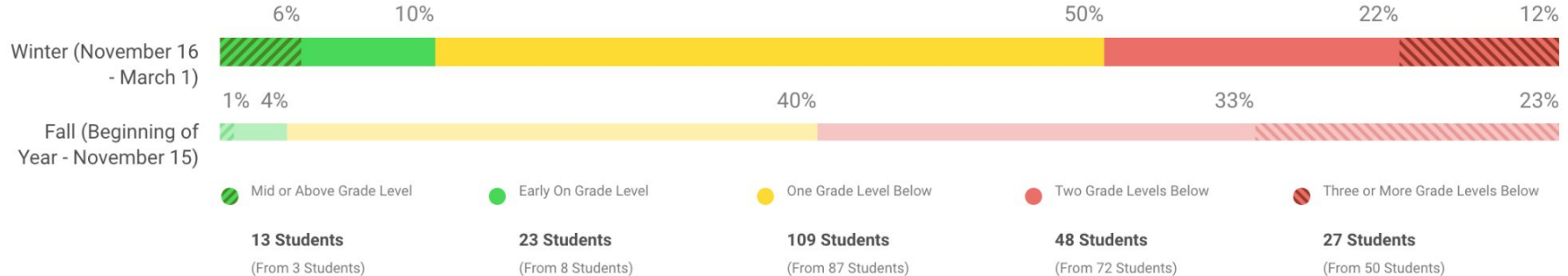


Revised Charter Goal 4: *Math Growth*

- Annually, **decrease** the number of students that are **2 grade levels and below** by half (**50%**) as measured by the **iReady math** diagnostic test.

BOY = 56% of Students 2 or More Years Behind Grade-Level

MOY = 34% of Students 2 or More Years Behind Grade-Level



Revised Charter Goal 5: *Attendance*

- By year five, we will have at least a **90%** average daily **attendance** rate or **77% proportional attendance** rate.

YTD Attendance	
90.1%	
Since beginning of year	▼ 1.5%
Since last month	▼ .21%

Month	Attendance
August	91.6%
September	91.5%
October	90.6%
November	90.3%
December	90.1%



Revised Charter Goal 6: *Student Leadership*

By the end of the year, at least **85%** of students in 3rd grade and above will **agree or strongly agree** that they are developing the following leadership skills based on: Understanding their emotions (self-awareness), making good choices (agency), and working well with others (collaboration) as measured by pre-post Wayfinder SEL assessment data.

Wayfinder Curriculum

Students in Grade 3-5 are receiving weekly Wayfinder SEL Lessons

MOY Wayfinder Survey February 2-13

Pride Meetings Students Grade 3-5

Students come together biweekly to celebrate success and align on goals that drive stronger leadership

Morning Meeting & Circle Time

100% of staff has committed to having morning meeting or community circles twice/week (daily in at least 50% of classes)

Tier 2 & 3 SEL Skill Building Groups

Strength-based intervention supporting emotional growth, identity development, and leadership

Charter Goal 8: *Student Retention*

- 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.

Over 90% of our Current Students Have Completed their Intent to Return for the 2026 - 2027 School Year.



Revised Charter Goal 9: **Staff Satisfaction - Retention**

90% of staff members will agree or strongly agree on the **TNTP Instructional Insight survey** that they feel positively about the **overall instructional culture**.

<i>Area</i>	<i>TLS</i>	<i>National Average</i>
School operations	3.1	<i>Lower than national average</i>
Peer collaboration	4.5	<i>Slightly lower than national average</i>
Family and community engagement	4.9	<i>Close to the average</i>
Academic opportunity	4.9	<i>Close to the average</i>
Career progression	5.0	<i>Meets national average</i>
Leadership	5.0	<i>Meets national average</i>
Staff evaluation,	5.2	<i>Slightly exceeds national average</i>
Academic expectations	5.8	<i>Slightly exceeds national average</i>

Revised Charter Goal 9: *Staff Satisfaction - Retention*

90% of staff members will agree or strongly agree on the **TNTP Instructional Insight survey** that they feel positively about the **overall instructional culture**.

<i>Area</i>	<i>TLS</i>	<i>National Average</i>
Supportive environment	5.7	<i>Slightly exceeds national average</i>
Instructional planning for student growth	5.8	<i>Slightly exceeds national average</i>
Belonging	5.9	<i>Slightly exceeds national average</i>
Professional development	5.9	<i>Slightly exceeds national average</i>
Hiring process	6.1	<i>Exceeds national average</i>
Learning environment	6.1	<i>Exceeds national average</i>
Teacher compensation	6.5	<i>Exceeds national average</i>
Observation and feedback	6.6	<i>Exceeds national average</i>

Revised Charter Goal 9: *Staff Satisfaction - Retention*

Fall Participants for School Events

Family University Open House September 2025	51 participants
Book Mobile September 2025-- Kindergarten--Fifth Grade	Kdg-5th Grade
Trivia Night September 2025--	55 participants
Halloween Extravaganza October 2025	25 Participants, Kdg- 5th Grade
Gran Friends Breakfast November 2025	105 participants
St. Louis Story Telling Festival November 2025	3rd - 5th Grade students
Book Mobile November 2025	Kdg-5th Grade
Christmas in the Kitchen December 2025	21 participants
Winter Solstice December 2025-- 43 families, 120 students	45 families, 120 students
PTO - December 2025	3 participants, 3 staff, 1 board member
Donuts with Dudes December 2025 -- 63 participants	63 participants



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Revised Charter Goal 9: *Staff Satisfaction - Retention*

90% of staff members will agree or strongly agree on the **TNTP Instructional Insight survey** that they feel positively about the **overall instructional culture**.

Info needed::

- Coaching and development cycles (# of cycles, teachers involved) to date
- Teacher evaluation, staff evaluation data (# evaluation at least once out of total number of leaders, teachers, support staff to date)
- Patterns in data collection



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Revised Charter Goal 11: *Fiscal Responsibility*

The Leadership School will maintain at least **30 days** of **cash on hand** at all times.

For each year, the **annual audit** will have **no material findings** and **unqualified opinion**.

