



The Leadership School

Monthly Board Meeting for The Leadership School

Published on April 24, 2026 at 11:22 PM CDT

Amended on April 28, 2026 at 8:04 PM CDT

Date and Time

Tuesday April 28, 2026 at 6:00 PM CDT

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, February 24, 2026 · 6:00 – 8:00pm

Join Zoom Meeting

<https://us06web.zoom.us/j/87108735807?pwd=LCja057hzPsqfMUWZV2UYQtblI8pbb.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. Approve 3.31.26 Board Meeting Minutes	Approve Minutes	Rebecca Langrall	1 m
II. Board Chair Report			6:08 PM
A. Updates	FYI	Rebecca Langrall	15 m
Goal #10 - Board Engagement			
<ul style="list-style-type: none"> • Average meeting attendance YTD: 78% • Giving YTD: \$2656 • Stephanie attended Career Week on 3/24 and 2/25. • Becky met members of the third TOT Board Fellowship on 4.20.26 and the new MCPSC Commissioner, Mark Moderon, on 4.22.26 • Professional development this month? 			

ACTION ITEMS

Purpose Presenter Time

- Complete [Personal Financial Disclosure with the Missouri Ethics Commission](#) - due May 1.
- Review [AY 2027 TLS Board of Director Meeting Dates](#)
- Review the revised [Governance](#) and [Finance and Facilities](#) Committee Charters (see yellow highlights)
- Respond with your availability to the Summer Retreat survey by Friday 5.1.26 (It will take less than a minute)
- Respond to the ED Evaluation Survey by Friday 5.1.26
- Review preliminary thinking re: 3-part approach to the [DRAFT Strategic Goals for AY 28 -32](#) and [Summary](#)
- STL Give Day is May 7. [Portal for Donations to TLS.](#)
- Attend the Buddy Club Kickball Tournament on May 9 and represent TLS!
- Next PTO will be May 12 @ 5:30 PM
- Next Coffee will be in May with the topic: Facilities Expansion
- [Task Management Tracker](#)

III. Committee Reports 6:23 PM

Committees Report on Monthly Activity

A. Finance & Facilities Committee Discuss Gary Stevenson 22 m

ACTION ITEMS

- Review the [KPIs for March - Board Report](#)
- Review the [draft AY27 TLS Budget](#)
- Discussion of [Charter School Program budget](#) and accounting
- Discussion of the advisability of adding the following language to the Bank Procedures Policy: "In alignment with best practice, receipts for credit card expenditures will be appropriately filed within 48 hours of the expenditure to allow for timely accounting and monthly reporting." This would be inserted into:

SECTION 5. Credit Card Procedures

It is the policy of The Leadership School that credit card use shall be limited and only the following employees or board members are authorized to use credit cards: Executive Director and Treasurer. The Leadership School will not use debit cards, and credit cards shall only be used by the following employees Executive Director or their designee for school business expenditures only. Credit cards may not be used for personal purchases and/or cash transactions and shall be maintained using the highest level of security. Credit card transactions >\$10,000 must receive prior board approval.

	Purpose	Presenter	Time	
<p>Employees issued a credit card must receive prior, documented approval from the Executive Director or Treasurer or their designee before the use of the credit card. Each credit card transaction by any user must be accompanied by the original receipts documenting each transaction.</p>				
<ul style="list-style-type: none"> • Review of the financials for March 				
B.	School Performance Committee	Discuss	Rebecca Langrall	8 m
ACTION ITEM				
<ul style="list-style-type: none"> • Discussion of how to recognize outstanding staff at the Annual Meeting • Recognize outstanding students? 				
C.	Governance Committee	Discuss	Rebecca Langrall	25 m
ACTION ITEMS:				
1. Discussion: Board Officer Elections				
<ul style="list-style-type: none"> • Proposal to add the following language to the Bylaws: "If the number of nominees equals the number of positions to be elected, the nominees shall be elected by unanimous consent at the annual meeting and a formal vote need not be taken." 				
2. Discussion: Committee Involvement				
<ul style="list-style-type: none"> • Amendments to the Board Member Agreement • Expectations regarding committee involvement • Adjustments to committee meeting times 				
3. Board Retreat				
<ul style="list-style-type: none"> • Saturday dates in July and August • Foci: Goals for 2028 - 3032, Charter Narrative Development, Board Self-Evaluation Results & Next Steps 				
4. Policy Review:				

Purpose Presenter Time

• School Closure Policy and Infographic

IV. Executive Directors Monthly Report 7:18 PM

A.	Slide Deck	Discuss	Courtney Moulder and Lakeisha Seymour	35 m
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Monthly Report

ACTION ITEMS:

- Discussion of the ratio of students with discipline referrals vs the total population
- Review of severe behavior reporting to DESE for the preceding three months.
- Review of current Intent to Return + Applications against Projections

V. Consent Agenda 7:53 PM

A.	Pending Previous Discussion:	Vote	Rebecca Langrall	1 m
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- [2026 - 2027 School Calendar](#)
- *Approval of the 4.14 and 4.23.26 Governance Committee Meeting Minutes*
- *Approval of 4.15.26 School Performance Committee Minutes*
- *Approval of the 4.21 and 4.22.26 Finance & Facilities Committee Meeting Minutes*
- *Approval of the revised Governance and Finance and Facilities Charters (additions from the Development Committee's charter)*
- *Approval of the [March Financials](#)*

VI. Closing Items 7:54 PM

A.	Board Member Meeting Reflection	Discuss		5 m
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	Purpose	Presenter	Time	
<p>Respond by sharing your response to one or more of the following: (<i>*include evidence, practical examples</i>)</p> <p>The TLS Board furthered our school mission tonight by ...</p> <ul style="list-style-type: none"> * 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
<p>1. If not already done, please consider making a monthly donation to TLS via GiveButter.</p> <p>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.</p> <p>3. TLS Board Professional Development:</p> <ul style="list-style-type: none"> • Professional Development Opportunities for Board Committees • Professional Development Tracker for TLS ED & Board Members 				
C.	Adjourn Meeting	Vote	Rebecca Langrall	2 m

Coversheet

Approve 3.31.26 Board Meeting Minutes

Section: I. Opening Items
Item: D. Approve 3.31.26 Board Meeting Minutes
Purpose: Approve Minutes
Submitted by:
Related Material: 2026_03_31_board_meeting_minutes.pdf

DRAFT



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Minutes

Monthly Board Meeting for The Leadership School

Date and Time

Tuesday March 31, 2026 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, February 24, 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

Directors Present

A. Williams (remote), G. Stevenson (remote), R. Langrall, S. Jones (remote), S. Madlinger (remote)

Directors Absent

T. Curry, T. Montgomery

Guests Present

C. Moulder, L. Moody Seymour (remote)

I. Opening Items

A. Call the Meeting to Order

R. Langrall called a meeting of the board of directors of The Leadership School to order on Tuesday Mar 31, 2026 at 6:08 PM.

B. Record Attendance

C. Public Comment Section

D. Approve 2.24.26 Board Meeting Minutes

G. Stevenson made a motion to approve the minutes from 02/24/2026 Monthly Board Meeting for The Leadership School on 02-24-26.

S. Madlinger seconded the motion.

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

E. Approve 3.17.26 Meeting Minutes

R. Langrall made a motion to approve the minutes from 3/17/2026 Special Board Meeting on 03-17-26.

S. Jones seconded the motion.

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

II. Board Chair Report

A. Updates

Board Engagement

- Meeting attendance is 79% currently
- are interested in joining the Board,
- Potential new board members will be meeting with the ED, Becky and Stephanie and touring the school tomorrow.

Discussion of Annual Report Completed by MCPSC-

- Need to be very intentional about goal setting for the next five years to align with what is both desirable and realistic.

Review of draft AY 27 Academic Calendar

- Gov Comm meetings abut PTO meetings on second Tuesday. If wish to attend both, will need to run Gov Comm as a hybrid meeting rather than just online.
- ED needs to communicate when travel to Greenhouse Fellowship events or other travel / events conflict with standing Board Committee meeting dates.
- Calendar needs to be finalized by April Board Meeting
- Stephanie will reach out to JB and Keisha in May/June to work on ways to format the calendar to include a live feed to school events

Discussion of Committee Work

- Revisit purpose of committee meetings (frequency, outcome)
- Add to Gov Comm agenda

Discussion of Charter Goals development for Charter Renewal

- Review what other charters have for goals so that we can make sure that we are creating comparable goals (number of goals, clarity of goals)
- Charter Renewal possible goals for year 6-10: Academic Achievement, Academic Growth, Student Leadership, Teacher Retention
- Becky will check with Martha about moving the April 21 Goals meeting with the Commission to later in the spring/summer.

Discussion of Board Officer Slate for 26-27

- Becky is willing to run for any Officer position
- Stephanie is willing to run for Chair or Vice-Chair
- Shinita is thinking about running for office; would like to meet with Becky to discuss

Discussion of Board Meeting format

- In-Person quarterly meetings: June, September, December, March. Make every effort to attend in person unless travel. Will be longer "work sessions"
- Intervening meetings to be virtual

Discussion of Goal #6: Student Leadership Development

- On April 7, the MCPSC's Innovation Exchange will offer TLS a Consultancy Protocol experience to help us refine next steps re the board's role in creating the conditions for innovation to ensure a systemic approach to student leadership development over the next six years.
- Check out Success Ready Network's **Portrait of a Graduate**: By the time a child graduates, our students possess these characteristics
- Build a Student Leadership Development work team to include staff (PE teachers, Keisha, Dean of Students), Board members (Shinita, Stephanie, and Becky), feedback from students, families.

III. Committee Reports

A. Finance & Facilities Committee Report

- We are projecting at year's end \$1.17 M, which represents 82 days of cash on hand and a 22% Fund Balance
- Current Gross Margin 10%
- Food service revenue is trailing food service expense (must monitor)
- CSP will carry over FY27; once it's done, it will impact (weaken) our revenue. Need to plan for this. Add to F & F Agenda.

B. School Performance Committee Report

No action items from this committee for the board this month.

C. Governance Committee Report

R. Langrall made a motion to Motion for adopting protocol for Board Member Code of Conduct.

S. Madlinger seconded the motion.

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

R. Langrall made a motion to Add a min 6 month service requirement for any Board Member to evaluate the Executive Director.

S. Jones seconded the motion.

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

Policy Review

- Drug free schools policy--Required that we get a certification of compliance.
- Drug free workplace key points-- Check Staff Handbook re: what is communicated re expectations and follow up, such as advanced notice to drug test
- Wills Law (Epilepsy)--make sure that the students who have epilepsy have the correct data (IEP or 504 plan data) and that staff are appropriately trained.

IV. Executive Directors Monthly Report

A. Slide Deck

See Slide Deck

Goal 3: iReady Achievement

End of Year - 45% met the ELA goal and 26% met the Math Goal

Goal 5: K and Gr 4 attendance has been lower; 3 students are responsible for 11 of the tardies (15 mins usually). Considering incentivizing parents with gas cards.

Goal 6: Provide a table of referrals per month indicating the percent of students rather than the number of incidents.

Goal 8: Two pre-school feeders have supplied TLS with enrollees for K - 1. Goal is to get to 700 students by AY 29. Have a hold spot/waitlist system and use a lottery with wait list when slots open.

V. Consent Agenda

A. Pending Previous Discussion:

R. Langrall made a motion to Approve the Consent Agenda.

S. Madlinger seconded the motion.

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

VI. Closing Items

A. Board Member Meeting Reflection

Meeting Reflection:

- We stayed focused
- We honored the need to be strategic (looking forward and intentional about calendar, meetings)

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 8:00 PM.

Respectfully Submitted,

L. Moody Seymour

Documents used during the meeting

None

Coversheet

Updates

Section: II. Board Chair Report
Item: A. Updates
Purpose: FYI
Submitted by:
Related Material: April 28, 2026 Board Chair & Committee Reports .pdf



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Board Chair Report & Committee Action Items

The Leadership School
Board of Directors
Meeting
April 28 2026

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	1/27	2/24	3/17	3/31	AVG
5/8 63%	5/8 63%	6/8 75%	7/7 100%	6/6 100%	5/6 83%	4/6 75%	7/7 100%	5/7 71%	4/7 57%	5/7 71%	78%



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	1/6	1/6	1/6		

Board Contributions (direct and indirect) Year To Date: \$2656

[TLS Whole School Events Calendar](#)



Board Action Items

- 5/1 MEC Financial Disclosure
- 5/1 Summer Retreat Availability Survey
- 5/1 - ED Evaluation Survey
- Board Task Management Tracker

Board Engagement

- 3/24 & 3/25 Career Week - Stephanie
- 4/20 - TOT Board Fellowship Meetup
- 4/22 - Met with MCPSC Commissioner, Mark Modrecn
- 5/7 Give STL Day - [TLS Donation Portal](#)
- 5/9 Buddy Club Kickball Tournament
- 5/12 PTO Meeting
- ? Board/ED Coffee: Facilities Expansion



Board Action Items

Review:

- F & F and Governance Charters
- AY 2026 - 2027 Board Meeting Dates
- Proposed Goal Structure for 2028 - 2032

Finance & Facilities Committee Action Items

Review:

- KPIs for March: 82 Days of Cash; 9% Gross Margin; 22% Fund Balance
 - Credit Card Receipts
- Proposed addition to Bank Procedures Policy:
"In alignment with best practice, receipts for credit card expenditures will be appropriately filed within 48 hours of the expenditure to allow for timely accounting and monthly reporting."

Next meeting: 5/21/26



Finance & Facilities Committee Action Items

Discussion

- AY 27 TLS Budget
- CSP Budget

Next meeting: 4/23/26

School Performance Committee Action Item

Discussion:

- How shall we recognize outstanding staff at the Annual Meeting on June 30?
- Shall we also recognize outstanding students?

Next meeting: 5/13/26

Governance Action Items

- **Board Officer Elections**

Propose adding the following to the Bylaws:

“If the number of nominees equals the number of positions to be elected, the nominees shall be elected by unanimous consent at the annual meeting and a formal vote need not be taken.”

Next meeting: 5/12/26



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Governance Action Items

Discuss:

- Revisions to Board Member Agreement
 - Expectations re: Committee involvement
 - Adjustments to Committee meeting times

Next meeting: 5/12/26



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Governance Action Items

Discuss:

- **Board Retreat Proposed Foci:**
 - **Goals for 2028 - 3032**
 - **Charter Narrative Development & Core Elements**
 - **Board Self-Evaluation Results & Next Steps**

Next meeting: 5/12/26



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Governance Action Items

Policy Review

School Closure Policy & Infographic

- Break into 4 groups
- Review assigned Phase - 5 mins
- Share out key points

Next meeting: 5/12/26



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Coversheet

Finance & Facilities Committee

Section: III. Committee Reports
Item: A. Finance & Facilities Committee
Purpose: Discuss
Submitted by:
Related Material: 4. 21 and 4.22.26 F & F Committee Meeting Notes.pdf
2026 02 Invoice Listing Summary.pdf
2026 02 Check Register by Type.pdf
2026 02 AP.pdf
TLS - Supplemental Report - March 2026 v2.xlsx - Dashboard.pdf
TLS - Monthly Presentation - March 2026 v2.pdf



Finance and Facilities Committee Meeting Notes - 4.21 and 4.22. 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. **Coordinate monthly agenda with [annual responsibilities](#) and the [F & F Committee Charter](#)**

2. **School fund balance over **12%** at year end**
 Action:
 - **Monitor** school financial progress and trends monthly
3. **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](#)
4. **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
5. **Completion of a **long term financial plan** by **June 30th, 2026****
 Action:

<ul style="list-style-type: none"> Participate in long-term financial strategy planning in collaboration with School Executive Directors and TLS Board Development Committee via monthly meetings Monitor donations and grant activity monthly 	
<p>Meeting Dates: The Third Thursday before Board Meetings</p> <p>Date of this meeting: 4/21/26 @ 4:00 PM</p> <p>Next meeting: 5/</p> <p>Join Zoom Meeting</p> <p>https://us06web.zoom.us/j/83650102774?pwd=ETHac4PU9azZ8mdtgnXSTNt4Xz4Jya.1</p>	<p>Attendees: (4.21) Courtney, Paul, Becky (4.22) Gary, Becky</p>
<p>Charter Goal #11: No material findings in the Annual Audit</p> <p>(Fiduciary, strategic)</p> <p>EdOps HUB</p>	<p>Discussion:</p> <ul style="list-style-type: none"> Agreed upon date for transaction coding for the credit card statement ending 4/14 is 4/24, this Friday. Please reference the TLS-EDOPS FY 26 Hub doc 'close calendar' tab so that April close and Financial report distribution can be completed by Friday 5/15. What stood in the way of meeting this deadline for the March financials? <ul style="list-style-type: none"> Documentation to categorize the spending. Spent Friday completing the documentation within Divvy. Need more staff to support. The person who spends should put the receipts into the Divvy folder. Courtney will work out a cadence with Keisha, JB, to put in receipts by the last Friday of each month for the preceding month. Going forward, the F & F Committee will check the status of receipts
<p>F & F Comm Goal #3: Financial Policies are followed 100% of the time</p> <p>(Fiduciary, strategic)</p>	<p>Review</p> <ul style="list-style-type: none"> Status of the 2026 - 2027 TLS Budget <ul style="list-style-type: none"> Board Annual Budget Development Policy (p.69) <i>stipulates a needs assessment discussion in February / March to guide budget planning</i>. What needs have been driving the

	<p>AY27 budget development?</p> <ul style="list-style-type: none"> ■ Staffing, development, growth (enrollment) which dictates food, transportation, staff. ■ Start the discussion of enrollment and staffing targets in February; however a pro-forma was built in the fall to include these and non-staffing costs. Going forward we should discuss proposed staffing in February (alignment on opportunities/risks). ■ Must ensure that there's a sufficient debt service ratio (1.2) to have compliance requirement; 1.4 - 1.5 will help the school will help the school build its sustainability over time. ■ Local revenue is easy to project; state revenue similarly, we are using the school's enrollment projection to get a per pupil amount. ■ Factoring in possible under enrollment allocation (371) for attrition (349 - use this figure) and ADA to come up with a state revenue number. ■ Typically we don't get our school enrollment finalized until July, but have to approve a budget based on conjecture. Are ahead of where we were last year (94% vs below 90%) and we have new enrollees. Will be at capacity for Gr. 2 - 6. ■ Expanding K - 1, so new sections. Graduates from Normandy's ECC recruited. Getting the word out. ■ In terms of Fed allocations, should be fairly stable. <ul style="list-style-type: none"> ● CSP review - \$660K for the year; \$800K for next year. ● May 1 - 10 window opens for reimbursement; then TOT confirms what is allowed for submission. Will clarify what's going to be reimbursed for this year; that will impact figure for next year. Can make edits to the original
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	<p style="text-align: right;">grant as needed: Salaries, furniture mainly. Will know by mid-May.</p> <ul style="list-style-type: none"> ■ Add line item details and load all CSP balance items loaded in by mid-May for 5/21. Vendors + (meeting with Anne Schaffa) ■ The draft budget 286K surplus is a good target as it produces 1.52 debt service and increases fund balance and days of cash. Model, best practice budget. 61 days, strong foundation from which to move into the next chapter. All parts need to be aligned on fiscal discipline. ■ Change for this year is we now have debt: How much surplus to cover your debt is needed. (Debt is outside the operating budget. Get the board some PD on best practices in budgeting so that we have guide posts/framework and can align on targets. (Need 20% more than the Operating Budget to have a healthy debt-service ratio of 1.1 or greater (MCPSC Performance Framework)) <ul style="list-style-type: none"> ● Do the training during the summer (July). - Paul could come educate us on best practice. Finance 101: Debt service coverage ratio (DSCR). <ul style="list-style-type: none"> ○ Non-staff spending plan May/June <ul style="list-style-type: none"> ■ CSP and non-staff costs for FY27 budget need to be more or less finalized over the next 3 weeks so the draft budget can be reviewed at the May Board meeting. <p>Action Items for Courtney:</p> <ul style="list-style-type: none"> ● Meet with Anne and JB re: vendors (estimates) ● Meet with Anne re: items needed to finalize the FY 27 budget: <ul style="list-style-type: none"> ○ Supply line item descriptions ● Supply CSP receipts by mid-May (including fees for architects before the loan as we can be reimbursed for those).
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- **CSP grant**
 - Current status against original forecast (330K vs 900K)
 - Plans for post-CSP grant financial picture - will apply for a second grant to accommodate the expansion to Grade 8. After that will need to rely on enrollment to generate revenue.
- **Loan - Courtney meets with Lindsay re: loan documents on 4/24.**
 - First Loan Payment is due (monthly) - share doc with Paul.
 - Final Loan Closing Docs - give copies to Paul/EdOps, Gary, and Becky
 - Identify reporting requirements - Lindsay handles.
 - Board, TLS, EdOps should look at them together so that we are aligned.

TLS 2024 - 2025 KPIs

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Days of Cash (< 45)	59	59	56	76	86	71	71	73	72	61	82	61
Gross Margin (> 5%)	13%	13%	10.7%	7%	10%	6%	7%	7%	7%	5%	9%	4.1%
%Fund Balance @ Year's End (> 12%)	16%	16%	13.61%	21%	24%	20%	20%	21%	20%	18%	22.28%	17%

Charter Goal #11 - No material findings in annual audit report

F & F Comm Goal #2: Monitor school financial progress and trends monthly and Fund Balance over 12%

Review of the Monthly Financials for March:

- [Supplemental Report](#) - Reduced federal revenue to account for not drawing down the full \$900K from CSP this year; this is what drove the gross margin change. Fluid situation. Could improve next month depending on what is requested for reimbursement.

<p>F & F Comm Goal #5: Monitor donations and grant activity monthly</p> <p>(Fiduciary)</p> <p>OT grant \$200K relay program for CM and RM; literacy program for Grade 1; a couple of teacher residents. Will apply for Emerson grant next year. \$200K; and the adoption of new RedThread 80K.</p> <p>MCPSC Performance Framework expectations</p>	<ul style="list-style-type: none"> ○ If we don't catch all the revenue now from CSP, we can in FY 27. ○ Actuals are within \$19K of the forecasted budget for the month. ○ Expenses improved \$7000 month over month. ○ Salaries: In the ballpark with projected. <ul style="list-style-type: none"> ■ Do have some teachers teaching an extra block, so those salaries will come out but won't be as much as pulled previously, so should come out ahead. ○ Staff related costs: \$14K left (conferences, travel) - should be sufficient. ○ Facilities supplies may be low. Be strategic about what is needed/purchased til end of June. <ul style="list-style-type: none"> ● Check Register <ul style="list-style-type: none"> ○ Nothing stands out as a concern. ● Accounts Payable <ul style="list-style-type: none"> ○ Nothing stands out as a concern. ● Divvy Invoice Listing Summary <ul style="list-style-type: none"> ○ Nothing stands out as a concern. ○ Going forward, the Committee should ask about any expected large expenditures coming up in the next 30 days. ● Board Presentation Summary: <ul style="list-style-type: none"> ○ As of 3/31/26, The Leadership School is projected to operate FY26 Budget at a 272K surplus, a decrease from the 290K from February. Nonetheless, key financial indicators remain in compliance with authorizer standards. ○ With projected year end cash of 877K, the school can enter FY27 with 60+ days of cash and a fund balance of 17%. ○ FY27 Budget process is nearing the draft completion
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	<p>stage, as we await finalization of non-staff costs.</p> <ul style="list-style-type: none"> ○ The school’s real estate consultant advises the school will make its first loan payment of 244K before the end of fiscal year. Loan payments in future years will be driven by Basic Formula and Prop C Revenue. ● Going forward CSP drawn down status needs to be a standing agenda item for the F & F agenda and any other grant activity. <p>Donations Tracker</p> <ul style="list-style-type: none"> ● JB will now track donations through Give Butter.
<p>F & F Committee Goal #1: Coordinate monthly agenda with annual responsibilities and the F & F committee charter. (Strategic, generative)</p>	<p>Review revised charter to accommodate tasks from the Development Committee</p> <ul style="list-style-type: none"> ● See highlighted areas <ul style="list-style-type: none"> ○ Ideas for fundraising partnerships
<p>SMP Oversight of Charter Goal 11</p> <p>F & F Committee Goal #3: Financial Policies are followed 100% of the time</p>	<p>Review Board Task Management Tracker</p> <p>Facilities - Status</p> <ul style="list-style-type: none"> ● Have determined that pipes were evaluated in 2025 as not being lead; but have not determined results of water testing. Cost is \$1200 through Culligan. ● JB will add testing of the current building to that being done for Building C
<p>Previous/Upcoming</p>	<ul style="list-style-type: none"> ● Check the status of credit card receipts by 4/24 and going forward, the F & F Committee should check with TLS and EdOps on the last Friday of the month for the preceding month’s credit card expenses. ● Did the payment from Synchrony’s Deeds Platform come through on the TLS side? <ul style="list-style-type: none"> ○ CM will talk to JB about whether we can coordinate the two platforms.

	<ul style="list-style-type: none">○ Will return to this topic after new board members are added.
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Invoice Listing - Summary

Page: 1
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>
ADOBE	CC - ADOBE *ADOBE 4085366000 CA	2026 02 Divvy	Monthly Adobe subscription	01/16/2026	02/17/2026	1	52024697	X	44.38
HEGGERTY	CC - HEGGERTY.ORG	2026 02 Divvy	Curriculum for kindergarten	01/16/2026	02/17/2026	1	52024697	X	106.53
INSTACART	CC - Instacart	2026 02 Divvy	Community Engagment/Fundraiser	02/11/2026	02/17/2026	1	52024697	X	286.21
JIMMYJOHNS	CC - JIMMY JOHN'S PIZZA	2026 02 Divvy	State of TLS refreshments	02/11/2026	02/17/2026	1	52024697	X	172.97
JMCDONUTS	CC - JMC DONUTS LLC SAINT LOUIS MO	2026 02 Divvy	Community Engagment/Fundraiser	02/05/2026	02/17/2026	1	52024697	X	205.82
OPENAI	CC - Open AI Chat GPT	2026 02 Divvy	Subscription chatgpt	01/29/2026	02/17/2026	1	52024697	X	20.00
TEACHERS	CC - TEACHERS PAY TEACHERS	2026 02 Divvy	K-12 classroom supplies	01/21/2026	02/17/2026	1	52024697	X	2.90
COSTCO	Costco Wholesale	2026 02 Divvy	Student incentive - food	02/13/2026	02/17/2026	1	52024697	X	90.49
DIVVY	DIVVY - BILL.COM	2026 02 Divvy	Divvy - to be reclassified	01/16/2026	02/17/2026	1	52024697	X	6,939.86
OFFICEDEPO	Office Depot	2026 02 Divvy	Office Supplies	01/23/2026	02/17/2026	1	52024697	X	228.01
SAMSCLUB	Sams Club	2026 02 Divvy	Staff Treats for Love week	02/12/2026	02/17/2026	1	52024697	X	93.52
SCHNUCKS	Schnucks	2026 02 Divvy	Staff incentive	01/30/2026	02/17/2026	1	52024697	X	219.86
STLOUISAME	St Louis American Newspaper	2026 02 Divvy	Student recruitment	01/17/2026	02/17/2026	1	52024697	X	1,555.00
								Report Total:	9,965.55

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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>
52024628	02/05/2026	X			GSUITE	Google Suite	208.33
52024629	02/16/2026	X			NEXTIVA	Nextiva	805.25
52024630	02/18/2026	X			WELLSFARGO	Wells Fargo Vendor	137.98
52024631	02/03/2026	X			LEVEL3	Level 3 Communications, LLC	2,386.04
52024632	02/20/2026	X			FACEBOOK	Facebook	12.49
52024639	02/10/2026	X			BAMBOOHR	Bamboo HR	346.63
52024640	02/27/2026	X			MOCHILD	MO SMART Child Support	398.00
52024641	02/23/2026	X			AMEREN	Ameren	4,795.08
52024642	02/03/2026	X			CSD	CSD Insurance Trust	715.00
52024648	02/03/2026	X			AMAZON	Amazon	14.36
52024649	02/11/2026	X			AMAZON	Amazon	65.18
52024650	02/11/2026	X			AMAZON	Amazon	39.99
52024651	02/10/2026	X			AMAZON	Amazon	62.55
52024652	02/10/2026	X			AMAZON	Amazon	48.89
52024653	02/02/2026	X			AMAZON	Amazon	150.86
52024654	02/04/2026	X			AMAZON	Amazon	111.08
52024655	02/03/2026	X			AMAZON	Amazon	37.99
52024656	02/03/2026	X			AMAZON	Amazon	25.72
52024657	02/03/2026	X			AMAZON	Amazon	41.49
52024658	02/01/2026	X			AMAZON	Amazon	14.11
52024659	01/29/2026	X			AMAZON	Amazon	95.94
52024660	02/18/2026	X			AMAZON	Amazon	147.14
52024661	02/17/2026	X			AMAZON	Amazon	18.95
52024662	02/11/2026	X			AMAZON	Amazon	19.89
52024663	01/29/2026	X			AMAZON	Amazon	14.95
52024664	02/11/2026	X			AMAZON	Amazon	59.69
52024665	02/20/2026	X			AMAZON	Amazon	79.96
52024666	02/12/2026	X			AMAZON	Amazon	56.97
52024667	02/10/2026	X			AMAZON	Amazon	24.99
52024668	02/08/2026	X			AMAZON	Amazon	91.45
52024669	02/11/2026	X			AMAZON	Amazon	54.13
52024670	02/11/2026	X			AMAZON	Amazon	32.99
52024671	01/31/2026	X			AMAZON	Amazon	39.52
52024672	01/30/2026	X			AMAZON	Amazon	29.00
52024673	02/12/2026	X			AMAZON	Amazon	416.55
52024674	02/12/2026	X			AMAZON	Amazon	25.10
52024675	02/11/2026	X			AMAZON	Amazon	19.98
52024676	02/24/2026	X			AMAZON	Amazon	28.32
52024677	01/29/2026	X			AMAZON	Amazon	20.81
52024678	02/06/2026	X			AMAZON	Amazon	25.00
52024679	02/11/2026	X			AMAZON	Amazon	127.85
52024680	02/22/2026	X			AMAZON	Amazon	14.99
52024681	02/12/2026	X			AMAZON	Amazon	66.95
52024682	02/12/2026	X			AMAZON	Amazon	14.99
52024683	02/10/2026	X			AMAZON	Amazon	23.97
52024684	02/03/2026	X			AMAZON	Amazon	39.90
52024685	02/01/2026	X			AMAZON	Amazon	8.93
52024686	02/01/2026	X			AMAZON	Amazon	9.99
52024693	02/26/2026	X			AMAZON	Amazon	74.70
52024697	02/17/2026	X			DIVVY	DIVVY - BILL.COM	9,965.55
Checking Account ID: 1					Void Total:	0.00	Total without Voids: 22,066.17
Check Type Total: Automatic Payment					Void Total:	0.00	Total without Voids: 22,066.17

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1008	02/20/2026	X			TURNER	Robert Turner	100.00
1001999	02/05/2026	X			TITLE	St. Louis Title Company	10,000.00
1004999	02/05/2026	X			TURNER	Robert Turner	244.96
87784651	02/20/2026	X			REBELLAW	Rebel Law	225.50

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Check Register by Type

Page: 2
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>
87784652	02/20/2026	X			BAMBOOHR	Bamboo HR	365.25
87784653	02/20/2026	X			GADELLNET	GadellNet Consulting Services, LLC.	1,050.00
87784654	02/20/2026	X			CULLIGAN	CULLIGAN	109.08
87784655	02/20/2026	X			K12ITC	k12 ITC	1,878.28
87784656	02/20/2026	X			MINDSCAPE	Mindscape Education Consulting	5,000.00
87784657	02/20/2026	X			BEISPLUMB	Beis Plumbing LLC	1,498.00
87784658	02/20/2026	X			SHAFFER	Shaffer Coaching and Consulting LLC	180.00
87784659	02/20/2026	X			REBELLAW	Rebel Law	102.50
87784780	02/20/2026	X			CINTAS	Cintas Corp	642.19
87784781	02/20/2026	X			CINTAS	Cintas Corp	772.58
87784782	02/20/2026	X			CINTAS	Cintas Corp	456.64
87784783	02/20/2026	X			CINTAS	Cintas Corp	1,017.08
87784844	02/20/2026	X			OFFICEESSE	Office Essentials	570.60
87784845	02/20/2026	X			ROTTLER	Rottler Pest Solutions	116.00
87785064	02/20/2026	X			PAYPOOL	Paypool LLC	186.76
87785065	02/20/2026	X			SALOMON	SALOMON LAWN CARE LLC	950.00
87785066	02/20/2026	X			EDOPS	EdOps	11,241.67
87785067	02/20/2026	X			CSD	CSD Insurance Trust	22,711.60
87785069	02/20/2026	X			FIRSTSTUDE	First Student Bus	25,760.29
87830242	02/27/2026	X			TIMMALT	Altreece Timmons	59.31
87830243	02/27/2026	X			CITYBLUE	CityBlue Technologies, LLC	88.56
87830244	02/27/2026	X			K12ITC	k12 ITC	1,888.28
87830245	02/27/2026	X			QPDLLC	QPD LLC	10,000.00
87830246	02/27/2026	X			CITYBLUE	CityBlue Technologies, LLC	917.09
87830461	02/27/2026	X			PROPEL	Propel Kitchens	44,800.00
87830462	02/27/2026	X			CSD	CSD Insurance Trust	39.60
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Payee Type Total:		Vendor			Void Total:	0.00	Total without Voids: 165,037.99
Grand Total:					Void Total:	0.00	Total without Voids: 165,037.99



Accounts Payable

As of 2/28/2026

The Leadership School

PAYEE: ALL		STATUS: -- All --		REPORT DATE: 3/23/2026 11:40:40 AM ET						
GL CODE: ALL										
Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Split Amount	Memo	Total Amount
IN0079582	2/1/2026	7/8/2024	Paid	3/13/2026	87861205	Saint Louis County Department of Public Health AR0011324	10 2562 6411 6905 3 00000 000	\$231.60	FY25 Food License	\$231.60
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
IN0088192	2/1/2026	8/4/2025	Paid	3/13/2026	87861204	Saint Louis County Department of Public Health AR0011324	10 2562 6411 6905 3 00000 000	\$231.60	FY26 Food License	\$231.60
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
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
234946	2/1/2026	1/1/2026	Paid	3/4/2026	87830244	k12 ITC The Leadership School	10 2331 6316 6905 3 00000 000	\$1,888.28	IT Services - 01/2026	\$1,888.28
22378	2/9/2026	2/9/2026	Funds Transferring			MC Mechanical Services The Leadership School	10 2543 6339 6905 3 00000 000	\$1,495.00	Winter PM - 02/09/26	\$1,495.00
678	2/9/2026	2/9/2026	Paid	3/13/2026	87861206	Triple Lake Waters LLC The Leadership School	10 1111 6391 6905 3 00000 000	\$350.00	Private movie viewing - 02/2026	\$350.00
304576	2/10/2026	2/10/2026	Paid	3/4/2026	87830246	CityBlue Technologies, LLC. 057268	10 2511 6411 6905 3 00000 000	\$917.09	printer ink 02/2026	\$917.09
1715	2/11/2026	2/11/2026	Paid	3/4/2026	87830461	Propel Kitchens The Leadership School	10 2563 6471 6905 3 00000 000	\$8,960.00	Breakfast & lunch for week of 02/09/2026	\$8,960.00

Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Amount	Memo	Amount
1716	2/11/2026	2/11/2026	Paid	3/4/2026	87830461	Propel Kitchens The Leadership School	10 2563 6471 6905 3 00000 000	\$6,720.00	Breakfast & lunch for week of 02/16/2026	\$6,720.00
4	2/12/2026	2/12/2026	Paid	3/4/2026	87830245	QPD LLC The Leadership School	40 4051 6521 6905 3 00000 000	\$10,000.00	real estate consultant 12/2025 & 01/2026	\$10,000.00
4259608015	2/13/2026	2/13/2026	Paid	3/23/2026	87975994	Cintas Corp 20871236	10 2542 6411 6905 3 00000 000	\$1,087.95	Cleaning Supplies	\$1,087.95
LS-2025-10	2/16/2026	2/16/2026	Paid	3/4/2026	87830462	CSD Insurance Trust Leadership School District	10 2156 0050 6905 3 00000 000	\$0.00	Vision Insurance xx/20xx	\$9.90
							10 2156 0030 6905 3 00000 000	\$0.00	Disability Insurance xx/20xx	
							10 2329 6319 6905 3 00000 000	\$9.90	DCA Service Fee 10/2025	
							10 2156 0020 6905 3 00000 000	\$0.00	Life Insurance xx/20xx	
							10 2156 0040 6905 3 00000 000	\$0.00	Dental Insurance xx/20xx	
							10 2156 0010 6905 3 00000 000	\$0.00	Medical Insurance xx/20xx	

Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Amount	Memo	Amount
LS-2025-11	2/17/2026	2/17/2026	Paid	3/4/2026	87830462	CSD Insurance Trust Leadership School District	10 2156 0050 6905 3 00000 000	\$0.00	Vision Insurance xx/20xx	\$9.90
							10 2156 0030 6905 3 00000 000	\$0.00	Disability Insurance xx/20xx	
							10 2329 6319 6905 3 00000 000	\$9.90	DCA Service Fee 11/2025	
							10 2156 0020 6905 3 00000 000	\$0.00	Life Insurance xx/20xx	
							10 2156 0040 6905 3 00000 000	\$0.00	Dental Insurance xx/20xx	
							10 2156 0010 6905 3 00000 000	\$0.00	Medical Insurance xx/20xx	
LS-2025-12	2/17/2026	2/17/2026	Paid	3/4/2026	87830462	CSD Insurance Trust Leadership School District	10 2156 0050 6905 3 00000 000	\$0.00	Vision Insurance xx/20xx	\$9.90
							10 2156 0030 6905 3 00000 000	\$0.00	Disability Insurance xx/20xx	
							10 2329 6319 6905 3 00000 000	\$9.90	DCA Service Fee 12/2025	
							10 2156 0020 6905 3 00000 000	\$0.00	Life Insurance xx/20xx	
							10 2156 0040 6905 3 00000 000	\$0.00	Dental Insurance xx/20xx	
							10 2156 0010 6905 3 00000 000	\$0.00	Medical Insurance xx/20xx	

Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Amount	Memo	Amount
LS-2026-01	2/17/2026	2/17/2026	Paid	3/4/2026	87830462	CSD Insurance Trust Leadership School District	10 2156 0050 6905 3 00000 000	\$0.00	Vision Insurance xx/20xx	\$9.90
							10 2156 0030 6905 3 00000 000	\$0.00	Disability Insurance xx/20xx	
							10 2329 6319 6905 3 00000 000	\$9.90	DCA Service Fee 01/2026	
							10 2156 0020 6905 3 00000 000	\$0.00	Life Insurance xx/20xx	
							10 2156 0040 6905 3 00000 000	\$0.00	Dental Insurance xx/20xx	
							10 2156 0010 6905 3 00000 000	\$0.00	Medical Insurance xx/20xx	
1720	2/19/2026	2/19/2026	Paid	3/4/2026	87830461	Propel Kitchens The Leadership School	10 2563 6471 6905 3 00000 000	\$11,200.00	Breakfast & lunch for week of 02/23/2026	\$11,200.00
304748	2/19/2026	2/19/2026	Paid	3/4/2026	87830243	CityBlue Technologies, LLC. 057268	10 2511 6411 6905 3 00000 000	\$88.56	printer ink 02/2026	\$88.56
WO- 873913-1	2/19/2026	2/19/2026	Funds Transferring			Office Essentials 9990990	10 2511 6411 6905 3 00000 000	\$475.50	Supplies - Copy Paper	\$475.50
426034876 0	2/20/2026	2/20/2026	Paid	3/23/2026	87975995	Cintas Corp 20871236	10 2542 6411 6905 3 00000 000	\$465.75	Cleaning Supplies	\$465.75
A.T. 02.20.2026	2/20/2026	2/20/2026	Paid	3/4/2026	87830242	Altreece Timmons TIMMALT	10 2542 6411 6905 3 00000 000	\$59.31	EE Reimbursement - 02/2026	\$59.31
683	2/23/2026	2/23/2026	Paid	3/13/2026	87861210	Triple Lake Waters LLC The Leadership School	10 1111 6391 6905 3 00000 000	\$450.00	Private movie viewing - 03/2026	\$450.00
1726	2/24/2026	2/24/2026	Paid	3/13/2026	87861844	Propel Kitchens The Leadership School	10 2563 6471 6905 3 00000 000	\$11,200.00	Breakfast & lunch for week of 03/02/2026	\$11,200.00

Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Amount	Memo	Amount
LS-2026-02	2/24/2026	2/24/2026	Paid	3/13/2026	87861841	CSD Insurance Trust Leadership School District	10 2156 0050 6905 3 00000 000	\$0.00	Vision Insurance xx/20xx	\$9.90
							10 2156 0030 6905 3 00000 000	\$0.00	Disability Insurance xx/20xx	
							10 2329 6319 6905 3 00000 000	\$9.90	DCA Service Fee xx/20xx	
							10 2156 0020 6905 3 00000 000	\$0.00	Life Insurance xx/20xx	
							10 2156 0040 6905 3 00000 000	\$0.00	Dental Insurance xx/20xx	
							10 2156 0010 6905 3 00000 000	\$0.00	Medical Insurance xx/20xx	
4613754	2/26/2026	2/26/2026	Paid	3/13/2026	87861453	Rottler Pest Solutions The Leadership School	10 2543 6339 6905 3 00000 000	\$116.00	Pest Control Services	\$116.00
12106317	2/27/2026	2/27/2026	Paid	3/13/2026	87861843	First Student, Inc The Leadership School	10 2551 6341 6905 3 00000 000	\$30,527.61	Contracted Student Transportation 01/2026	\$30,527.61

Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Amount	Memo	Amount
									Total:	\$135,694.27

GL Code Summary

							10 1111 6391 6905 3 00000 000			\$800.00
							10 1111 6411 6905 3 40001 000			\$128.50
							10 2156 0010 6905 3 00000 000			\$0.00
							10 2156 0020 6905 3 00000 000			\$0.00
							10 2156 0030 6905 3 00000 000			\$0.00
							10 2156 0040 6905 3 00000 000			\$0.00
							10 2156 0050 6905 3 00000 000			\$0.00
							10 2329 6319 6905 3 00000 000			\$49.50
							10 2331 6316 6905 3 00000 000			\$1,888.28
							10 2511 6411 6905 3 00000 000			\$1,481.15
							10 2542 6411 6905 3 00000 000			\$3,058.23
							10 2543 6339 6905 3 00000 000			\$1,611.00
							10 2551 6341 6905 3 00000 000			\$30,527.61
							10 2562 6411 6905 3 00000 000			\$463.20
							10 2563 6471 6905 3 00000 000			\$59,531.30
							40 2542 6521 6905 3 00000 000			\$26,155.50
							40 4051 6521 6905 3 00000 000			\$10,000.00
									\$135,694.27	

Dashboard
The Leadership School
 July 2025 through March 2026

Key Performance Indicators

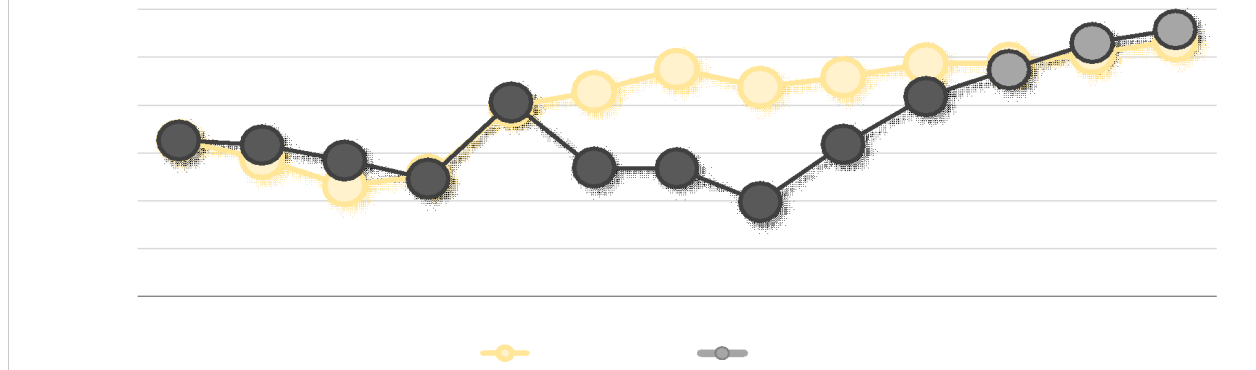
Days of Cash
 (At Year End)
82
 Target > 60 days

Gross Margin
Margin
9%
 Target > -5.0%

Fund Balance
 (At Year End)
22%
 Target > 0,00

<None>

Cash Forecast



Financial Snapshot	Year-To-Date Financials			Annual Forecast			Remaining
	Actual	Budget	Variance	Forecast	Budget	Variance	
Revenue							
Local Revenue	259,097	275,452	(16,355)	345,488	362,503	(17,015)	86,391
State Revenue	2,845,607	2,455,951	389,656	3,548,307	3,278,965	269,342	702,700
Federal Revenue	606,323	1,238,210	(631,886)	1,310,321	1,631,043	(320,722)	703,998
Private Grants and Donations	223,728	180,000	43,728	223,728	180,000	43,728	-
Earned Fees	7,472	2,491	4,981	7,472	2,500	4,972	-
Total Revenue	3,942,227	4,152,104	(209,876)	5,435,316	5,455,011	(19,694)	1,493,089
Expenses							
Salaries	1,631,206	1,704,675	73,469	2,213,099	2,272,900	59,801	581,893
Benefits and Taxes	391,135	435,372	44,237	559,041	579,495	20,454	167,907
Staff-Related Costs	142,700	100,414	(42,287)	156,806	118,148	(38,658)	14,106
Rent	147,475	421,824	274,349	147,475	550,000	402,525	-
Occupancy Service	180,376	104,047	(76,329)	214,901	146,396	(68,505)	34,525
Student Expense, Direct	495,426	394,076	(101,351)	553,486	424,100	(129,386)	58,060
Student Expense, Food	294,595	249,368	(45,227)	381,331	356,240	(25,091)	86,736
Office & Business Expense	276,671	184,802	(91,869)	329,053	253,114	(75,939)	52,381
Transportation	218,368	240,100	21,732	368,295	343,000	(25,295)	149,927
Total Ordinary Expenses	3,777,952	3,834,677	56,725	4,923,487	5,043,393	119,906	1,145,535
Net Ordinary Income	164,275	317,427	(153,152)	511,829	411,617	100,212	347,554
Extraordinary Expenses							
Depreciation and Amortization	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-
Facility Improvements	47,500	-	(47,500)	47,500	-	(47,500)	-
Total Extraordinary Expenses	47,500	-	(47,500)	47,500	-	(47,500)	-
Total Expenses	3,825,452	3,834,677	9,225	4,970,987	5,043,393	72,406	1,145,535
Net Income	116,775	317,427	(200,652)	464,329	411,617	52,712	347,554
Cash Flow Adjustments	67,342	-	67,342	(0)	-	(0)	(67,342)
Change in Cash	184,117	317,427	(133,310)	464,329	411,617	52,712	280,212



March 2026 Financials

PREPARED APR'26 BY



- **Executive Summary**
- **Key Performance Indicators**
- **Cash Forecast**
- **FY27 Budget High Level Overview**
- **Appendix – Monthly Financials**

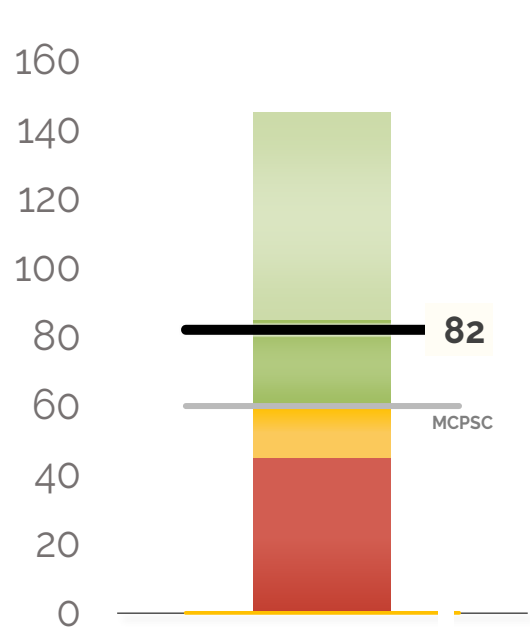
Executive Summary

- **As of 3/31/26, The Leadership School is projected to operate FY26 Budget at a 511K surplus, a decrease of 50k from February.**
- **Nonetheless, key financial indicators remain in compliance with authorizer standards. With projected year end cash of 1.17M, the school can enter FY27 with 80+ days of cash and a fund balance of 22%.**
- **FY27 Budget is process is nearing draft completion stage, as we await finalization of non-staff costs.**

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

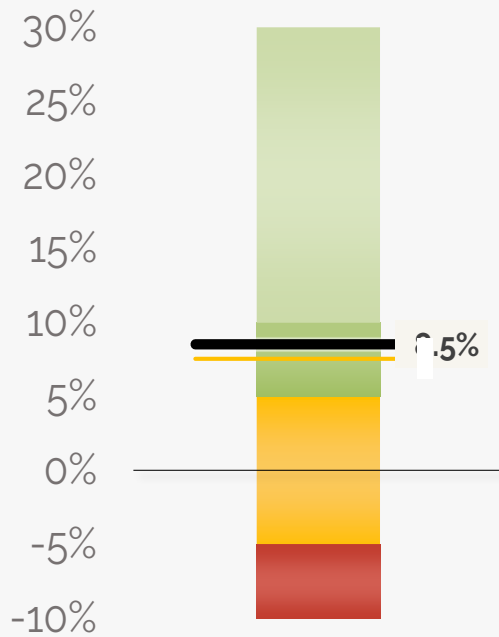


82 DAYS OF CASH AT YEAR'S END

The school will end the year with 82 days of cash. This is above the recommended 60 days

Gross Margin

Revenue less expenses, divided by revenue

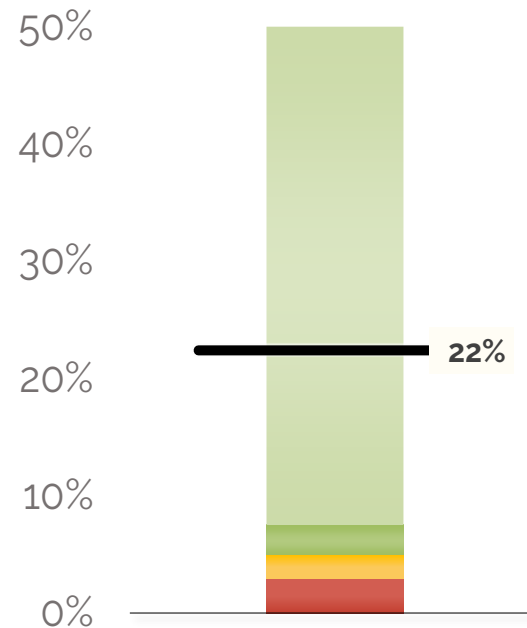


8.5% GROSS MARGIN

The forecasted net income is \$464k, which is \$53k above the budget. It yields a 8.5% gross margin.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses



22.39% AT YEAR'S END

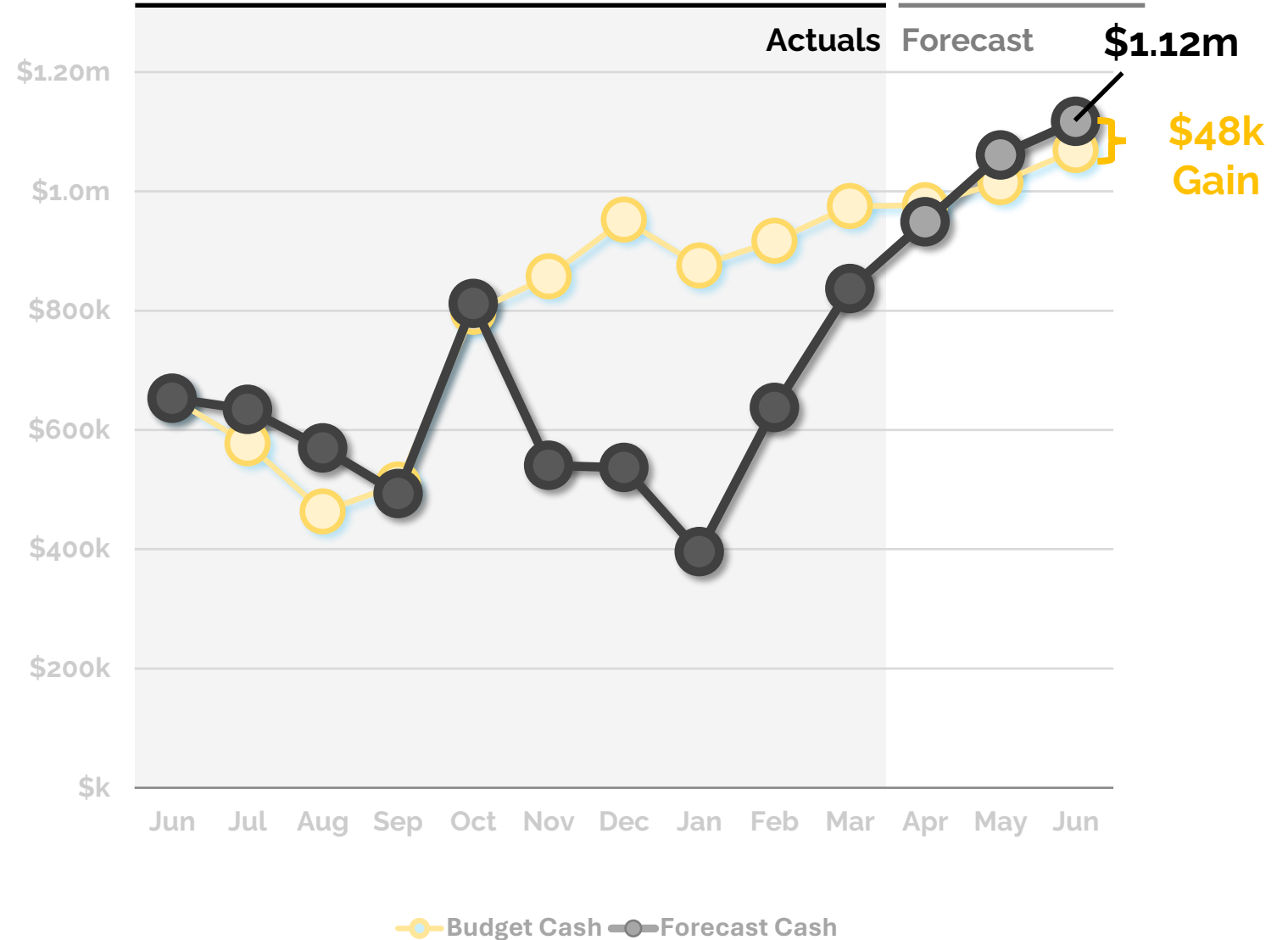
The school is projected to end the year with a fund balance of \$1,112,880. Last year's fund balance was \$648,551.

Cash Forecast

82 Days of Cash at year's end

We forecast the school's year ending cash balance as **\$1.1m**, **\$48k** above budget.

The school is in a financial position that provides a foundation for growth. It will be important to maintain fiscal discipline to ensure FY27 budget provides for meeting debt service coverage ratio and strengthening reserves.



Key Forecast Changes This Month (1/3)



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

<i>Annual Change</i>	<i>Category</i>	<i>Impact On Cash</i>
300,000 less cash	Federal Revenue At this time, we anticipate the school will not be able to draw the full 900k that was originally budgeted. The balance of the CSP grant has to be used by 4/30/27.	

	<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	259,097	275,452	(16,355)	345,488	362,503	(17,015)	86,391	25%
State Revenue	2,845,607	2,455,951	389,656	3,548,307	3,278,965	269,342	702,700	20%
Federal Revenue	606,323	1,238,210	(631,886)	1,310,321	1,631,043	(320,722)	703,998	54%
Private Grants and Donations	223,728	180,000	43,728	223,728	180,000	43,728	-	0%
Earned Fees	7,472	2,491	4,981	7,472	2,500	4,972	-	0%
Total Revenue	3,942,227	4,152,104	(209,876)	5,435,316	5,455,011	(19,694)	1,493,089	
Expenses								
Salaries	1,631,206	1,704,675	73,469	2,213,099	2,272,900	59,801	581,893	26%
Benefits and Taxes	391,135	435,372	44,237	559,041	579,495	20,454	167,907	30%
Staff-Related Costs	142,700	100,414	(42,287)	156,806	118,148	(38,658)	14,106	9%
Rent	147,475	421,824	274,349	147,475	550,000	402,525	-	0%
Occupancy Service	180,376	104,047	(76,329)	214,901	146,396	(68,505)	34,525	16%
Student Expense, Direct	495,426	394,076	(101,351)	553,486	424,100	(129,386)	58,060	10%
Student Expense, Food	294,595	249,368	(45,227)	381,331	356,240	(25,091)	86,736	23%
Office & Business Expense	276,671	184,802	(91,869)	329,053	253,114	(75,939)	52,381	16%
Transportation	218,368	240,100	21,732	368,295	343,000	(25,295)	149,927	41%
Total Ordinary Expenses	3,777,952	3,834,677	56,725	4,923,487	5,043,393	119,906	1,145,535	23%
Total Expenses	3,825,452	3,834,677	9,225	4,970,987	5,043,393	72,406	1,145,535	
Net Income	116,775	317,427	(200,652)	464,329	411,617	52,712	347,554	
Cash Flow Adjustments	67,342	-	67,342	(0)	-	(0)	(67,342)	
Change in Cash	184,117	317,427	(133,310)	464,329	411,617	52,712	280,212	

Monthly Financials

	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	28,736	28,772	28,807	28,797	28,797	28,797	345,488
State Revenue	216,001	220,074	214,061	710,820	257,889	257,976	294,332	378,440	296,014	234,233	234,233	234,233	3,548,307
Federal Revenue	65,037	18,987	53,114	0	76,905	90,418	24,963	190,446	86,452	234,666	234,666	234,666	1,310,321
Private Grants and Donations	0	73,334	0	1,250	0	0	20	0	149,124	0	0	0	223,728
Earned Fees	0	2,500	0	2,411	440	1,043	1,078	0	0	0	0	0	7,472
Total Revenue	310,132	343,567	296,053	743,111	363,950	378,228	349,130	597,658	560,397	497,696	497,696	497,696	5,435,316
Expenses													
Salaries	148,895	180,691	195,210	196,244	180,886	196,937	174,400	169,500	188,443	175,664	175,664	230,564	2,213,099
Benefits and Taxes	33,761	34,926	39,050	57,172	37,713	48,991	49,696	43,508	46,319	55,704	55,704	56,500	559,041
Staff-Related Costs	10,109	24,495	22,935	7,865	8,394	52,298	5,049	7,912	3,642	4,702	4,702	4,702	156,806
Rent	25,616	25,616	25,616	25,616	0	45,012	0	0	0	0	0	0	147,475
Occupancy Service	31,554	15,947	17,635	7,260	13,133	6,425	60,305	16,451	11,665	11,508	11,508	11,508	214,901
Student Expense, Direct	32,383	45,177	26,929	99,103	246,498	14,854	17,106	4,625	8,753	19,353	19,353	19,353	553,486
Student Expense, Food	3,640	23,600	31,800	33,600	38,073	31,135	42,560	44,800	45,387	28,912	28,912	28,912	381,331
Office & Business Expense	45,113	55,695	21,708	13,882	30,413	11,670	50,163	22,103	25,924	17,460	17,460	17,460	329,053
Transportation	8,927	15,868	0	15,915	35,800	0	63,863	25,760	52,235	49,976	49,976	49,976	368,295
Total Ordinary Expenses	339,998	422,015	380,883	456,656	590,910	407,322	463,141	334,660	382,367	363,280	363,280	418,976	4,923,487
Operating Income	-29,865	-78,448	-84,830	286,455	-226,960	-29,093	-114,011	262,999	178,030	134,417	134,417	78,721	511,829
Extraordinary Expenses													
Facility Improvements	0	0	0	0	0	0	27,500	20,000	0	0	0	0	47,500
Total Extraordinary Expenses	0	0	0	0	0	0	27,500	20,000	0	0	0	0	47,500
Total Expenses	339,998	422,015	380,883	456,656	590,910	407,322	490,641	354,660	382,367	363,280	363,280	418,976	4,970,987
Net Income	-29,865	-78,448	-84,830	286,455	-226,960	-29,093	-141,511	242,999	178,030	134,417	134,417	78,721	464,329
Cash Flow Adjustments	11,519	13,496	8,675	31,982	-44,520	25,415	427	-978	21,327	-22,447	-22,447	-22,447	0
Change in Cash	-18,346	-64,952	-76,156	318,437	-271,480	-3,679	-141,085	242,021	199,357	111,969	111,969	56,273	464,329
Ending Cash	634,551	569,599	493,443	811,880	540,400	536,721	395,636	637,657	837,014	948,983	1,060,953	1,117,226	

	<i>Previous Year End</i>	<i>Current</i>	<i>Year End</i>
Assets			
Current Assets			
Cash	652,897	812,014	1,117,226
Accounts Receivable	0	-29,904	0
Total Current Assets	652,897	782,110	1,117,226
Total Assets	652,897	782,110	1,117,226
Liabilities and Equity			
Liabilities			
Current Liabilities			
Other Current Liabilities	4,346	41,784	4,346
Total Current Liabilities	4,346	41,784	4,346
Total Long-Term Liabilities	0	0	
Total Liabilities	4,346	41,784	4,346
Equity			
Unrestricted Net Assets	648,551	648,551	648,551
Net Income	0	116,775	464,329
Total Equity	648,551	765,326	1,112,880
Total Liabilities and Equity	652,897	807,110	1,117,226



QUESTIONS?

Please contact your EdOps Finance Team:

Paul Greenwood

paul@ed-ops.com

415.359.3995

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Coversheet

School Performance Committee

Section: III. Committee Reports
Item: B. School Performance Committee
Purpose: Discuss
Submitted by:
Related Material: 4.15.26 School Performance Notes.pdf



School Performance Committee Meeting Notes - 4.15.26

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.

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, the average score of students in 3rd grade and above will be a **4 or higher on a 5-point scale** that they **agree or strongly agree** that they are developing the following leadership skills: Understanding their emotions (self-awareness), making good choices (agency), and working well with others (collaboration) as measured by pre-post Wayfinder SEL assessment data. (rev. 2.24.26)

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 instructional culture. [Needs revision]

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. (Board and Community Engagement)
 - a. Monitoring the dissemination of ED and school newsletters to the board and entire school community
 - b. Creating opportunities for Board/Community events/engagement/information sharing
4. (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](#) [Revised Internal Goals Quick View](#) [DESE Data Portal for TLS](#)
[TLS Board Task Management Tracker](#)

Join Zoom Meeting

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

Meeting ID: 873 4949 7416

Passcode: Zhv84s

Date of this Meeting: 4/15/26 4:00 PM

[Monthly Board Calendar](#)

Present: Shinita, Stephanie, Rebecca, Courtney, Becky, Keisha

SP Comm Goal 1: Effective Functioning of the Committee (strategic)

Streamlining Academic Priorities

- Shinita and Rebecca will meet to prioritize actions to support student achievement. - Rebecca will send dates. M or F in the next three weeks.

SP Comm Goal 3 - Effective use of performance indicators (strategic)

Goals 1 -4: Achievement & Growth

[Moschooldata](#) (From TOT)

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

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

[Midyear Charter Score Board Year Four](#)

[Pedagogy Non Grata](#) (evidence-based education)

- [Word Mapping Project](#) for Grades 3 - 5 - Rebecca, Becky
 - Strategic lever for empowering vocabulary development/content knowledge development/spelling/comprehension/written expression
 - [Research on morphology instruction](#)
 - **Nutshell:**
 - **Morphological Instruction is a high yield strategy**
 - **Include both phonological and morphological instruction in the primary grades, for reading disabled students, and morphological instruction should likely continue longer than phonological instruction.**
 - [Word Mapping Project](#) article
- [What happens when parents of kindergarteners read daily to their children?](#)
Looking into a checkout method for kids on a weekly basis next year.
- Concerns about iReady as a supplemental tool for differentiation
 - [Why We are Ready to Break Up with iReady](#) - being used a supplement this year; next year will get more small group time with teachers. Okay for extra practice.
 - [Digital tools like i-Ready](#) don't share students' individual responses with teachers, just general categories of strengths and weaknesses, making it difficult for teachers to target gaps and intervene accurately.
 - [To Future - Proof Your Curriculum, Go Print Not Digital](#)

Discussion:

- ELA will be replacing the EL curriculum with the K - 8 RedThread Literacy Program, which contains a morphology component.
 - Includes PD, will provide articulation through the end of middle school.
- Are building out a book-a-week checkout system for next year to encourage reading at home.
- Are planning for small group face-to-face instruction with the teacher to help with remediation/reteaching, relying less on iReady for differentiation.

<p>SP Comm Goal 3 - Effective use of performance indicators (strategic) Goal 5: Student Attendance</p>	<p>Status of Incentives re: families with students who are chronically tardy:</p> <ul style="list-style-type: none"> ● Keisha is working on this. AttenDANCE events monthly for those who meet attendance goals. ● Text messages and robo calls (through PowerSchool) re: tardies to families. Had led to increased parental communication with the school.
<p>SP Comm Goal 3 - Effective use of performance indicators and Charter Renewal (strategic, generative, fiduciary) Goal 6: Student Leadership</p> <p>Draft Goal 6 Dashboard Goal 6 Plan for Student Wellness and Leadership:</p> <ul style="list-style-type: none"> ● Goal 6 Assessments 1 ● Goal 6 Assessments 2 	<ul style="list-style-type: none"> ● Review Innovation Exchange Feedback on Board role in creating the conditions for the systemic implementation of SLD at TLS in Years 6 - 10. <ul style="list-style-type: none"> ○ Next Steps for Student Leadership Development: <ul style="list-style-type: none"> ■ Plan first Board SLD Work Team meeting in April/May - Becky <ul style="list-style-type: none"> ● Members: (Shinita, Stephanie, Becky, Keisha (eventually involve teachers, students, families) ● Organize/chunk and have calibrating conversations. Consider who else might need to be on that team. ● Status of Table with referrals from Feb - April showing the percentage of students not number <ul style="list-style-type: none"> ○ Internally track number of incidents per student (board doesn't need; school does for planning intervention) ○ Board needs the ratio of students with issues: total population ○ Board would like to review the referral incidents to DESE (severe behavior). ○ Report back at the next meeting how this will be set up for next year. (C, R, K, D) ● Status of Community circles hard data <ul style="list-style-type: none"> ○ Mainly used as a start to the day (morning meeting more than a restorative circle) <ul style="list-style-type: none"> ■ Next year the Counseling program will entail a skill-based pro-active circles ■ Find a streamlined way of collecting that data for next year – Number and type. ● SEL classes <ul style="list-style-type: none"> ○ Scheduling a SP Comm member visit. Lessons occur early or late in the school day. <ul style="list-style-type: none"> ■ Carmen will be teaching these classes next year ■ TBD how many grades will receive lessons from Carmen and who might still receive them from the PE teachers ● Addressing trauma <ul style="list-style-type: none"> ○ Can partner with organizations to bring on additional counselors (4 in total) and an office worker to support students with trauma/therapy. Two short sessions a

	<p>week. Could add family counseling as well.</p>
<p>SP Comm Goal 3 - Effective use of performance indicators (fiduciary, strategic)</p> <p>Goal 7: Family Satisfaction</p>	<p>Goal 7 (Family Satisfaction/Engagement):</p> <ul style="list-style-type: none"> ● What is the school’s protocol for handling family grievances? <ul style="list-style-type: none"> ○ Case by case mostly: Brought to the teacher, then principal, then senior leader ○ Review the Family Handbook to say that families need to schedule specific times to meet. ○ Board policy ● Events Tracker and Participation Tracker <ul style="list-style-type: none"> ○ Combine and put events in chronological order ○ Track both families and number of students served. ○ Track teachers’ involvement ○ Number of TLS Families? - Keisha will supply for the 5/12 SP comm meeting. Still needs to check with Carmen. ○ ETA on updated tracker: May meeting ● Parent Conferences: <ul style="list-style-type: none"> ○ Opportunity to address/reinforce the SEL goals of agency, managing emotions, and working well with others? ○ PE teachers send a family letter at the start of a unit for how to reinforce the lessons at home.
<p>SP Comm Goal 3 - Effective use of performance indicators (fiduciary)</p> <p>Goal 8: Student Retention</p>	<p>Spring Enrollment - Status update</p> <ul style="list-style-type: none"> ● % students have indicated that they are returning to date <ul style="list-style-type: none"> ○ By end of the week will have over 80 applications for next year ○ Strategizing how to fill the remaining seats. ○ Beyond where we were last year (typically have a surge over the summer, > 50 applications - calls, yard signs, applications while on the phone) ○ Priority in K - 1, not many seats open in the other grades. ○ Will not be adding Early Childhood until AY 28; funding is iffy right now. Benefit is academic more than financial. Have to be strategic with deployment of staff. ● Courtney will display current enrollment (intent to return and applications) vs projections

	<p>at upcoming Board and SP Committee meetings</p>
<p>Goal 9: Teacher Satisfaction (fiduciary, generative, strategic)</p> <p>PD Tracker for Teachers</p>	<ul style="list-style-type: none"> ● Patterns of Need in MOY Teacher Evaluations <ul style="list-style-type: none"> ○ Status of spring Focus #3: Rigorous instruction <ul style="list-style-type: none"> ■ Teachers needed more support on analyzing data and planning reteaching, so leaders pivoted from the original set of PD foci. ■ have been using exit tickets for error pattern analysis (not examining student work samples) to unpack alignment between what was intended/designed, taught, learned. ○ Staff observations for EOY evaluations take place this week and next; followup debriefs will take place in the last two weeks of school after testing. ● TNTP Survey data & Need for more collaboration <ul style="list-style-type: none"> ○ Update on retreat with instructional leaders <ul style="list-style-type: none"> ■ Planning structures to support vertical articulation within content areas will possibly be clustered as: K - 2, 3 - 4, and 5 - 6 ■ Function as thought partners with more time with leaders in a clinic format at the start. ○ ● Staff involvement in TLS Events: <ul style="list-style-type: none"> ○ Keisha will ensure the Participation Tracker is updated with all events and participation numbers to date by the SP Comm meeting on 5.12.26. ● Teacher Appreciation Week (May 4 - 8) <ul style="list-style-type: none"> ○ Send the following to gharmon@mocharterschools.org by Friday, May 1: ○ <i>Teacher's name and school. Grade and subject they teach, Photo, 2-4 sentences on what makes them exceptional</i> ○ Selected teachers will be featured in our Teacher Appreciation Hall of Fame on our social media May 4-8. Thank you for helping us celebrate the incredible work happening in classrooms every day! <ul style="list-style-type: none"> ■ Could also honor people who are doing good work related to education/community involvement. ■ Send categories to the Committee for possible recognition

<p><u>Upcoming</u></p>	<ul style="list-style-type: none">● Goals 2 & 4 Growth to Proficiency Indicator Needed<ul style="list-style-type: none">○ Courtney will take this into consideration when drafting the next set of Charter goals for renewal○ Need to be ready for review by the Board at or before the summer board retreat● Goals 1- 5 & 7 Digital Citizenship/Literacy Online Safety<ul style="list-style-type: none">○ Keisha and JB will work together in July on how to integrate digital literacy into students' computer curriculum for next year.<ul style="list-style-type: none">■ Don't currently have a computer curriculum■ Stephanie will connect with Keisha and JB before July about offering support.○ This year we have a Gr 4 ELA teacher who has taken on leading a FAM U session on digital citizenship/literacy.<ul style="list-style-type: none">■ Rebecca will introduce Mr Rigmaiden and Stephanie for offering support.● Revise Goal 9 Language needs to change to reflect the way the TNTP results are reported.<ul style="list-style-type: none">○ Currently says: 90% of staff members will agree or strongly agree on the TNTP Instructional Insight survey that they feel positively about the overall instructional culture.○ Could shift to something like: Teachers will meet or exceed the national average for all areas captured on the TNTP Insight Survey.○ Keisha will offer replacement language for the SP Committee's consideration at the 7.14.26 SP Committee meeting.● Peer Collaboration<ul style="list-style-type: none">○ Courtney will report on plans to address the peer collaboration goal at the 8.12.26 SP Committee meeting
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Coversheet

Governance Committee

Section: III. Committee Reports
Item: C. Governance Committee
Purpose: Discuss
Submitted by:
Related Material: April 2026 Gov Comm Meetings.pdf



Governance Committee Meeting Agenda - 4/14/26 & 4/23/26

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

[TLS Board Policies & Bylaws](#)

[MCPSA Model Policies 2025 - 2026](#)

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 Executive Director 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

4. Promotion and Monitoring of board member engagement

- a. Action: Attendance at TLS Events, locating fund-raising partners, and providing reports to the community.

Governance Committee 2025 - 2026 Charter	Board Meetings 2025 - 2026	MSBA	Means and Ends
<p>Standing Meeting Dates for 2025 - 2026: Second Tuesday @ 4:00 PM Join Zoom Meeting</p> <p>https://us06web.zoom.us/j/87596248351?pwd=bRtDGns1sqzPSAU3Dotp1bWpAj5yBz.1 Meeting ID: 875 9624 8351 Passcode: C0RL1a</p>			

<p>Date of Meeting: 4.14.26 Date of followup Meeting: 4.23.26</p>	<p>Present: Courtney, Becky Present: Courtney, Stephanie, Becky</p>
<p>Charter Goal 10 & Gov Comm Goal 4: Board Engagement (Fiduciary, strategic, generative)</p>	<p>Revision of Committee Charter to include tasks previously handled by the Development Committee</p> <ul style="list-style-type: none"> • Attending TLS events including Fam U and PTO • Finding partners • Communicating with community members through reports/coffees <p>Board Task Tracker - Status</p>
<p>Gov Comm Goal 1: Ensure compliance with MCPSC expectations (Fiduciary, strategic)</p>	<p>Discussion of Charter Goals for 2027 - 2032</p> <ul style="list-style-type: none"> • Three part format: School Performance Charter Goals, Performance Framework Goals, Internal Goals - does this work? <ul style="list-style-type: none"> ○ Consider how the Tiers inter-relate - Stephanie will review and share out ideas for next month's meeting. ○ Create a visual to represent - Potentially share on the website ○ Consider priorities for review by the Board during our summer retreat • TLS SMART Goals for School Performance - Courtney will share with the board July <ul style="list-style-type: none"> ○ Metrics ○ Students will create portfolios where they keep track of their experiences/accomplishments – examples of writing samples (self-promotion)
<p>Gov Comm Goal 1: Ensure compliance with MCPSC expectations</p>	<p>Annual Requirements:</p> <ul style="list-style-type: none"> • Approval of Evaluation Rubrics <ul style="list-style-type: none"> ○ Teacher

(Fiduciary)

[Annual Reports Required by Reportwell](#)

- [Principal](#)
- Assistant Principal of Culture
- Assistant Principal of Instruction
- Operations Rubric - Courtney's hard drive is in the shop; once it's available will send.
- Director of FACE rubric - Keisha has and will send
- Office Coordinator - JB creates
- Custodial Staff - FACE director creates; Becky will ask Carmen
- Status of second round of evaluations:
 - Follow up from MOY evaluations:
 - Gr. 3 - 5 will be complete by 4/17.
 - By 4/24, K - 2 and elective teachers will be completed
 - Leadership evals will be done last after the end of school. During the four work days individual conversations could start with completion in June.
- Integration of skills into [job descriptions](#) - Courtney will add Skills to Leadership job descriptions for September.
- Next year a building manager/point person for each building will take over facilities, including arrival/dismissal/lunch and breakfast. Courtney will ensure rubrics are created for these positions by September.
- PowerSchool will be the Office Manager's responsibility as well as running the Front Desk.

4/28 Board Agenda items:

- Approval of [Academic Calendar](#)
- Approval of revised Gov Committee Charter

Review Completion of [Annual Policy-Based Training and Drills Tracker](#)

- [Plan to complete remaining](#) trainings/drills/information sharing before end of the school year (May 22) - Monday check-in.
 - *Momentum* COO could share her approach to compliance (consulting) - Courtney will Follow up. Circle back in July.
- [Plan for how to address](#) these systematically next year. - JB will complete this summer; Courtney will report in August.
- Becky checked with JB re: water test results. [This is what we have](#) for Info (pipe status). - C to talk with JB and plan next steps re: testing. Circle back in May.

	<p>Hiring Protocol Checklist - Status</p> <ul style="list-style-type: none"> ● References on a spreadsheet, add information when do on-boarding, fingerprinting and background checks, certifications. <ul style="list-style-type: none"> ○ Jessica for PIR (3 ref checks); has been working with TLS for Teach St Louis ○ JB in process of starting on-boarding when testing is done ○ Hired a K teacher from Nashville (spoken with two refs); needs to have TN license transferred to MO ○ Gr 5 ELA teacher from TX originally from St Louis; having certification transferred. (3 refs) ○ Science (4 years exp.); ref checks needed ○ Gr. 2 ELA (check on refs) ○ Gr. 6 math (one ref; waiting on another) ○ Still have Kindergarten open and another TA position. ● Show status at May Gov Comm meeting <p>Reportwell Reports Due</p> <ul style="list-style-type: none"> ● Enrolled Students for next fall - Due April 30th ● Board Acknowledgement of its Annual Review of Revocation and Closure Policy - June 1 ● Title 1 Plan - Due June 1 - who will complete? - CM will ask Keisha and JB ● MOVERS Supplier Registration - June 1 ● Annual 990 - due June 14th - EdOPs (FinComm agenda) ● Dyslexia Screening - due June 14th CM will ask Keisha and JB
<p>Gov Comm Goal 1a, b: Policy Review</p> <p>Policies needing review annually, bi-ennially, and periodically</p> <p>(Fiduciary)</p>	<p>Follow up on 3/31/26 Policy Review:</p> <p>Policy: DESE certification of compliance with drug-free workplace is required. Content of Staff HB. - JB Align with EAP expectations etc. - JB Becky will send policies and JB will cross check handbooks</p> <p>Policy: Drug-free schools Does the Health curriculum address drug/alcohol use? Becky will send policy and link to check Family HB. Add Keisha. (Tracker)</p> <p>Policy: Will's Law Does the nurse have 504s for students with epilepsy? Status of training for relevant staff? - CM will follow up with KS; Becky will end an email about</p>

	<p style="text-align: center;">both.</p> <p>Upcoming Annual Board Policy Review Schedule:</p> <table border="1"> <tr> <td style="text-align: center;">Apr. 24</td> <td> <ul style="list-style-type: none"> ● Revocation and Closure Policy & Infographic </td> </tr> <tr> <td style="text-align: center;">May 26</td> <td> <ul style="list-style-type: none"> ● Student Fees Policy ● Solicitations of Staff and Students Policy ● Capital Assets Accounting Policy </td> </tr> <tr> <td style="text-align: center;">June 30</td> <td> <ul style="list-style-type: none"> ● Human Sexuality and Sexually Transmitted Diseases Instruction Policy ● Students with Diabetes (Individualized Plan) ● Title IX Sexual Harassment Policy </td> </tr> </table>	Apr. 24	<ul style="list-style-type: none"> ● Revocation and Closure Policy & Infographic 	May 26	<ul style="list-style-type: none"> ● Student Fees Policy ● Solicitations of Staff and Students Policy ● Capital Assets Accounting Policy 	June 30	<ul style="list-style-type: none"> ● Human Sexuality and Sexually Transmitted Diseases Instruction Policy ● Students with Diabetes (Individualized Plan) ● Title IX Sexual Harassment Policy 										
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<p>Gov Comm Goal #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. (Fiduciary, strategic)</p> <p>Internal Charter Goal #10: Board Engagement</p> <ul style="list-style-type: none"> ● ED and Board members need to update Professional Development tracker ● ED and Board members need to submit filings to MEC by May 1 	<p>December 2025 - Self-Evaluation</p> <ul style="list-style-type: none"> ● Board Self Eval questions <ul style="list-style-type: none"> ○ Growth areas: Committee attendance; partnership with ED (check-in agendas); researching best practices in areas of governance/school performance ● Next Board Self-Evaluation - Mid-June. Review results at summer retreat. <p>Committee Attendance by Board Members</p> <table border="1"> <thead> <tr> <th>Month</th> <th>Governance (4 board members)</th> <th>School Performance (3 board members)</th> <th>Finance & Facilities (3 board members)</th> </tr> </thead> <tbody> <tr> <td>Apr</td> <td>(25%) Becky + Courtney (66%) Stephanie, Becky + Courtney</td> <td>(33%) Becky + Courtney</td> <td>(33%) Becky + Paul & Courtney (66%) Gary + Becky</td> </tr> <tr> <td>Mar</td> <td>(100%) Shinita, Becky, Stephanie, Gary + Courtney</td> <td>(100%) Stephanie, Shinita, Becky + Rebecca, Courtney, Keisha, Whitney</td> <td>(66%) Gary, Becky + Courtney, Whitney, Shanise</td> </tr> <tr> <td>Feb</td> <td>(25%) Becky + Courtney</td> <td>(33%) Becky + Courtney</td> <td>(100%) Gary, Tanisha,</td> </tr> </tbody> </table>	Month	Governance (4 board members)	School Performance (3 board members)	Finance & Facilities (3 board members)	Apr	(25%) Becky + Courtney (66%) Stephanie, Becky + Courtney	(33%) Becky + Courtney	(33%) Becky + Paul & Courtney (66%) Gary + Becky	Mar	(100%) Shinita, Becky, Stephanie, Gary + Courtney	(100%) Stephanie, Shinita, Becky + Rebecca, Courtney, Keisha, Whitney	(66%) Gary, Becky + Courtney, Whitney, Shanise	Feb	(25%) Becky + Courtney	(33%) Becky + Courtney	(100%) Gary, Tanisha,
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<p>(fiduciary, generative, strategic)</p>	<p>Becky + Courtney</p>		
	<p>Recommendations re: COMMITTEE work for a Board in Year Two of a Turn Around in light of the Board Member Agreement</p> <ul style="list-style-type: none"> ● Two members are currently not serving on a committee. ● Timing of committee meetings: Lunch time? Early morning? After dinner to stay focused. Add board agenda ● Re: Expectations for communicating availability - Add to the Board Member Agreement ● Re: Responding to email - Add to the Board Member Agreement ● Re: Chronic absence - One-on-one conversation with the Committee Chair re: whether serving on the Committee is a good fit. ● Re: meeting time - Ask the full board about best times. ● Re: Fulfilling expectations as a board member: <ul style="list-style-type: none"> ○ Board chair meets with the member one-on-one and reviews board agreement and conduct protocol <p>Board Dashboard: Engagement Tracker</p> <ul style="list-style-type: none"> ● Stephanie attended the Career Day @ TLS on 3/24 and 3/25 - share out on 4/28 ● Next PTO meeting: 5.12.26 @ 5:30 PM (same day as Gov Comm) ● Buddy Fund Kickball Tournament on May 9 - Becky will encourage Board members esp TC, Aaron, Gary who could represent the school's team to attend. Courtney will send the flyer. <p>Possible Board Retreat Dates</p> <ul style="list-style-type: none"> ● Survey to indicate availability. <ul style="list-style-type: none"> ○ Encourage board to respond at 4/28 meeting. ● Retreat Agenda: <ul style="list-style-type: none"> ○ Review EOY Board Self-Evaluation Results ○ Vision for student outcomes/leadership development <p>Student Leadership Development Work Team</p> <ul style="list-style-type: none"> ● Stephanie is open next week (evening) - Becky will set up first meeting <ul style="list-style-type: none"> ○ Discuss community focus groups around revising mission/vision ○ TLS is also discussing how to loop stakeholders in to join each other 		

	<p><u>Charter Renewal Narrative</u></p> <ul style="list-style-type: none"> ● Core elements ● Needs to be complete by October/November ● Governance section will be handled by the Gov Committee with input from the full Board
<p>Gov Comm Goal #2: Lifecycle Planning (strategic)</p> <p>TLS Board Professional Development Tracker</p>	<p>Board Recruitment - Stephanie and Shinita - Tabled</p> <ul style="list-style-type: none"> ● Share draft plan at April 14 Governance Committee meeting <ul style="list-style-type: none"> ○ Becky will share onboarding steps with Stephanie and Courtney ● Invitation from TOT for regional chairs to meet with current board member trainees as potential board members on 4.20.26. - Shinita and Becky will attend <ul style="list-style-type: none"> ○ We could benefit from legal, PR, HR, development expertise <p>Board Succession Planning - Need a work team to focus on this</p> <ul style="list-style-type: none"> ● Board Succession Planning Folder ● Board Succession Plan (draft) ● Succession Planning Services (Board)
<p>Gov Comm Goal 3: Assessment and Evaluation (fiduciary)</p>	<p>Consistent Communication Cadence</p> <ul style="list-style-type: none"> ● Director to Board <ul style="list-style-type: none"> ○ Next newsletter out when - Mid to end of May
<p>Upcoming (strategic, fiduciary)</p>	<p>May 14 Gov Comm Meeting Emergency ED Succession Planning - CM, TM, AW, SM</p> <ul style="list-style-type: none"> ● Tanisha has drafted a proposal for both ED Emergency & ED Regular Succession Planning ● 9.25.25 convo with Consultant John Tarvin re: ED Succession planning <p>June 30 Annual Meeting - Annual ED Report</p> <ul style="list-style-type: none"> ● TLS Bylaws, Article VI: “The Executive Director shall cause to be prepared and shall submit to the board for its approval an annual budget and all supplements thereto for each fiscal year. The Executive Director shall submit to the board of directors at its annual meeting a report summarizing the operations and affairs of this corporation and its activities during the preceding year and setting forth the plans, programs or projects for future development, with such suggestions and recommendations as such officer shall deem appropriate. The Executive Director shall also make such reports to the board of directors as may be appropriate, or which may be required by these bylaws, or by the board.”

Gov Comm Goal 1: **Ensure compliance with MCPSC expectations**

[Core Elements to Address in Charter Renewal Application](#)

[Successful Charter Renewal Comparison](#)

- **Election of Officers**
 - **Discuss the possible addition of the following to the Bylaws: ““If the number of nominees equals the number of positions to be elected, the nominees shall be elected by unanimous consent at the annual meeting and a formal vote need not be taken.”**
- **Approval of Budget**

Charter Renewal:

- [Charter Renewal Narrative](#) - Timeline for completion - by fall/winter
 - CM will talk with Colby about the process of completion
 - Take original charter and update to our vision
 - Process for developing the vision: Community focus groups?
 - Innovation Exchange Student Leadership feedback
 - Work on rough draft in July?
 - Chunk out a timeline for parts completion
 - CM will assign parts to Leadership Team
 - Use summer Board retreat for part?

Coversheet

Slide Deck

Section: IV. Executive Directors Monthly Report
Item: A. Slide Deck
Purpose: Discuss
Submitted by:
Related Material: ED Board Report April 28, 2026.pdf

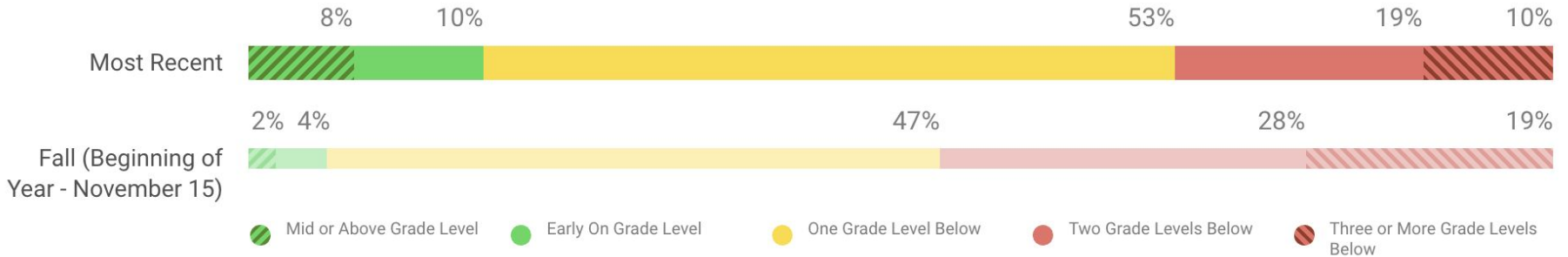
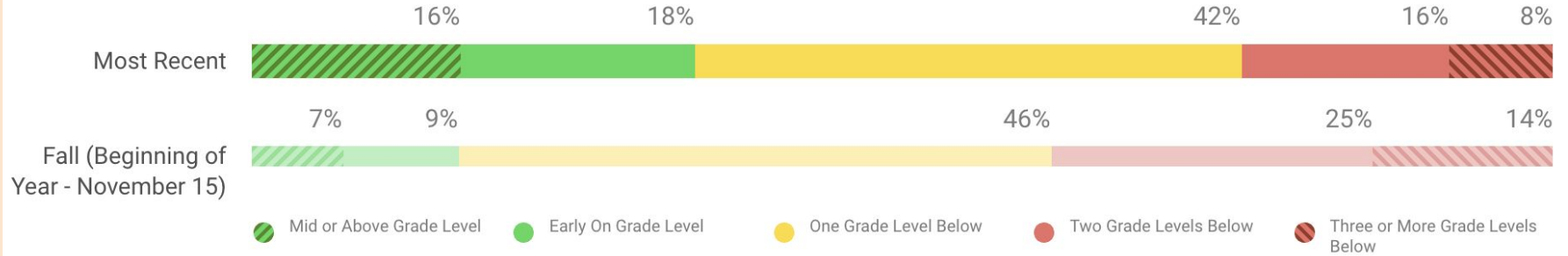


THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

Executive Director Monthly Board Report

The Leadership School
Board of Directors Meeting
April 28, 2026

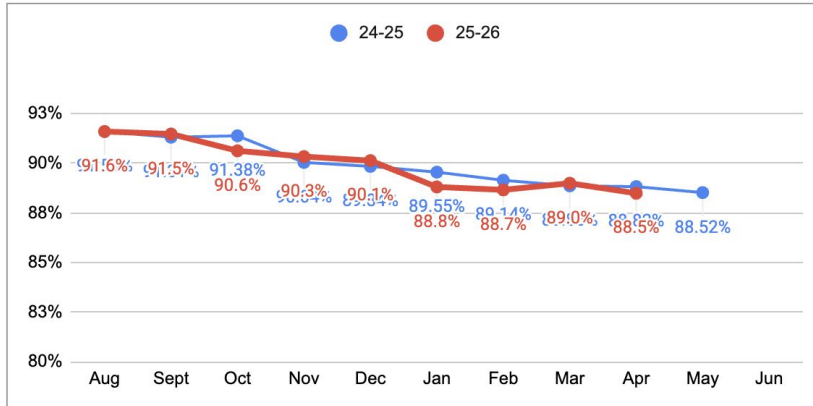
Goal 3: iReady BOY to MOY Achievement Data



Revised Charter Goal 5: *Attendance*

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

YTD Attendance Comparison vs. Previous Year



YTD Attendance	
88.5%	
Since beginning of year	▼ 3.1%
Since last month	▼ .5%



Charter Goal 7: *Positive School Culture*

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.

Survey Definition of “satisfied”

Month	# of Discipline Referrals 24-25	# of Discipline Referrals 25-26
October	68 Referrals	22 Referrals
November	103 Referrals	31 Referrals
December	42 Referrals	32 Referrals
January	20 Referrals	12 Referrals
February	25 Referrals	20 Referrals
March	23 Referrals	21 Referrals

Note that we have 80 more students in the 25-26 school year than we did in the 24-25 school year.

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.

Grade-Level	Returning/Total Students	Re-Enrollment Rate
1st Grade	47/50 Returning Students	94% Return Rate
2nd Grade	46/50 Returning Students	92% Return Rate
3rd Grade	46/50 Returning Students	92% Return Rate
4th Grade	40/44 Returning Students	91% Return Rate
5th Grade	40/46 Returning Students	87% Return Rate
6th Grade	45/50 Returning Students	90% Return Rate



Enrollment by Grade 2026 - 2027

	Budgeted Enroll	Returners	Applicants	25-26 Comparison
KG	63 Students	N/A	28	10
1st	84 Students	47 Students	5	3
2nd	48 Students	46 Students	6	1
3rd	48 Students	46 Students	6	2
4th	48 Students	40 Students	3	3
5th	48 Students	41 Students	7	1
6th	48 Students	45 Students	3	n/a
Total			58	20

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**.

Total Staff in August	Staff Retention Rate	Teacher Retention Rate
41 Staff Members	$37/41 = 90\%$	$23/24 = 96\%$



Charter Goal 11: *Financial Sustainability*

- The Leadership School will maintain at least **60 days** of **cash on hand** at all times.
- For each year, the **annual audit** will have **no material findings** and **unqualified opinion**.

	July	Aug	Sept	October	Dec	Jan	Feb	Mar
Days of Cash (< 60)	76	86	71	71	72	61	82	82
Gross Margin (> 5%)	7%	10%	6%	7%	7%	5%	9%	9%
% Fund Balance @ Year's End (> 12%)	21%	24%	20%	20%	20%	17%	22%	22%