



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Monthly Board Meeting

Plus Legal & HR Overview

Published on October 26, 2026 at 7:00 PM CDT

Amended on October 27, 2026 at 4:58 PM CDT

Date and Time

Tuesday October 27, 2026 at 5:00 PM CDT

Location

The Leadership School
1785 Pennsylvania Avenue
St. Louis, MO 63133

In Person:

The Leadership School Board Meeting (In Person)

Tuesday, October 27, 2026

6:00 – 8:30pm

Join Google Meet

<https://meet.google.com/xdw-yggt-oeq>

Agenda

	Purpose	Presenter	Time
I. Opening Items			5:00 PM
A. Call the Meeting to Order		Stephanie Madlinger	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 Roll Call		Rebecca Langrall	2 m
C. Public Comment Section		Stephanie Madlinger	2 m
D. Board Meeting Minutes — September 29, 2026	Approve Minutes	Stephanie Madlinger	1 m
https://app2.boardontrack.com/public/hasS7s/minutes/120092			
E. Legal & HR Overview Presentations		Susie Lake	45 m
Board Directors, Susie Lake & Shanita Simpson will provide a high-level overview of legal and human resources for TLS Leadership and Board of Directors. Q & A will follow. Dr. Aaron Jones will participate via virtual connection as a consultant for TLS Board.			
II. Executive Directors Monthly Report			5:52 PM
A. ED Monthly Report	Discuss	Courtney Moulder	30 m
https://docs.google.com/presentation/d/1QSPvrNT5QxgsXBYRfPw7vyCiCvCEi--abPy7o8vQ2w/edit?usp=sharing			
III. Board Chair and Committees Reports			6:22 PM

	Purpose	Presenter	Time
A. Updates	FYI	Stephanie Madlinger	20 m

Goal #10 Board Engagement

- **Board Meeting Attendance avg for AY 27: 82%**
 - **100% Monthly Board Meeting September 29**
 - **100% Closed Special Board Meeting October 6**
 - **86% Closed Special Board Meeting October 19**
- **Committee Meeting Attendance for October:**
 - **Finance & Facilities: 3/4 = 75%**
 - **Governance: 4/5 = 80%**
 - **School Performance: 2/3 = 67%**

Giving

- **YTD: \$523**

Upcoming Events

- **11.10.26 PTO virtual Meeting, 5-6pm**
- **11.17.26 Family U / STEM Night, at TLS 5-7pm**
- **11.30.26 Charter Renewal Public Hearing, at TLS 6-8pm**
- **12.01.26 Monthly Board Meeting at TLS 6-8:30pm**
- **12.08.26 PTO virtual Meeting, 5-6pm**

ACTION ITEMS

Review:

- **Charter Renewal Updates & Preparation**

Awareness: *see Gov Com

- **Board Communication Protocol**
- **Board Norms**
- **Board/ED Compact**

Self Study

- Stephanie Madlinger & Whitney Perry, Board Director PD
 - Summary from attending the Missouri Public Charter School Conference Oct 7-8, 2026

IV. Committee Reports

6:42 PM

Committee Notes and Action Items for this month's board meeting

- | | Purpose | Presenter | Time |
|---|-----------------|------------------|------|
| A. Approve 10.07.26 Governance Committee Meeting Minutes | Approve Minutes | Rebecca Langrall | 2 m |
| B. Governance Committee | Discuss | Rebecca Langrall | 15 m |

ACTION ITEMS

Annual Policy Review:

- [Board Member Orientation Policy](#), p. 53
- [Personnel Evaluations Policy](#), p. 154

Revise

[Board Conduct policy](#) - see language in red

- [Board and Committee Meeting Attendance Records](#)

[ED Succession-Related Bylaw Revisions](#)

Recommend for Approval

- [Proposed AY 27 ED Evaluation Framework](#)

	Purpose	Presenter	Time
C. Approve 10.20.26 School Performance Committee Meeting Minutes	Approve Minutes	Stephanie Madlinger	2 m
D. School Performance Committee	Discuss	Stephanie Madlinger	20 m

ACTION ITEMS

Awareness:

- ED Evaluation Survey & Plan
- Systemic Student Agency, Inquiry and Leadership (SAIL) update
- Goals Alignment Crosswalk

E. Approve the Finance & Facilities Oct 21, 2026 Meeting Minutes	Approve Minutes	Rebecca Langrall	2 m
F. Finance & Facilities Committee	Discuss	Rebecca Langrall	15 m

ACTION ITEMS

Review and Vote:

- KPIs from September's financials (slides 3 & 4) Consent Agenda Item
- First Quarter Report
- Introduce Anders Lindgren of School Ops - Status of CSP Reimbursements

Upcoming

- Marr & Co's Clark Hanner will join us at the 12/1/26 Board meeting to present the AY 26 Audit Report
- Data review from the Q1 Internal Controls Questionnaire

V. Consent Agenda 7:38 PM

A. Pending Previous Discussion: Vote to Approve	Vote	Stephanie Madlinger	2 m
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	Purpose	Presenter	Time
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- 10.07.26 Governance Committee Meeting Minutes
- 10.20.26 School Performance Committee Meeting Minutes
- 10.21.26 Finance and Facilities Committee Meeting Minutes
- [AY 27 ED Evaluation Framework](#)
- [ED Succession-Related Bylaw Revisions](#)
- **September Financial Reports**
- [Quarter 1 Report](#)

Evaluation Instruments/Rubrics for the following positions:

- [Office Manager](#)
- [Revised Teacher Development](#)
- [Recruitment/Wellness](#)
- [Custodian](#)

VI. Closed Meeting 7:40 PM

- | | | | | |
|----|--|------|---------------------|------|
| A. | Motion to Close the Meeting: Executive Session | Vote | Stephanie Madlinger | 60 m |
|----|--|------|---------------------|------|

Pursuant to Section 610.021.3 dealing with "Hiring, firing, disciplining, or promoting of particular employees by a public governmental body when personal information about the employee is discussed or recorded" the Board will entertain a motion to close the meeting.

VII. Motion to Re-Open the Meeting 8:40 PM

- | | | | | |
|----|-------------------------------|------|---------------------|-----|
| A. | Motion to Re-Open the Meeting | Vote | Stephanie Madlinger | 1 m |
|----|-------------------------------|------|---------------------|-----|

Reopen the meeting to finish the open meeting agenda

VIII. Closing Items 8:41 PM

- | | | | | |
|----|---------------------------------|---------|---------------------|-----|
| A. | Board Member Meeting Reflection | Discuss | Stephanie Madlinger | 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 ...

	Purpose	Presenter	Time
<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	Stephanie Madlinger
<ol style="list-style-type: none"> 1. Consider making a monthly donation via GiveButter or an in-kind donation to TLS. 2. To promote events and fundraising through your personal and professional networks. 3. TLS Board Professional Development — review Weekly Memo from Board Chair for opportunities 			
C.	Adjourn Meeting	Vote	Stephanie Madlinger

Coversheet

Board Meeting Minutes — September 29, 2026

Section:	I. Opening Items
Item:	D. Board Meeting Minutes — September 29, 2026
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Monthly Board Meeting on September 29, 2026

APPROVED



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Minutes

Monthly Board Meeting

Date and Time

Tuesday September 29, 2026 at 6:00 PM

In Person:

The Leadership School Board Meeting (In Person)

Tuesday, February 24, 2026 · 6:00 – 8:30pm

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

G. Stevenson (remote), R. Langrall, S. Lake, S. Madlinger, S. Simpson, T. Curry, W. Perry

Directors Absent

None

Directors who arrived after the meeting opened

W. Perry

Guests Present

C. Moulder, L. Moody Seymour

I. Opening Items

A. Call the Meeting to Order

S. Madlinger called a meeting of the board of directors of The Leadership School to order on Tuesday Sep 29, 2026 at 6:07 PM.

Susie Lake--Secretary

Stephanie read the Mission Statement.

B. Record Attendance

W. Perry arrived at 7:00 PM.

C. Public Comment Section

Teacher Presentations of Personal Observations

1. Ms. Treece Timmons (2nd Grade ELA)

- **Tenure & Background:** Year 3 at TLS
- **Facility Growth:** Highlighted physical changes in the building (e.g., transition from serving lunch in individual classrooms to utilizing a dedicated cafeteria).
- **Systems & Focus:** Systems have been developed as the school expanded, allowing teachers to focus more directly on instruction.
- **Community & Partnerships:** Parent engagement has expanded significantly (PTO launched last year). Partnerships such as the Legacy Center provide free parental resources and a safe environment for students. The building increasingly feels like a cohesive school.

2. Ms. Lauren Martin (3rd Grade ELA)

- **Tenure:** Year 3 at TLS.
- **Coaching Support:** Emphasized the vital role of instructional coaching
- **Leadership & Collaboration:** School leaders genuinely care and step in to support teachers directly.

- **Teacher Efficacy & Culture:** Expressed highest level of teaching confidence to date. Highlighted shared passion and strong peer relationships among staff, noting TLS helped her rediscover her passion for education.
- ED, Courtney Moulder add that an outside consultant offered high praise for Ms. Martin for her classroom environment

D. Board Meeting Minutes — August 25, 2026

R. Langrall made a motion to approve the minutes from Monthly Board Meeting on 08-25-26.

S. Simpson seconded the motion.

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

II. Executive Directors Monthly Report

A. ED Monthly Report

1. Executive Director Update (Courtney Moulder)

Operational Updates & Achievements

- **CoED Fellowship:** Keisha and Courtney graduated from the 2-year Greenhouse Executive Director Fellowship alongside 17 charter school leaders nationwide. The program, funded by TOT, includes reciprocal school visits.
- **Facilities Expansion:** Completion of the back building is targeted for December 18, 2026. This addition includes a gymnasium, cafeteria, 5 classrooms, an industrial kitchen, and collaborative glass office spaces for students and staff. Funding documentation is being finalized this week.
- **Playground Construction:** Playground funding will follow completion of essential structures, with construction expected in Spring 2027.
- **Dismissal Operations:** Traffic flow, transportation, and parking have significantly improved. Dismissal time for 400 students reduced from 2 hours on Day 1 to 30 minutes.

Academic Progress & Charter Goals

- **Goal 1 (MAP Goals):** Target by Year 5 is 35% Proficient/Advanced in ELA, 20% in Math, and 30% in Science.
 - **Interventions Implemented:** Adopted the "Red Thread" ELA curriculum (2-hour daily block) with a 1-hour foundational skills block. Implemented "Ignite" (TOT-funded intensive virtual reading program with certified specialists 20 min/day) alongside small-group/iReady interventions.
- **Goal 2 (iReady Reading):** Halve the number of students 2+ grade levels below annually. Currently 36% (1 in 3) are 2+ levels below; school remains on track to meet this goal.
- **Goal 3 (iReady ELA Proficiency):** 50% at or above grade level by Year 5. Achieved 42% last year and expected to meet the goal this year.

- **Revised Goal 3 (iReady Math):** 25% at or above grade level by Year 5 (internal target set to 35-40%).
- **Revised Charter Goal 4 (iReady Math Diagnostic):** Halve the number of students 2+ grade levels below annually. Currently on track.
- **Attendance (Goal 5):** Average daily attendance recorded at 94.4% for August and 93.8% for September, ahead of last year's rate and exceeding the 90% ADA / 77% proportional attendance target.
- **Revised Charter Goal 7 (School Culture):** Target 90% caregiver satisfaction regarding communication and grievance resolution.
- **Charter Goal 8 (Student Retention & Enrollment):** Maintain 85% retention of Oct 1 enrolled students.
 - Current enrollment is 376-378 students (budget baseline is 371). Enrollment is at capacity in grades 2-6 (capped at 25 per class); open seats remain in K and 1st grade.
 - Facility expansion will increase total school capacity to 700 students, accommodating growth for the next 5-8 years.
 - External relations strategy includes an upcoming article highlight and enhanced social media presence managed by KS.
- **Charter Goal 9 (Staff Retention):** Target is 90% offer acceptance and 85% overall / 95% instructional full-year retention.
 - 2025-2026 instructional retention was 19/20; 26/28 overall staff offered return agreements for 2026-2027 accepted.

Financial Updates & Governance

- **Cash on Hand (Goal 11):** Projected at 44 days (target is 60 days). Expectation is that this metric will improve as fall enrollment stabilizes.
- **Financial Documentation & SOPs:** Timely financial documentation is currently at 80% (target: 95%). EdOps is conducting a financial systems diagnostic, and SOPs for credit card receipt submission ("Any Bill") are being rewritten to streamline reporting.
- **Procurement & Vendor Options:** Exploring alternative purchasing software, annual teacher spending allotments, and utilizing EdPlus resources for instructional supplies.
- **CSP Grant Funding (Charter Goal 11):** Reimbursement applications to be submitted at least quarterly, aiming for 98% fund expenditure by May 2027. EA and Operations teams are aligning to update grant management plans.

Data & Compliance (Charter Goal 12): Compliance reporting achieved 92.9% timeliness and 100% completion in August (target: 95% timeliness / 100% completion overall).

III. Board Chair and Committees Reports

A.

Updates

I. Meeting Overview & Reports

A. Executive Report & Board Engagement, Board Chair Stephanie Madlinger

- **Charter Goal 10 (Board Engagement):** Current board attendance and engagement stand below the 80% goal (e.g., 63% on July 28 with 5 of 8 members present). Continued membership status of inactive members affects overall metrics.
- **Committee Participation:** Board members are required to participate in at least one committee. Recent attendance rates:
 - Governance Committee: 80%
 - Strategic Planning (SP) Committee: 100%
 - Finance Committee: 75%
- **Engagement Participation Rules & Policy:** To strengthen overall involvement, the Governance Committee is reviewing potential participation thresholds and accountability measures.
- **Financial & Tangible Support:** Emphasis on tangible support pathways for board members, including donations, purchasing school supplies, volunteering for Trunk or Treat, and participating in popcorn sales.

B. Community Outreach & Partnerships

- **PTO Collaboration:** Becky Langrall shared the Annual Report during the PTO meeting to foster stronger collaboration between the Board and PTO.
- **TLS Community Tour:** Hosted community leaders, including two educational leaders from our community.

C. Professional Development

- TLS sponsored Becky Langrall's attendance at the Science of Learning Conference. Becky offered to lead a Professional Development (PD) presentation on key takeaways.

II. Academic Assessment & Accountability Framework

- **Missouri A-F School Grading Framework Overview:** Shinita Simpson presented a self-assessment on the new state grading system taking effect for the 2025-2026 academic year, covering 37 charter schools.
 - **Evaluation Criteria:** 30% Academic Achievement, 33% Value-Added Growth, 29% Growth Toward Proficiency. The framework includes a literacy strand but excludes growth to proficiency.
 - **Access Date:** Official grade ratings will be accessible later in November.
- **Analysis & Context:** Baseline projections put TLS in a prospective "C" rating tier alongside peer schools. The proficiency weighting presents a critical area of focus.

Concerns were noted regarding systemic equity issues inherent in proficiency-heavy metrics.

- **Advocacy & Communication:** TLS is considering sending representation to Education Advocacy Day in Jefferson City. Proactive messaging strategies could be prepared for families and the community, including addressing these topics ahead of time at the State of TLS address.

III. Board Governance & Action Items

- **Charter Renewal Status (Goals 6-10):** Committee leads will gather feedback on renewal sections for governance review ahead of the writing process.
- **Board Communication Protocol:** Google Chat is designated as the official channel for all internal board communications regarding school issues.
- **Board Norms Review:** Members must review existing board norms before the next Governance meeting.
- **Charter Management Organization (CMO) Analysis:** Review the Pro/Con/Neutral evaluation document regarding CMO options.

IV. Upcoming Events & Calendar

- **State of TLS Address:** October 5
- **Governance Committee Meeting:** October 7
- **Charter School Conference (Kansas City):** Attendees include Whitney Perry, Stephanie Madlinger, Rebecca Maldonado, Courtney Moulder, and Lauren Martin.
- **PTO Virtual Meetings:** November 10 & December 8
- **Family U / STEM Night:** November 17 (at TLS)

IV. Committee Reports

A. Approve 9.2.26 Governance Committee Meeting Minutes

S. Lake made a motion to approve the minutes from September 2, 2026 Governance Committee Meeting.

W. Perry seconded the motion.

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

B. Governance Committee

1. Governance Committee Operations

1.1 Physical Restraint & Crisis De-escalation Training

- The Board reviewed training updates regarding physical restraint and de-escalation protocols.
- Currently, eight staff members are certified/trained in physical restraint. Coverage ensures 1–2 certified staff members per building.
- All Special Education District (SSD) staff receive annual training.

- Training is maintained currently through EdPlus, utilizing Crisis Prevention Institute (CPI) protocols. De-escalation training is provided to all TLS staff.
- In response to requests from upper-grade teachers, a refresher course will be incorporated into summer professional development.
- Compliance note: Parents must be notified following any restraint incident, and all occurrences are formally reported to the State.

1.2 Parental Involvement & Title I Policy Review

The Board reviewed the Parental Involvement Policy infographic outlining the six core components of Title I parent and family engagement. The following inquiries were raised for follow-up:

- What is the scheduled date and format for the annual Title I meeting?
- Is a specific TLS Title I Compact currently established and in effect?
- Is 1% of the Title I budget explicitly allocated toward parental and family engagement training?

2. Governance & Policy Updates

2.1 Antisemitism Policy

Per state/regulatory guidance, all schools are required to adopt an Antisemitism Policy. The draft policy will be reviewed by the Governance Committee and presented to the Board prior to the October 7 meeting.

3. Academic & Assessment Updates

3.1 Student Survey & Baseline Metrics

To support student growth monitoring alongside the Wayfinder survey, TLS will administer questions from the Kelvin student surveys. Baseline student data surveys will be deployed three times annually.

4. Committee Updates

4.1 AY 27 ED Evaluation Work Team

The Work Team has convened twice to date. The framework under development will encompass a Professional Growth Plan, key charter performance metrics, and stakeholder surveys.

5. Action Items & Key Dates

- **October 5:** Obtain answers regarding Title I meeting schedules, compacts, and budget allocations
- **Prior to October 7:** Board members to complete review of proposed Antisemitism Policy.
- **October 27:** Next Board Meeting; address Title I inquiries and discuss Governance Committee updates.

C.

Approve 8.12.26 School Performance Committee Meeting Minutes

S. Lake made a motion to approve the minutes from August 12, 2026 School Performance Committee Meeting.

W. Perry seconded the motion.

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

D. School Performance Committee

School Performance Committee Meeting Updates

1. School Performance Committee Charter (AY 2026–2027)

The committee reviewed the draft School Performance Committee Charter for the 2026–2027 academic year. Members discussed alignment across key design elements and reached consensus on the overall charter framework and operational scope.

2. Restorative Practices Policy

The committee evaluated the updated behavior management framework. It was noted and agreed upon that the policy language has been revised to emphasize "Restorative Practices" over "Restorative Justice" to better reflect the targeted implementation protocols and culture strategy.

3. Student Agency, Inquiry, and Leadership (SAIL) Framework

Progress on the SAIL initiative was reviewed. The designated deadline for all initial project deliverables and pilot framework items is confirmed for October 14, 2026.

4. TLS Strategic Goals Alignment Crosswalk

The committee established the TLS Goals Alignment Crosswalk to map current internal school goals against proposed charter renewal goals. This crosswalk will be published in the upcoming weekly memo to ensure full Board review and shared understanding of contractual charter objectives.

5. Review of Committee Indicators & Focus Area Bandwidth

The committee examined feedback regarding the volume of indicators currently being monitored. Concerns were raised that tracking excessive metrics simultaneously risks diluting strategic focus. It was emphasized that the charter structure is designed to distribute focus areas across monthly cycles, and committee oversight will be streamlined accordingly.

E. Approve 9.9.26 School Performance Committee Meeting Minutes

S. Lake made a motion to approve the minutes from September 9, 2026 School Performance Committee.

W. Perry seconded the motion.

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

F.

Approve the Finance & Facilities August Committee Meeting

S. Lake made a motion to approve the minutes from September 16, 2026 Finance & Facilities Committee.

W. Perry seconded the motion.

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

G. Finance & Facilities Committee

Finance & Facilities Committee Report

1. Financial Performance & Key Performance Indicators (KPIs)

Key Performance Indicators (KPIs) show a slight decrease compared to previous months, primarily attributed to enrollment figures that will not be finalized until next month. Due to conservative budgeting strategies implemented last year, financial positioning is expected to improve following final enrollment adjustments.

As of August 2026, The Leadership School (TLS) is projected to conclude the fiscal year with approximately \$947,000 in cash reserve (equivalent to 51 days of operating cash) and a 14% fund balance.

A temporary budget variance remains as a result of the prior year's enrollment baseline. Full stabilization is anticipated prior to the upcoming Board of Directors meeting at the end of October 2026.

2. Policy & Operational Updates

The committee reviewed a request to modify the annual operating budget policy language. The proposed amendment expands policy oversight roles from "CFO" to "School Leadership Team," explicitly incorporating the Chief Financial Officer, Director of Operations, and members of the Finance & Facilities Committee. Following discussion, the broader and more inclusive phrasing "School Leadership Team" was selected to ensure flexibility while maintaining open access for principals and other stakeholders. Becky Langrall will finalize the policy language so it can be included on the consent agenda for next month's board meeting.

3. Motions & Action Items

Bank Account Signatory Approval: A proposal was introduced to add the Board Chair as an authorized signatory on the TLS bank account, aligning with standard best practices and the adopted Executive Director Succession Plan. Revisions to related bylaws will be reviewed during the Governance Committee meeting on October 7.

G. Stevenson made a motion to approve the addition of the Board Chair as a bank account signatory alongside current authorized signatories.

R. Langrall seconded the motion.

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

V. Consent Agenda

A. Pending Previous Discussion: - Vote to Approve

S. Lake made a motion to approve the minutes from Governance Committee Meeting on 09-02-26.

W. Perry seconded the motion.

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

S. Lake made a motion to approve the minutes from School Performance Committee Meeting on 09-09-26.

W. Perry seconded the motion.

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

S. Lake made a motion to approve the minutes from Finance and Facilities Committee Meeting on 09-16-26.

W. Perry seconded the motion.

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

VI. Closed Meeting

A. Motion to Close the Meeting: Executive Session

R. Langrall made a motion to Close the meeting.

S. Simpson seconded the motion.

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

Roll Call

W. Perry Aye

S. Madlinger Aye

T. Curry Aye

S. Simpson Aye

G. Stevenson Aye

S. Lake Aye

R. Langrall Aye

VII. Motion to Re-Open the Meeting

A. Motion to Re-Open the Meeting

G. Stevenson made a motion to reopen the meeting.

S. Simpson seconded the motion.

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

VIII. Closing Items

A. Board Member Meeting Reflection

R. Langrall made a motion to Close the meeting.

S. Lake seconded the motion.

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

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 11:00 PM.

Respectfully Submitted,

S. Lake

S. Madlinger made a motion to Adjourn meeting.

S. Simpson seconded the motion.

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

Documents used during the meeting

- 2026_09_02_governance_committee_meeting_minutes.pdf
- 2026_09_16_finance_and_facilities_committee_meeting_minutes-1.pdf
- 2026_09_09_school_performance_committee_meeting_minutes.pdf

Coversheet

Approve 10.07.26 Governance Committee Meeting Minutes

Section:	IV. Committee Reports
Item:	A. Approve 10.07.26 Governance Committee Meeting Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Governance Committee Meeting on October 7, 2026

APPROVED



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Minutes

Governance Committee Meeting

Date and Time

Wednesday October 7, 2026 at 6:00 PM

Location

Virtual

Committee Members Present

R. Langrall (remote), S. Lake (remote), S. Madlinger (remote), W. Perry (remote)

Committee Members Absent

G. Stevenson, S. Simpson

Guests Present

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

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

R. Langrall called a meeting of the Governance Committee of The Leadership School to order on Wednesday Oct 7, 2026 at 6:04 PM.

II. Gov. Comm Goal #1: 100% compliance with TLS Charter and Missouri Public School Expectations.

A. Pulse Dashboard Review

FA #2 (7 items) - 3 on track; 4 off track (will circle back on 10.22 @ Ed Check-In

FA #3 (10 items) - 5 on track; 5 off track (will circle back on 10.22 @ Ed Check-In

Reportwell status of 10.6: 91% on time; 99% complete

B. Focus Area 1: Board Development

- Discussion of board / committee administration tasks that will be moving off the plate of the Vice Chair in order to empower others to step up into roles that help sustain board functioning.
- **HR: Employee Relations, Employment Law**
 - Confirmed Overview HR Sessions with two board members on staff relations and employment/sunshine laws @ 5 - 6 PM on 10.27 in person at TLS with the board and managers.
- **[SPARK Playbook](#) - Orientation will be provided at the 12.1 Board meeting.**
- **FYI: Policies to be reviewed @ 10.27.26 Board Meeting**
 - **[Board Member Orientation Policy](#),**
 - **[Personnel Evaluations Policy](#).**
- **Annual Review**
 - **[Board Norms](#)** - The Committee review by Nov. 4. Share recommendations with full board in Dec.
 - **[Communication protocol](#)** - will review by Nov. 4. Share recommendations with full board in Dec.

C. Focus Area 2: Executive Oversight/ ED and Board Partnership

Governance/Management

- Discussion re: how to create greater understanding of the distinction between governance functions and management so that boundaries are not blurred, school leadership authority over management decisions is respected, while the board has sufficient information and insight into school functioning to provide effective oversight.
- Will explore working with a consultant

[AY 27 ED Evaluation Framework](#)

- **33% Professional Growth Portfolio, 33% Charter Goal attainment, 33% Survey data from four stakeholder groups**
- The Committee recommends approval at the 10.28 board meeting

Strategic Monitoring Framework will be updated for AY 27 during the 10.20 School Performance Committee meeting

Charter Renewal Project Management Tracker

- **Charter goals due 10.14**
- **Charter narrative due 11.14**
- **Possible hearing date 11.30**

D. Focus Area 3 - Compliance

Personal Time Off - Discussion about whether the language needs to be updated in the PTO policy for greater clarity.

PTO is currently mentioned in the following policies:

- **Family and Medical Leave Act** (PTO may be used to extend FMLA benefits, p.102)
- **Judicial, Military, and Religious Leave Policy** (jury duty cannot count against PTO; military duty (up to 18 paid days); religious leave - up to 3 days, cannot be deducted from PTO, **but must be made up**, p.135)
- **Personal Leave Policy** (prior approval needed, p.161)
- **Missouri Victims Economic Security and Safety Act Policy** (may take 1 to 2 weeks unpaid leave (depends on size of the school) and may substitute PTO (runs concurrently) for some of this time, p.177).

TLS will let us know.

Grievance Policies

- Committee will review recommended updates from last month, which include clearer timeframes to determine if they are reasonable, realistic

Board Conduct policy

- **Will review language in red around attendance expectations at the 10.28 board meeting for possible adoption**

ED Succession-Related Bylaw Revisions

- **Will review language in red around attendance expectations at the 10.28 board meeting for possible adoption**

III. Closing Items

A. 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,
R. Langrall

Coversheet

Approve 10.20.26 School Performance Committee Meeting Minutes

Section:	IV. Committee Reports
Item:	C. Approve 10.20.26 School Performance Committee Meeting Minutes
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for School Performance Committee Meeting on October 20, 2026

APPROVED



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Minutes

School Performance Committee Meeting

Date and Time

Tuesday October 20, 2026 at 6:00 PM

Location

School Performance Committee Meeting

Tuesday, October 20 · 6:00 – 7:30pm

Time zone: America/Chicago

Google Meet joining info

Video call link: <https://meet.google.com/ouo-zmmq-nvw>

Meeting Link: **NOTE Google Meet is now being used**

<https://meet.google.com/ouo-zmmq-nvw>

Committee Members Present

R. Langrall (remote), S. Madlinger (remote)

Committee Members Absent

S. Simpson

Guests Present

C. Moulder (remote), L. Moody Seymour (remote), rmaldonado@tlsstl.org (remote)

I. Opening Items

A. Call the Meeting to Order

S. Madlinger called a meeting of the School Performance Committee of The Leadership School to order on Tuesday Oct 20, 2026 at 6:08 PM.

B. Record Attendance

II. School Performance Committee

A. The Pulse: Dashboard Review

- Reviewed status check across Academic Performance, Operational/Financial, and Compliance metrics.
- Differentiated action step folders created for teachers based on growth areas; Cycle 2 focus shifting to rigor and data analysis with whole staff PD scheduled for 11/2 on academic monitoring.
- First round of staff evaluations set for Nov/Dec, second round for Mar/Apr.
- Fire inspection on site scheduled for 10/23 with MidCounty Fire.
- All metrics green; proceeded directly to Deep Dive.

B. Compliance & Reporting

- Checked upcoming Reportwell tracker items and submissions due.
- Status update on AY27-32 Charter Renewal Goals and instructional sections; collaboration between leaders and CM ongoing to complete sections for committee review.

C. Strategic Deep Dive: Focus Area One

- Reviewed ISG1–ISG4 (MAP & iReady Achievement/Growth data).
- Noted minor tech glitches in LinkIt/Illuminate platforms; Nov 2 PD day will cover additional training. Additional iReady data to be shared in January.
- SQR Feedback Review: Noted progress since Nov 2025 across 12 dimensions (3 implementing fully: In-class Assessment & Feedback, Professional Working Climate, Board Governance). Area for growth: Mission awareness and Key Design elements.
- Charter Renewal Goals 1 & 2: Using TOT Goals for renewal targets. RedThread tutoring is progressing well; Ignite tutoring under evaluation.
- **Action Item:** CM to share goals at Board Meeting Oct 27 and submit to Commission for feedback by Oct 30.

D. Strategic Deep Dive: Focus Area Two

- Reviewed ISG9 (Staff Satisfaction / Retention / Growth). Certified staff percentage currently ~76% (PE and Science positions filled).

- Surveys discussed: ED Job description, rubrics, and survey questions are being used to finalize survey for Direct Reports, Staff, and Families. Attuned survey questions will be utilized for non-instructional staff.
- Teacher Retention goal aligned with previous years (90% return rate of asked staff; 85% overall staff and 95% instructional staff remaining full year).
- **Action Item:** KS, CM, RM to provide feedback on Board/Direct Report survey by Gov Com meeting Nov 4. PTO clarification to be added to Staff Handbook by CM/KS.

E. Strategic Deep Dive: Focus Area Three

- ISG5: September Attendance was 93.3% with 63 discipline referrals.
- Systemic SAIL (Student Agency, Inquiry, and Leadership) pilot rollout scheduled for Grade 2 (and potentially Grades 5/6) starting Nov 2.
- Counseling & SEL program updates confirmed and updated in counseling program documentation.
- **Action Item:** Break down discipline data by number of individual students vs total incidents (KS & CM). CM to present SAIL update at Board Meeting Oct 27.

F. Strategic Deep Dive: Focus Area Four

- ISG7 & ISG8 updates: Student Culture Handbook alignment with Discipline and Restorative Practices policies reviewed.
- Current student enrollment discussion tabled for board presentation.
- **Action Item:** CM to share enrollment update at Board Meeting Oct 27.

G. Strategic Deep Dive: Focus Area Five

- Status of technology integration supporting ISG1–9 reviewed; discussion tabled for additional work group input.
- **Action Item:** KS & DB to incorporate technology integration where applicable into Systemic SAIL framework.

H. Board Inquiry & Actions

- Establishment of work teams / Goal Stewards for ISG1–9 monitoring.
- Review Strategic Monitoring Framework alignment.

I. Next Month

Key priorities to consider for next month:

Strategic Monitoring Framework alignment check (CM)

Board Data Literacy Education session (CM & RL)

Caregiver Survey tracking update (KS)

Systemic SAIL status update (KS)

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:34 PM.

Respectfully Submitted,
S. Madlinger

Coversheet

Approve the Finance & Facilities Oct 21, 2026 Meeting Minutes

Section: IV. Committee Reports
Item: E. Approve the Finance & Facilities Oct 21, 2026 Meeting Minutes
Purpose: Approve Minutes
Submitted by:
Related Material:
Minutes for Finance and Facilities Committee Meeting on October 21, 2026

APPROVED



THE LEADERSHIP SCHOOL
EMPOWERING LITTLE LEARNERS TO BECOME LITTLE LEADERS

The Leadership School

Minutes

Finance and Facilities Committee Meeting

Date and Time

Wednesday October 21, 2026 at 6:00 PM

Committee Members Present

C. Moulder (remote), G. Stevenson (remote), J. Book (remote), R. Langrall (remote), S. Madlinger (remote)

Committee Members Absent

T. Curry

Guests Present

Paul Greenwood (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

R. Langrall called a meeting of the Finance and Facilities Committee of The Leadership School to order on Wednesday Oct 21, 2026 at 6:02 PM.

II. Finance and Facilities

A. The Pulse: Dashboard Review

13 Items: 46% on-track; 54% off-track

Focus Area 1: Financial Position - 5 items: 2 - on track; 3 - off track

Focus Area 2: Financial Process - 6 items: 2 - on track; 4 - off track

Focus Area 4: Facilities - 2 items: 2 - off track

B. Compliance & Reporting

Reportwell: 96% complete; 90% on time as of 10.21.26.

C. Strategic Deep Dive: - Focus Area 1: Long-Term Financial Stability & Sustainability

September KPIs:

- Days of Cash: 46 (MCPSC Performance Framework Target: 60)
- Gross Margin: 1.1% (Target > 5%)
- Fund Balance: 12% (Target >12%)

[September Financials](#) and [Quarter 1 Report](#)

- Delays in CSP Reimbursements, DESE title funding (due at end of month), and adjusted per pupil state revenue based on current enrollment have resulted in a shortfall in revenue. Should see improvement next month with all three revenue streams, particularly in light of the work SchoolOps is doing to ensure the maximum reimbursement is found for CSP-eligible salary and benefits reimbursement.
- TLS will work with EdOps on where to cut spending to see how we can get end the year with 60 days of COH

D. Strategic Deep Dive - Focus Area 2: Operational Efficiency and Resource Stewardship

[Internal Controls Questionnaire](#) needs completion

[Draft - ED Evaluation Survey for Board, ED, Leadership Team](#) - TLS leadership will review the finance and facilities-related questions to ensure the make sense for the board and ED's direct reports.

Discussion of the status of the finance and facilities-specific parts of the charter renewal. ED and EdOps will meet next week to complete.

Great Rivers CMO

- **Not yet in a position to offer support to schools as they are will working on their charter for both the City and the County. Likely authorized in May.**

- **Might be an option for TLS going forward; in the meantime, could possibly provide consulting services.**
- TLS and GR will stay in touch on a monthly basis regarding school ops, culture, academics.

E. Board Inquiry & Actions

Continue learning about ways to strengthen financial position and operations at TLS

F. Next Month Focus

- Status of Annual Audit
- SOP for building the budget, including anticipated needs assessment discussed with TLS personnel and committee/board members; review recommended admin-to-staff ratios to address students' developmental needs
- Board and ED monthly activity to attract/secure donors

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:30 PM.

Respectfully Submitted,
R. Langrall

Documents used during the meeting

None

Coversheet

Finance & Facilities Committee

Section:	IV. Committee Reports
Item:	F. Finance & Facilities Committee
Purpose:	Discuss
Submitted by:	
Related Material:	2026 09 Accounts Payable.pdf 2026 09 Cash Receipt and Donation Listing.pdf 2026 09 Credit Card Invoice Listing.pdf 2026 09 Invoice Listing.pdf 2026 09 Check Register.pdf TLS Q1 Report.pdf TLS - Supplemental Report - September 2026.xlsx TLS - Monthly Presentation - September 2026.pdf



Accounts Payable

As of 9/30/2026

The Leadership School

PAYEE: ALL			STATUS: -- All --					REPORT DATE: 10/20/2026 12:01:37 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
2599	5/1/2026	10/21/2025	Awaiting Payment Authorization			PERRY PROMOTIONAL PRODUCTS LLC The Leadership School	10 1421 6411 6905 3 00000 000	\$145.00	Student jerseys	\$145.00
1015	9/1/2026	6/30/2026	Paid	10/7/2026	89041394	Greenhouse E3 The Leadership School	10 2644 6343 6905 3 00000 000	\$7,900.00	PD: Executive Leader Fellowship 6/30/26	\$7,900.00
INV00959	9/1/2026	6/30/2026	Paid	10/15/2026	89078892	Relay Graduate School of Education The Leadership School	10 2644 6319 6905 3 00000 000	\$6,930.00	FY27 NPSA - 06/30/26	\$13,860.00
							10 2644 6319 6905 3 00000 000	\$6,930.00	FY27 NPSA - 06/30/26	
INV00960	9/1/2026	7/1/2026	Paid	10/15/2026	89078893	Relay Graduate School of Education The Leadership School	10 2644 6319 6905 3 00000 000	\$9,570.00	FY27 NPAF - 7/1/26	\$19,140.00
							10 2644 6319 6905 3 00000 000	\$9,570.00	FY27 NPSA - 7/1/26	
5773	9/1/2026	8/13/2026	Paid	10/7/2026	89041395	DeansList, Inc. The Leadership School	10 2213 6319 6905 3 00000 000	\$3,502.50	SIS Platform Payment 1 of 2 8/13/26	\$3,502.50
15762	9/1/2026	8/19/2026	Payment Authorized			HopSkipDrive, Inc. The Leadership School	10 2551 6341 6905 3 00000 000	(\$167.58)	FY27 Credit Memo Duplicate Payment 08/19/26	(\$167.58)
5331	9/1/2026	8/20/2026	Awaiting Payment Authorization			SERVPRO The Leadership School	10 2542 6319 6905 3 00000 000	\$4,518.00	Mold remediation labor 8/20/26	\$59,106.54
							10 2542 6332 6905 3 00000 000	\$54,588.54	Mold remediation Materials 8/20/26	
CW201884	9/1/2026	8/24/2026	Awaiting Payment Authorization			GadellNet Consulting Services, LLC. The Leadership School	10 2331 6316 6905 3 00000 000	\$2,546.25	Tech Services 08/24/26	\$2,546.25

Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Amount	Memo	Amount
212464088	8/25/2026	8/25/2026	Paid	10/5/2026	89038496	ULINE 22143827	10 2542 6411 6905 3 00000 000	\$330.34	Cleaning Supplies 08/25/26	\$330.34
20260827-45.57	9/1/2026	8/27/2026	Paid	10/9/2026	89049140	Metropolitan St. Louis Sewer District 1515725-8	10 2542 6335 6905 3 00000 000	\$455.67	Sewer (including past due) 06/2026 - 07/2026	\$455.67
CW202002	9/1/2026	8/31/2026	Awaiting Payment Authorization			GadellNet Consulting Services, LLC. The Leadership School	10 2331 6316 6905 3 00000 000	\$430.00	Tech Services 08/31/26	\$430.00
9059547	9/1/2026	9/1/2026	Paid	10/7/2026	89041752	Paypool LLC The Leadership School	10 2523 6319 6905 3 00000 000	\$259.92	Service Period: 08/2026	\$259.92
CW202454	9/1/2026	9/1/2026	Awaiting Payment Authorization			GadellNet Consulting Services, LLC. The Leadership School	10 2331 6316 6905 3 00000 000	\$1,102.50	Tech Services 09/2026	\$1,102.50
INV510479	9/9/2026	9/9/2026	Paid	10/7/2026	89041754	PowerSchool 10027556	10 2114 6412 6905 3 00000 000	\$10,577.16	PowerSchool FY27	\$10,577.16
ORD11762264	9/9/2026	9/9/2026	Paid	10/5/2026	89038495	School Outfitters The Leadership School	10 1111 6411 6905 3 40001 000	\$8,774.10	26 Lab Tables 09/09/26	\$12,912.97
							10 1111 6411 6905 3 40001 000	\$4,138.87	50 Lab Stools 09/09/26	
WO-1058490-1	9/9/2026	9/9/2026	Awaiting Payment Authorization			Office Essentials 9990990	10 2511 6411 6905 3 00000 000	\$405.12	Supplies - Copy Paper 09/09/26	\$405.12
1855	9/10/2026	9/10/2026	Paid	10/7/2026	89041755	Propel Kitchens The Leadership School	10 2563 6471 6905 3 00000 000	\$12,800.00	Breakfast & lunch for week of 09/07/26	\$12,800.00
20260910-52.50	9/10/2026	9/10/2026	Paid	10/9/2026	89049142	Metropolitan St. Louis Sewer District 1523120-2	10 2542 6335 6905 3 00000 000	\$304.57	Sewer (including past due) 06/2026 - 07/2026	\$304.57
20260910-54.90	9/10/2026	9/10/2026	Paid	10/9/2026	89049139	Metropolitan St. Louis Sewer District 1515726-6	10 2542 6335 6905 3 00000 000	\$436.17	Sewer (including past due) 07/2026 - 08/2026	\$436.17
20260910-64.30	9/10/2026	9/10/2026	Paid	10/9/2026	89049141	Metropolitan St. Louis Sewer District 1515741-5	10 2542 6335 6905 3 00000 000	\$976.60	Sewer (including past due) 07/2026 - 08/2026	\$976.60

Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Amount	Memo	Amount
308014	9/10/2026	9/10/2026	Paid	10/7/2026	89041396	CityBlue Technologies, LLC. 057268	10 2511 6411 6905 3 00000 000	\$210.72	printer ink 09/2026	\$210.72
389	9/10/2026	9/10/2026	Paid	10/7/2026	89041393	Rebel Law The Leadership School	10 2311 6317 6905 3 00000 000	\$61.50	Legal services 09/2026	\$61.50
4282120167	9/11/2026	9/11/2026	Paid	10/5/2026	89038497	Cintas Corp 20871236	10 2542 6411 6905 3 00000 000	\$1,896.47	Cleaning Supplies 09/11/2026	\$1,896.47
4837746	9/16/2026	9/16/2026	Awaiting Payment Authorization			Rottler Pest Solutions The Leadership School	10 2542 6339 6905 3 00000 000	\$351.00	Pest Control Services 09/16/2026	\$351.00
1866	9/18/2026	9/18/2026	Paid	10/7/2026	89041755	Propel Kitchens The Leadership School	10 2563 6471 6905 3 00000 000	\$12,800.00	Breakfast & lunch for week of 09/14/2026	\$12,800.00
1867	9/18/2026	9/18/2026	Paid	10/7/2026	89041755	Propel Kitchens The Leadership School	10 2563 6471 6905 3 00000 000	\$16,000.00	Breakfast & lunch for week of 09/21/2026	\$16,000.00
4282969932	9/18/2026	9/18/2026	Awaiting Payment Authorization			Cintas Corp 20871236	10 2542 6411 6905 3 00000 000	\$323.72	Cleaning Supplies 09/18/2026	\$323.72
12149657	9/21/2026	9/21/2026	Awaiting Payment Authorization			First Student, Inc The Leadership School	10 2551 6341 6905 3 00000 000	\$30,547.54	Contracted Student Transportation 08/2026	\$30,547.54
308212	9/21/2026	9/21/2026	Awaiting Payment Authorization			CityBlue Technologies, LLC. 057268	10 2511 6411 6905 3 00000 000	\$255.33	printer ink 09/21/2026	\$255.33
20263530	9/22/2026	9/22/2026	Awaiting Payment Authorization			Midwest Electric Systems The Leadership School	10 2546 6319 6905 3 00000 000	\$656.25	Fire Alarm and Security Monitoring Service call 09/22/26	\$656.25
INV58908	9/23/2026	9/23/2026	Paid	10/7/2026	89041518	EducationPlus The Leadership School	10 2213 6319 6905 3 00000 000	\$500.00	PD-Non Travel 09/23/26	\$500.00
INV0128	9/24/2026	9/24/2026	Paid	10/7/2026	89041753	Thomas Enterprise LLC The Leadership School	10 2543 6339 6905 3 00000 000	\$1,040.00	lawn service 08/27/26 - 09/23/26	\$1,040.00
1872	9/25/2026	9/25/2026	Paid	10/15/2026	89079150	Propel Kitchens The Leadership School	10 2563 6471 6905 3 00000 000	\$64,000.00	Breakfast & lunch for week of 09/28/2026	\$64,000.00

Invoice #	Incur Date	Invoice Date	Status	Check Date	Check or Trans. #	Payee/Account	GL code	Amount	Memo	Amount
428368193 3	9/25/2026	9/25/2026	Awaiting Payment Authorization			Cintas Corp 20871236	10 2542 6411 6905 3 00000 000	\$1,409.93	Cleaning Supplies 09/25/2026	\$1,409.93
									Total:	\$277,076.19

GL Code Summary

	10 1111 6411 6905 3 40001 000	\$12,912.97
	10 1421 6411 6905 3 00000 000	\$145.00
	10 2114 6412 6905 3 00000 000	\$10,577.16
	10 2213 6319 6905 3 00000 000	\$4,002.50
	10 2311 6317 6905 3 00000 000	\$61.50
	10 2331 6316 6905 3 00000 000	\$4,078.75
	10 2511 6411 6905 3 00000 000	\$871.17
	10 2523 6319 6905 3 00000 000	\$259.92
	10 2542 6319 6905 3 00000 000	\$4,518.00
	10 2542 6332 6905 3 00000 000	\$54,588.54
	10 2542 6335 6905 3 00000 000	\$2,173.01
	10 2542 6339 6905 3 00000 000	\$351.00
	10 2542 6411 6905 3 00000 000	\$3,960.46
	10 2543 6339 6905 3 00000 000	\$1,040.00
	10 2546 6319 6905 3 00000 000	\$656.25
	10 2551 6341 6905 3 00000 000	\$30,379.96
	10 2563 6471 6905 3 00000 000	\$105,600.00
	10 2644 6319 6905 3 00000 000	\$33,000.00
	10 2644 6343 6905 3 00000 000	\$7,900.00

\$277,076.19

The Leadership School
10/20/2026 10:58 AM

Cash Receipt Listing by Received From

Page: 1
User ID: SAS

<u>Receipt Number</u>	<u>Received From</u>	<u>Receipt Date</u>	<u>Cash Receipt Description</u>	<u>Chart of Account Number</u>	<u>Detail Description</u>	<u>Amount</u>
233		09/30/2026	SWEEP INT	10 5141	SWEEP INT	537.92
Total:						537.92
227	KLSLEASING KLS LEASING	09/14/2026	Construction Reimbursement	40 5661 0000 90001	Construction Reimbursement	1,565,475.32
232	KLSLEASING KLS LEASING	09/28/2026	Construction Reimbursement	40 5661 0000 90001	Construction Reimbursement	1,217,779.00
KLSLEASING KLS LEASING Total:						2,783,254.32
231	MCPSA CC - EVENT:MCPSA LEADERSHI ST. LOUIS MO	09/25/2026	MCPSA refund	10 5198	MCPSA refund	4.48
MCPSA CC - EVENT:MCPSA LEADERSHI ST. LOUIS MO Total:						4.48
226	OPPTRUST Opportunity Trust The	09/11/2026	Opportunity Trust TOT	10 5192 6905 22003	Opportunity Trust TOT	66,570.00
OPPTRUST Opportunity Trust The Total:						66,570.00

Summary Totals

<u>Account Type</u>		<u>Cash Accounts</u>		<u>Receivable Accounts</u>
Subtotal Revenue	2,850,366.72	10 1112	66,574.48	
Subtotal Expense		10 1114	537.92	
Subtotal General Ledger		40 1112	2,783,254.32	
Account Total	2,850,366.72	Total:	2,850,366.72	

The Leadership School
10/20/2026 11:12 AM

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	2026 09 Divvy	Business Office Supp	08/15/2026	09/30/2026	1	88388355	X	4,960.29
CCATTBUS	CC - ATT Business Uverse	2026 09 Divvy	Phone/Internet	09/04/2026	09/30/2026	1	88388355	X	327.12
CHIPOTLE	CC - CHIPOTLE	2026 09 Divvy	Staff Food/Snack Bud	09/04/2026	09/30/2026	1	88388355	X	82.82
STLOUISPAR	cc - City of St. Louis Parking	2026 09 Divvy	PD (Non-Instructiona	09/09/2026	09/30/2026	1	88388355	X	38.42
DELCANTINA	cc - Del Cantina Laredo	2026 09 Divvy	K-5 Classroom Suppli	08/29/2026	09/30/2026	1	88388355	X	68.98
CCDELI	cc - Deli Divine	2026 09 Divvy	K-5 Classroom Tech	08/29/2026	09/30/2026	1	88388355	X	18.77
FAMILYDOLL	cc - Family Dollar	2026 09 Divvy	Facilities	08/27/2026	09/30/2026	1	88388355	X	24.36
IMOS	CC - Imo's Pizza	2026 09 Divvy	PD (Non-Instructiona	08/27/2026	09/30/2026	1	88388355	X	166.00
INSTACART	CC - Instacart	2026 09 Divvy	PD (Instructional/Pr	08/22/2026	09/30/2026	1	88388355	X	462.24
INTERCON	cc - Intercontinental	2026 09 Divvy	Facilities	09/04/2026	09/30/2026	1	88388355	X	25.99
LUKEREST	cc - Luke Restaurant	2026 09 Divvy	Recruitment - Studen	08/31/2026	09/30/2026	1	88388355	X	524.21
OPENAI	CC - Open AI Chat GPT	2026 09 Divvy	Dues/Memberships	08/29/2026	09/30/2026	1	88388355	X	20.00
CCPOCHAR	cc - Pochar	2026 09 Divvy	Facilities	08/27/2026	09/30/2026	1	88388355	X	1,354.56
CCPODS	cc - PODS	2026 09 Divvy	K-5 Classroom Tech	08/26/2026	09/30/2026	1	88388355	X	1,675.50
PODS	cc - Pods	2026 09 Divvy	Facilities	08/20/2026	09/30/2026	1	88388355	X	561.31
CCPUTTSHAC	cc - Puttshack St. Louis	2026 09 Divvy	Business Office Tech	08/30/2026	09/30/2026	1	88388355	X	130.06
SOUTHWEST	CC - Southwest Airlines	2026 09 Divvy	PD (Instructional/Pr	09/10/2026	09/30/2026	1	88388355	X	439.79
STAPLES	CC - STAPLS7651570902000001	2026 09 Divvy	Classroom Furniture	08/15/2026	09/30/2026	1	88388355	X	4,702.69
STLEL	CC - Stiel Element St	2026 09 Divvy	PD (Instructional/Pr	09/05/2026	09/30/2026	1	88388355	X	1,191.99
TEGESCAPE	cc - Teg The Escape	2026 09 Divvy	K-5 Classroom Suppli	08/31/2026	09/30/2026	1	88388355	X	9.42
CCARTED	cc - The Art of Education	2026 09 Divvy	PD (Non-Instructiona	09/03/2026	09/30/2026	1	88388355	X	200.00
BOULIGNY	cc - The Bouligny Tavern	2026 09 Divvy	Facilities	09/01/2026	09/30/2026	1	88388355	X	339.12
NOBLECROWN	cc - The Noble Crown	2026 09 Divvy	K-5 Classroom Suppli	08/28/2026	09/30/2026	1	88388355	X	160.87
RITZCARL	cc - The Ritz-Carlton	2026 09 Divvy	K-5 Classroom Suppli	08/29/2026	09/30/2026	1	88388355	X	73.62
TRENASSE	cc - Trenasse	2026 09 Divvy	K-5 Classroom Suppli	08/31/2026	09/30/2026	1	88388355	X	26.97
CCUBEREATS	CC - Uber Eats	2026 09 Divvy	Facilities	09/09/2026	09/30/2026	1	88388355	X	40.36
UBEREATS	cc - UBER EATS	2026 09 Divvy	Staff Appreciation S	09/10/2026	09/30/2026	1	88388355	X	72.32
VISTAPRINT	CC - VISTAPRINT	2026 09 Divvy	Staff Appreciation S	08/27/2026	09/30/2026	1	88388355	X	6,362.03
CCCIGNITO	CC- Cognito Pro	2026 09 Divvy	Recruitment - Studen	09/01/2026	09/30/2026	1	88388355	X	19.00
COSTCOGAS	CC- COSTCO GAS	2026 09 Divvy	Buidling Maint Suppl	08/15/2026	09/30/2026	1	88388355	X	28.08
CCKONA	CC- Kona Ice of Univer	2026 09 Divvy	Student Incentive	09/14/2026	09/30/2026	1	88388355	X	1,268.15
CCNATLNAME	cc- NatlNamebad	2026 09 Divvy	Board Supplies	09/11/2026	09/30/2026	1	88388355	X	72.09
COSTCO	Costco Wholesale	2026 09 Divvy	Dues/Memberships	09/04/2026	09/30/2026	1	88388355	X	130.00
DOMINOS	Dominos Pizza	2026 09 Divvy	PD (Non-Instructiona	08/26/2026	09/30/2026	1	88388355	X	262.52
HOMEDEPOT	Home Depot, The	2026 09 Divvy	Facilities	08/15/2026	09/30/2026	1	88388355	X	552.57
NEXTIVA	Nextiva	2026 09 Divvy	Phone/Internet	08/20/2026	09/30/2026	1	88388355	X	979.77
OFFICEDEPO	Office Depot	2026 09 Divvy	K-5 Classroom Suppli	08/15/2026	09/30/2026	1	88388355	X	233.31

The Leadership School
10/20/2026 11:12 AM

Invoice Listing - Summary

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>
REPUBLIC	Republic Services	2026 09 Divvy	Buidling Maint Suppl	09/10/2026	09/30/2026	1	88388355	X	1,690.08
SAMSClub	Sams Club	2026 09 Divvy	Staff Food/Snack Bud	08/31/2026	09/30/2026	1	88388355	X	295.46
SCHNUCKS	Schnucks	2026 09 Divvy	Student Incentive	08/22/2026	09/30/2026	1	88388355	X	135.46
TARGET	Target	2026 09 Divvy	Staff Appreciation S	09/10/2026	09/30/2026	1	88388355	X	60.35
USPS	United States Postal Service	2026 09 Divvy	Business Office Supp	08/27/2026	09/30/2026	1	88388355	X	117.90
Report Total:									29,904.55

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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
AMEREN	Ameren	20260929	Ameren - Gas utility	09/08/2026	09/08/2026	1	88388349		1,351.87
AMPLIFY	Amplify Education Inc.	INV-508041	Curriculum and Instructional Resources	08/26/2026	09/18/2026	1	88993561		4,025.00
ANDRELI	Andrews, Elise	E.A. 08.26.26	Purchased Services	08/26/2026	09/18/2026	1	88993301		44.00
BAMBOOHR	Bamboo HR	2026 09-0001	Bamboo 2026 09	09/09/2026	09/09/2026	1	88388330		440.72
BEISPLUMB	Beis Plumbing LLC	41479	Repairs and Maintenance	08/25/2026	09/21/2026	1	89000812		95.00
BSI	BSI Constructors Inc.	20260805-1507537.00	Buildings	08/05/2026	09/23/2026	1	89011931		1,507,537.00
BUSHDAV	Bush, Davonn	1001 - check	Employee Advance 9/15	09/03/2026	09/03/2026	1	100199		300.00
BUSHDAV	Bush, Davonn	1004 - check	Employee advance 9/30	09/18/2026	09/18/2026	1	10049999		300.00
WALGREENS	CC - Walgreens	20260929	PTO gift cards	09/08/2026	09/08/2026	1	88388348		320.85
CINTAS	Cintas Corp	4280636939	General Supplies	08/28/2026	09/28/2026	1	89026862		823.11
CINTAS	Cintas Corp	4281421943	General Supplies	09/04/2026	09/28/2026	1	89026861		369.13
CLARZOE	Clarkson, Zoe	Z.C. 08.26.26	Purchased Services	08/26/2026	09/18/2026	1	88993303		44.00
COVEFAI	Covey, Faith	F.C. 08.26.26	Purchased Services	08/26/2026	09/18/2026	1	88993306		143.00
CSD	CSD Insurance Trust	LS-2026-09	Employee Benefits - Medical Insurance	09/01/2026	09/28/2026	1	89027101		40,371.42
CSD	CSD Insurance Trust	LS-2026-09CR	Employee Benefits - Medical Insurance	09/01/2026	09/28/2026	1	89027101		(515.00)
CULLIGAN	CULLIGAN	20260831-2.40	General Supplies	08/31/2026	09/28/2026	1	89026684		2.40
DAVIAANT	Davis, Antoinette	A.D. 08.26.26	Purchased Services	08/26/2026	09/18/2026	1	88993300		44.00
EDOPS	EdOps	109961	Purchased Services	09/01/2026	09/28/2026	1	89027100		14,491.33
FOEHJAM	Foehner, James	1003-check	Science stool for building C	09/15/2026	09/15/2026	1	10039999		1,350.00
FOEHJAM	Foehner, James	1005 - check	Build chairs/desks for building C	09/23/2026	09/23/2026	1	100599		2,385.00
GSUITE	Google Suite	2026 09-0001	Google Suite 09/2026	09/08/2026	09/08/2026	1	88388325		220.33
HKWARCHITE	hkw architects	6143	Buildings	08/12/2026	09/21/2026	1	89000814		16,428.09
HKWARCHITE	hkw architects	6178	Buildings	08/12/2026	09/21/2026	1	89000815		9,060.00
HKWARCHITE	hkw architects	6180	Buildings	08/12/2026	09/28/2026	1	89026685		3,675.00
HOPSKIP	HopSkipDrive, Inc.	01759_0826_A	Home-to-School	08/31/2026	09/28/2026	1	89027099		7,419.50
K12ITC	k12 ITC	235492	Data Processing Services	04/30/2026	09/28/2026	1	89026686		1,770.83
K12ITC	k12 ITC	235602	Data Processing Services	05/01/2026	09/28/2026	1	89026687		1,888.28
K12ITC	k12 ITC	235657	Data Processing Services	05/31/2026	09/28/2026	1	89026688		1,770.83
K12ITC	k12 ITC	235778	Data Processing Services	06/01/2026	09/28/2026	1	89026689		1,888.28
K12ITC	k12 ITC	235869	Data Processing Services	06/30/2026	09/28/2026	1	89026690		1,770.83
K12ITC	k12 ITC	236012	Technology Supplies	06/30/2026	09/28/2026	1	89026691		18,350.00
K12ITC	k12 ITC	236207	Technology Supplies	07/31/2026	09/28/2026	1	89026692		18,174.00
KRUTLIL	Krutsinger, Lillian	L.K. 08.26.26	Purchased Services	08/26/2026	09/18/2026	1	88993302		44.00
LEVEL3	Level 3 Communications, LLC	2026 09-0001	Telecommunications Contract 09/2026	09/01/2026	09/01/2026	1	88388328		2,815.54
MARLMIL	Marler, Millena	M.M. 08.26.26	Purchased Services	08/26/2026	09/18/2026	1	88993305		44.00
MIDWESTEL	Midwest Electric Systems	20263112	Purchased Services	08/14/2026	09/21/2026	1	89001279		222.00
MIDWESTEL	Midwest Electric Systems	20263242	Purchased Services	08/27/2026	09/21/2026	1	89001279		1,247.11

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Invoice Listing - Summary

Page: 2
User ID: SAS

Vendor ID	Vendor Name	Invoice Number	Description	Invoice Date	Check Date	Checking Account ID	Check Number	CC:	Invoice Amount
OFFICEESSE	Office Essentials	WO-1037464-1	General Supplies	08/19/2026	09/10/2026	1	88896322		405.12
PHIPQUI	Phipps, Quianne	1056	Settlement Payment	09/09/2026	09/09/2026	1	1056		2,916.67
POWERSCHO O	PowerSchool	INV505015	Technology Supplies	07/24/2026	09/21/2026	1	89001280		2,862.25
POWERSCHO O	PowerSchool	INV508529	Technology Supplies	08/19/2026	09/21/2026	1	89001280		1,300.00
POWERSCHO O	PowerSchool	INV508546	Technology Supplies	08/19/2026	09/21/2026	1	89001280		1,300.00
PROPEL	Propel Kitchens	1849	Food Supplies	08/25/2026	09/18/2026	1	88993822		12,800.00
PROPEL	Propel Kitchens	1850	Food Supplies	08/25/2026	09/18/2026	1	88993822		16,000.00
QPDLLC	QPD LLC	11	Buildings	08/12/2026	09/21/2026	1	89000813		4,500.00
SCI	SCI Engineering, Inc.	223940	Buildings	07/22/2026	09/28/2026	1	89026693		1,425.00
SCI	SCI Engineering, Inc.	224207	Buildings	07/29/2026	09/28/2026	1	89026694		2,565.00
SCI	SCI Engineering, Inc.	224425	Buildings	08/06/2026	09/28/2026	1	89026695		3,405.00
SCI	SCI Engineering, Inc.	224732	Buildings	08/14/2026	09/28/2026	1	89026696		4,290.00
SCI	SCI Engineering, Inc.	224935	Buildings	08/21/2026	09/28/2026	1	89026683		3,940.00
SIMMMOR	Simmons, Morgan	M.S. 08.26.26	Purchased Services	08/26/2026	09/18/2026	1	88993299		44.00
SPIRE	Spire gas utility	54303681	Gas utility	09/28/2026	09/28/2026	1	88388350		65.33
STITSHA	Stith, Sharonda	S.S. 08.26.26	Purchased Services	08/26/2026	09/18/2026	1	88993304		44.00
THOMASENTE	Thomas Enterprise LLC	INV0124	Other Property Services	08/22/2026	09/21/2026	1	89001278		780.00
ULINE	ULINE	212159327	General Supplies	08/19/2026	09/21/2026	1	89000975		330.29
WELLSFARGO	Wells Fargo Vendor	2026 09-0001	Copier Rental 09/2026	09/17/2026	09/17/2026	1	88388327		137.98
WHITADR	White, Adrian	A.W. 08.26.26	Purchased Services	08/26/2026	09/18/2026	1	88993298		44.00

Report Total: 1,719,866.09

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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>
88388325	09/08/2026	X			GSUITE	Google Suite	220.33
88388327	09/17/2026	X			WELLSFARGO	Wells Fargo Vendor	137.98
88388328	09/01/2026	X			LEVEL3	Level 3 Communications, LLC	2,815.54
88388330	09/09/2026	X			BAMBOOHR	Bamboo HR	440.72
88388348	09/08/2026	X			WALGREENS	CC - Walgreens	320.85
88388349	09/08/2026	X			AMEREN	Ameren	1,351.87
88388350	09/28/2026	X			SPIRE	Spire gas utility	65.33
88388355	09/30/2026	X			DIVVY	DIVVY - BILL.COM	29,904.55
Checking Account ID: 1					Void Total:	0.00	Total without Voids: 35,257.17
Check Type Total:		Automatic Payment			Void Total:	0.00	Total without Voids: 35,257.17

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<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>
1056	09/09/2026	X			PHIPQUI	Quianne Phipps	2,916.67
100199	09/03/2026	X			BUSHDAV	Davonn Bush	300.00
100599	09/23/2026	X			FOEHJAM	James Foehner	2,385.00
10039999	09/15/2026	X			FOEHJAM	James Foehner	1,350.00
10049999	09/18/2026	X			BUSHDAV	Davonn Bush	300.00
88896322	09/10/2026	X			OFFICEESSE	Office Essentials	405.12
88993298	09/18/2026	X			WHITADR	Adrian White	44.00
88993299	09/18/2026	X			SIMMMOR	Morgan Simmons	44.00
88993300	09/18/2026	X			DAVIANT	Antoinette Davis	44.00
88993301	09/18/2026	X			ANDRELI	Elise Andrews	44.00
88993302	09/18/2026	X			KRUTLIL	Lillian Krutsinger	44.00
88993303	09/18/2026	X			CLARZOE	Zoe Clarkson	44.00
88993304	09/18/2026	X			STITSHA	Sharonda Stith	44.00
88993305	09/18/2026	X			MARLMIL	Millena Marler	44.00
88993306	09/18/2026	X			COVEFAI	Faith Covey	143.00
88993561	09/18/2026	X			AMPLIFY	Amplify Education Inc.	4,025.00
88993822	09/18/2026	X			PROPEL	Propel Kitchens	28,800.00
89000812	09/21/2026	X			BEISPLUMB	Beis Plumbing LLC	95.00
89000813	09/21/2026	X			QPDLLC	QPD LLC	4,500.00
89000814	09/21/2026	X			HKWARCHITE	hkw architects	16,428.09
89000815	09/21/2026	X			HKWARCHITE	hkw architects	9,060.00
89000975	09/21/2026	X			ULINE	ULINE	330.29
89001278	09/21/2026	X			THOMASENTE	Thomas Enterprise LLC	780.00
89001279	09/21/2026	X			MIDWESTEL	Midwest Electric Systems	1,469.11
89001280	09/21/2026	X			POWERSCHOO	PowerSchool	5,462.25
89011931	09/23/2026	X			BSI	BSI Constructors Inc.	1,507,537.00
89026683	09/28/2026	X			SCI	SCI Engineering, Inc.	3,940.00
89026684	09/28/2026	X			CULLIGAN	CULLIGAN	2.40
89026685	09/28/2026	X			HKWARCHITE	hkw architects	3,675.00
89026686	09/28/2026	X			K12ITC	k12 ITC	1,770.83
89026687	09/28/2026	X			K12ITC	k12 ITC	1,888.28
89026688	09/28/2026	X			K12ITC	k12 ITC	1,770.83
89026689	09/28/2026	X			K12ITC	k12 ITC	1,888.28
89026690	09/28/2026	X			K12ITC	k12 ITC	1,770.83
89026691	09/28/2026	X			K12ITC	k12 ITC	18,350.00
89026692	09/28/2026	X			K12ITC	k12 ITC	18,174.00
89026693	09/28/2026	X			SCI	SCI Engineering, Inc.	1,425.00
89026694	09/28/2026	X			SCI	SCI Engineering, Inc.	2,565.00
89026695	09/28/2026	X			SCI	SCI Engineering, Inc.	3,405.00
89026696	09/28/2026	X			SCI	SCI Engineering, Inc.	4,290.00
89026861	09/28/2026	X			CINTAS	Cintas Corp	369.13
89026862	09/28/2026	X			CINTAS	Cintas Corp	823.11
89027099	09/28/2026	X			HOPSKIP	HopSkipDrive, Inc.	7,419.50
89027100	09/28/2026	X			EDOPS	EdOps	14,491.33
89027101	09/28/2026	X			CSD	CSD Insurance Trust	39,856.42
Checking Account ID: 1					Void Total:	0.00	Total without Voids: 1,714,513.47

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Check Register by Type

Page: 2
User ID: SAS

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Payee Type Total:			Vendor			Void Total:	0.00	Total without Voids: 1,749,770.64
			Grand Total:			Void Total:	0.00	Total without Voids: 1,749,770.64

Income Statement

The Leadership School

July 2026 through September 2026

View:

Layout:

Summary ▼ Quarterly and YTD ▼

		Quarterly	
Income Statement	Actual	Budget	Variance
Revenue			
Local Revenue	116,575	104,553	12,021
State Revenue	842,496	954,000	(111,504)
Federal Revenue	72,585	319,877	(247,292)
Private Grants and Donations	66,570	108,378	(41,808)
Earned Fees	4,510,282	3,461	4,506,821
Total Revenue	5,608,508	1,490,269	4,118,238
Expenses			
Salaries	630,988	653,277	22,289
Benefits and Taxes	153,619	170,040	16,421
Staff-Related Costs	53,853	123,351	69,498
Occupancy Service	96,848	93,912	(2,936)
Student Expense, Direct	280,428	471,619	191,191
Student Expense, Food	48,000	48,732	732
Office & Business Expense	152,649	100,407	(52,243)
Transportation	156,298	49,244	(107,054)
Total Expenses	1,572,683	1,710,582	137,899
Operating Income	4,035,825	(220,312)	4,256,137
Extraordinary Expenses			
Interest	0	61,000	61,000
Facility Improvements	3,299,758	0	(3,299,758)
Total Extraordinary Expenses	3,299,758	61,000	(3,238,758)
Net Income	736,066	(281,312)	1,017,379
Cash Flow Statement	Actual	Budget	Variance
Net Income	736,066	(281,312)	1,017,379
Cash Flow Adjustments			
Other Operating Activities	(50,938)	0	(50,938)
Facilities Project Adjustments	0	0	0
Total Cash Flow Adjustments	(50,938)	0	(50,938)
Change in Cash	685,128	(281,312)	966,441

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 - September 2026.xlsx



September 2026 Financials

PREPARED **OCT'26** BY



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

Executive Summary

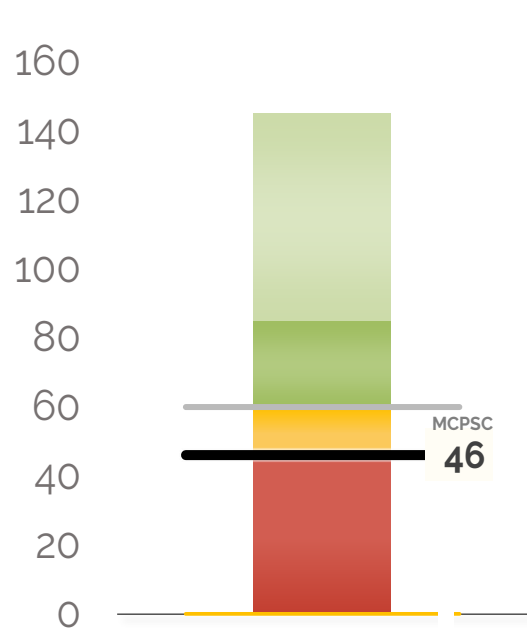


- As of September 30, 2026, TLS is projected to end FY27 with 858k in reserves, the equivalent of 47 days of cash and a 12% fund balance.
- As CSP reimbursement is delayed until at least November, the school finds itself in a tightening cash flow situation that we are actively managing through.
- On the bright side, the school's enrollment and attendance are above budget projections, creating the opportunity for upside in state revenue. The October payment has been processed with FY27 enrollment info and with the 625k payment forthcoming, state revenue is now trued up through 1/3 of the year.

Key Performance Indicators

Days of Cash

Cash balance at year-end divided by average daily expenses

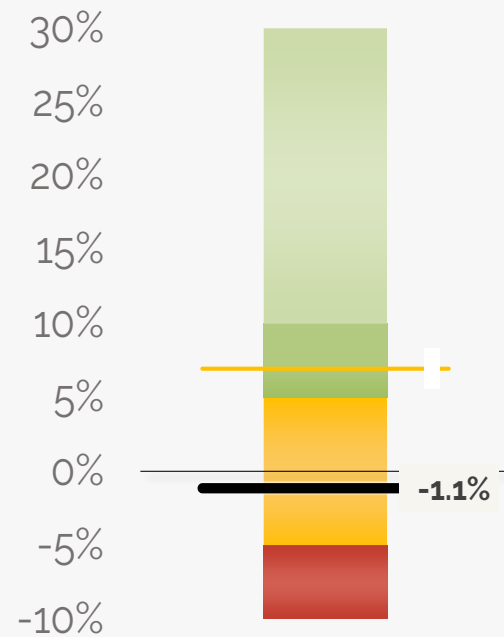


46 DAYS OF CASH AT YEAR'S END

The school will end the year with 46 days of cash. This is below the recommended 60 days

Gross Margin

Revenue less expenses, divided by revenue

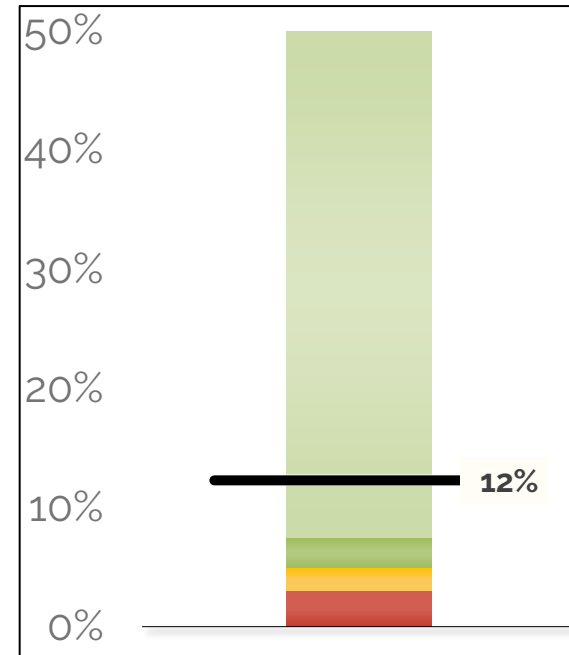


-1.1% GROSS MARGIN

The forecasted net income is -\$131k, which is \$610k below the budget. It yields a -1.1% gross margin.

Fund Balance %

Forecasted Ending Fund Balance / Total Expenses



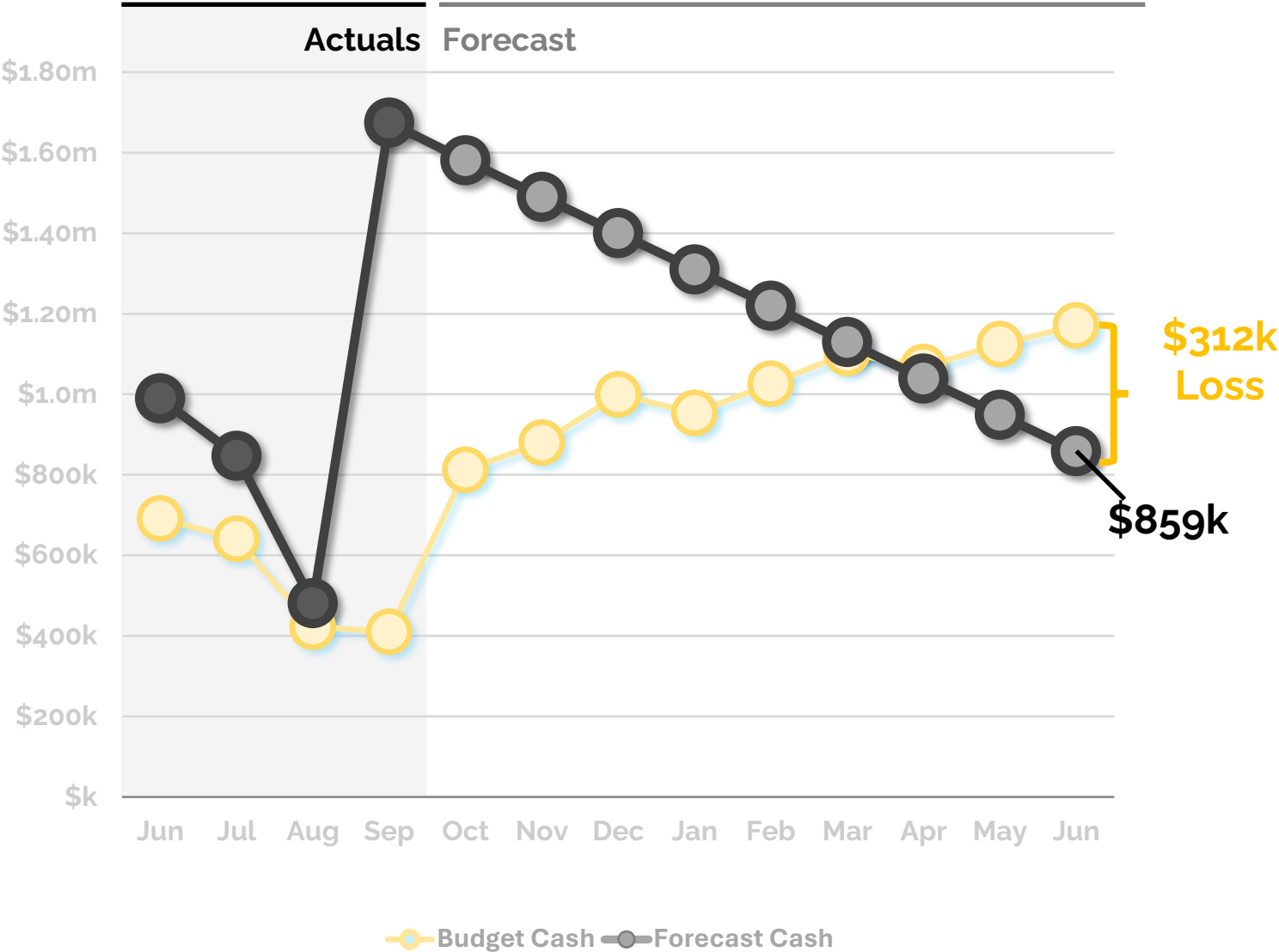
12% AT YEAR'S END

The school is projected to end the year with a fund balance of \$858k. Last year's fund balance was \$947,266.

46 Days of Cash at year's end

We forecast the school s year ending cash balance as **\$859k**, **\$312k** below budget.

Recall from July presentation that there were several expenses from FY26 that hit the books in July. FY27 Salaries and Benefits have come in higher than budget as well. That being said, the projected FY27 deficit is 131k with upside on state revenue should current enrollment and attendance hold over the winter months.



	<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	116,575	104,553	12,021	438,462	435,638	2,824	321,887	73%
State Revenue	842,496	954,000	(111,504)	4,213,842	4,243,374	(29,532)	3,371,347	80%
Federal Revenue	72,585	319,877	(247,292)	2,013,250	1,962,527	50,724	1,940,665	96%
Private Grants and Donations	66,570	108,378	(41,808)	250,000	250,000	0	183,430	73%
Earned Fees	4,510,282	3,461	4,506,821	4,510,278	3,500	4,506,778	(4)	0%
Total Revenue	5,608,508	1,490,269	4,118,238	11,425,832	6,895,039	4,530,793	5,817,325	
Expenses								
Salaries	630,988	653,277	22,289	2,837,707	2,613,108	(224,599)	2,206,719	78%
Benefits and Taxes	153,619	170,040	16,421	768,173	683,161	(85,012)	614,554	80%
Staff-Related Costs	53,853	123,351	69,498	309,000	309,000	(0)	255,147	83%
Occupancy Service	96,848	93,912	(2,936)	344,867	336,498	(8,369)	248,019	72%
Student Expense, Direct	280,428	471,619	191,191	973,430	774,697	(198,733)	693,002	71%
Student Expense, Food	48,000	48,732	732	487,316	487,316	(0)	439,316	90%
Office & Business Expense	152,649	100,407	(52,243)	440,994	475,834	34,840	288,344	65%
Transportation	156,298	49,244	(107,054)	642,000	492,439	(149,561)	485,702	76%
Total Ordinary Expenses	1,572,683	1,710,582	137,899	6,803,487	6,172,053	(631,434)	5,230,804	77%
Interest	-	61,000	61,000	244,000	244,000	0	244,000	100%
Facility Improvements	3,299,758	-	(3,299,758)	4,509,299	-	(4,509,299)	1,209,541	27%
Total Extraordinary Expenses	3,299,758	61,000	(3,238,758)	4,753,299	244,000	(4,509,299)	1,453,541	31%
Total Expenses	4,872,441	1,771,582	(3,100,859)	11,556,786	6,416,053	(5,140,733)	6,684,345	
Net Income	736,066	(281,312)	1,017,379	(130,954)	478,986	(609,939)	(867,020)	
Cash Flow Adjustments	(50,938)	-	(50,938)	0	-	0	50,938	
Change in Cash	685,128	(281,312)	966,441	(130,954)	478,986	(609,939)	(816,082)	

The Leadership School - Monthly Board Meeting - Agenda - Tuesday October 27, 2026 at 5:00 PM													
Income Statement	Actual			Forecast									TOTAL
	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Revenue													
Local Revenue	39,879	39,579	37,116	35,765	35,765	35,765	35,765	35,765	35,765	35,765	35,765	35,765	438,462
State Revenue	272,373	298,216	271,907	374,594	374,594	374,594	374,594	374,594	374,594	374,594	374,594	374,594	4,213,842
Federal Revenue	52,296	0	20,289	215,629	215,629	215,629	215,629	215,629	215,629	215,629	215,629	215,629	2,013,250
Private Grants and Donations	0	0	66,570	20,381	20,381	20,381	20,381	20,381	20,381	20,381	20,381	20,381	250,000
Earned Fees	765,191	961,832	2,783,259	0	0	0	0	0	0	0	0	0	4,510,278
Total Revenue	1,129,739	1,299,627	3,179,142	646,369	646,369	646,369	646,369	646,369	646,369	646,369	646,369	646,369	11,425,832
Expenses													
Salaries	164,955	225,972	240,060	248,524	244,774	244,774	244,774	244,774	244,774	244,774	244,774	244,774	2,837,707
Benefits and Taxes	41,698	48,501	63,419	68,284	68,284	68,284	68,284	68,284	68,284	68,284	68,284	68,284	768,173
Staff-Related Costs	35,275	13,978	4,600	28,350	28,350	28,350	28,350	28,350	28,350	28,350	28,350	28,350	309,000
Occupancy Service	23,821	54,852	18,175	27,558	27,558	27,558	27,558	27,558	27,558	27,558	27,558	27,558	344,867
Student Expense, Direct	24,983	235,783	19,661	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	973,430
Student Expense, Food	0	19,200	28,800	48,813	48,813	48,813	48,813	48,813	48,813	48,813	48,813	48,813	487,316
Office & Business Expense	42,143	36,622	73,885	32,038	32,038	32,038	32,038	32,038	32,038	32,038	32,038	32,038	440,994
Transportation	148,879	0	7,420	53,967	53,967	53,967	53,967	53,967	53,967	53,967	53,967	53,967	642,000
Total Ordinary Expenses	481,753	634,909	456,020	584,534	580,784	580,784	580,784	580,784	580,784	580,784	580,784	580,784	6,803,487
Operating Income	647,986	664,718	2,723,121	61,836	65,586	65,586	65,586	65,586	65,586	65,586	65,586	65,586	4,622,345
Extraordinary Expenses													
Interest	0	0	0	27,111	27,111	27,111	27,111	27,111	27,111	27,111	27,111	27,111	244,000
Facility Improvements	765,571	977,362	1,556,825	134,393	134,393	134,393	134,393	134,393	134,393	134,393	134,393	134,393	4,509,299
Total Extraordinary Expenses	765,571	977,362	1,556,825	161,505	161,505	161,505	161,505	161,505	161,505	161,505	161,505	161,505	4,753,299
Total Expenses	1,247,325	1,612,271	2,012,845	746,038	742,288	742,288	742,288	742,288	742,288	742,288	742,288	742,288	11,556,786
Net Income	-117,585	-312,645	1,166,296	-99,669	-95,919	-95,919	-95,919	-95,919	-95,919	-95,919	-95,919	-95,919	-130,954
Cash Flow Adjustments	-24,867	-53,247	27,176	5,660	5,660	5,660	5,660	5,660	5,660	5,660	5,660	5,660	0
Change in Cash	-142,453	-365,891	1,193,472	-94,009	-90,259	-90,259	-90,259	-90,259	-90,259	-90,259	-90,259	-90,259	-130,954
Ending Cash	847,195	481,304	1,674,776	1,580,767	1,490,508	1,400,249	1,309,990	1,219,731	1,129,472	1,039,212	948,953	858,694	

	<i>Previous Year End</i>	<i>Current</i>	<i>Year End</i>
Assets			
Current Assets			
Cash	989,648	1,674,776	858,694
Accounts Receivable	1,500	900	1,500
Total Current Assets	991,148	1,675,676	860,194
Total Assets	991,148	1,675,676	860,194

Liabilities and Equity

Liabilities

Current Liabilities			
Other Current Liabilities	43,882	17,288	43,882
Accounts Payable	0	-24,944	0
Total Current Liabilities	43,882	-7,656	43,882
Total Long-Term Liabilities	0	0	
Total Liabilities	43,882	-7,656	43,882

Equity

Unrestricted Net Assets	947,266	947,266	947,266
Net Income	0	736,066	-130,954
Total Equity	947,266	1,683,332	816,312

Total Liabilities and Equity	991,148	1,675,676	860,194
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QUESTIONS?

Please contact your EdOps Finance Team:

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EdOps 2017-2027