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 facilties-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