



City Garden Montessori School

Board Meeting

Date and Time

Wednesday October 7, 2020 at 6:30 PM CDT

Via Zoom Webinar:

<https://us02web.zoom.us/j/89785080078?pwd=Y1g4U0htVGZyZ1ZFUjhVMW1yaENSZz09>

Passcode: 465967

Agenda

	Purpose	Presenter	Time
I. Opening Items			6:30 PM
Opening Items			
A. Call the Meeting to Order			2 m
• Welcome and Land Acknowledgement: We, the community of City Garden Montessori, honor the Illiniwek (Eel-Ly-neh-wehk) people, the original protectors of the lands that we now call St. Louis, MO. We also honor all of the people impacted by the current pandemic in our own community and across the world, and those who have been harmed by racialized violence. Let's now give a respectful and brief moment of silence. • Acknowledge Board Meeting Agreements - Create room for all voices and actively listen - Acknowledge, affirm, and respect the ideas of other board members - Ask questions, and do not shy away from challenging ones - Use language that is grounded in ABAR - Keep the children at the center of every decision			
B. Record Attendance and Guests			1 m
C. Mission Statement		Donna Smith	1 m
City Garden exists to redefine education by developing the whole child in an excellent, inclusive, Montessori school; to reimagine community by creating spaces and systems that help to restore our collective humanity; and to reinvigorate our world by creating a culture in which individuals and communities thrive without disparities or barriers to success.			
D. Introductions and Public Comment	Discuss	Donna Smith	5 m
II. Action Items			6:39 PM

A. Approve Minutes from August 5 Special Board Meeting	Approve Minutes		5 m
Approve minutes for Special Board Meeting on August 5, 2020			
B. Approve Minutes from September 2020 Meeting	Approve Minutes		4 m
Approve minutes for Board Meeting on September 2, 2020			
C. July Financials	Vote	Sisouphanh (Sysco) Deuanepenh	7 m
D. August Financials	Vote	Sisouphanh (Sysco) Deuanepenh	7 m
E. Annual Special Education Local Compliance Plan	Vote	Crystal Isom	5 m
Approve adoption of Missouri State Plan for Special Education: Option A - Model Compliance Plan			
If you wish to view the details of the plan, please use this link to download the document: https://dese.mo.gov/sites/default/files/se-model_compliance_plan_2020.pdf			
F. Board Goals and Board "Road Map" for 2020-21	Vote	Donna Smith	10 m

III. Information Items**7:17 PM**

A. CEO Report	FYI	Christie Huck	7 m
B. Academic Dashboard	Discuss	Christie Huck	5 m
C. Academic Update - Fall Assessment Data	FYI	Crystal Isom	5 m
D. Update - Virtual Education Observation Policy	FYI	Shanika Harris	2 m
E. SLU 2019-20 Evaluation	FYI	Steve Sanchez	10 m
F. Questions and Comments	Discuss	Donna Smith	3 m
G. Reflection: Meeting Agreement	Discuss	Donna Smith	5 m
H. Included in Packet as Reading Materials	FYI		
• Development Report • Institute Report • September Meeting Minutes: - Governance - Development - Finance • 2020-21 Board Meeting Schedule			

IV. Upcoming Events and Initiatives**7:54 PM**

A. Upcoming Board/Committee Meetings	FYI
Board and Committee Meetings (All virtual via Zoom until further notice):	
October	
10/13 Governance Committee, 8:30 AM	
10/14 Development Committee, 5:30 PM	
10/15 Building and Grounds Committee, 9:00 AM	
10/21 Finance Committee, 5:30 PM	
November	
11/3 Academic Excellence, 3:00 PM	
11/4 Board of Directors Meeting , 6:30 PM	
11/10 Governance Committee, 8:30 AM	
11/11 Development Committee, 5:30 PM	
11/18 Finance Committee, 5:30 PM	
11/19 Building and Grounds Committee, 9:00 AM	
11/25 to 11/27 Fall Break	

V. Closing Items**7:54 PM**

A. Adjourn to Closed Session

Vote

Donna Smith

5 m

In accordance with RSMo Sunshine Law, 610.021.3, which requires a roll call vote.

B. Adjourn Meeting

Vote

DRAFT



City Garden Montessori School

Minutes

Special Board Meeting

Date and Time

Wednesday August 5, 2020 at 6:30 PM

Join Zoom Meeting

<https://us02web.zoom.us/j/83120521093?pwd=UUFEWWJST3VtT0lSeFhPc1lYcER5UT09>

Meeting ID: 831 2052 1093

Passcode: 056480

Dial in:

312-626-6799 - OR - 646-876-9923

Directors Present

A. Beasley (remote), D. Smith (remote), J. Fouse (remote), J. Sharp (remote), S. Deuanephenh (remote), S. Haigler (remote), S. Harris (remote), S. Shelton-Dodge (remote)

Directors Absent

C. Schell, J. Dixon, L. Fathman, M. Gleason

Guests Present

A. Mogaji (remote), C. Huck (remote), D. Blank (remote), D. Flores (remote), D. Fox (remote), J. Martinez-Woods (remote), S. Sanchez (remote)

I. Opening Items

A. Call the Meeting to Order

D. Smith called a meeting of the board of directors of City Garden Montessori School to order on Wednesday Aug 5, 2020 @ 6:32 PM.

Christie read the acknowledgement to the Illiniwek people, and to those in our community and around the world who have been impacted by the current pandemic. She asked that we

also honor those who have been killed by racial violence with a respectful and brief moment of silence.

B. Record Attendance and Guests

C. Mission Statement

Sysco read the school mission statement.

D. Introductions and Public Comment

Donna welcomed our newest board member, Sherita Haigler and City Garden Institute Director, Jori Martinez-Woods.

Donna read, and entered into the record, a public comment received from Sarah Holtz Stout, a City Garden parent and an anonymous letter composed on the behalf of some of the members of City Garden's staff.

II. Information Items

A. Review of Fall 2020 School Re-entry Plan

Christie provided a high-level overview of the plan (the full plan was part of the meeting packet), and answered questions about it's development, the resources (DESE, St. Louis City, Department of Health, our legal team, etc.) and the school leaders, both local and, in the case of Montessori, outside the area, whose collaboration helped the leadership team determine best practices and conditions for the re-opening of the school.

B. Review of Model Virtual Education Delivery Policy

This was a first review of the proposed policy, which will be on the agenda for approval at the next board meeting.

III. Action Items

A. Approval of Resolution to Suspend Policy during COVID-19 Emergency

S. Harris made a motion to approve the resolution to suspend policy to align with COVID-19 emergency.

A. Beasley seconded the motion.

At the recommendation of our legal team, the approval of this resolution will give the CEO the authority to adopt COVID-19 emergency policies on a situational and temporary basis during the pandemic, rather than rewriting our standard policies during the crisis. The board **VOTED** unanimously to approve the motion.

B. Approval for initial financing (bridge loans) to begin construction on 4209 Folsom

S. Deuanepenh made a motion to approve the bridge loans for 4209 Folsom under the terms provided, and to authorize the CEO or other officers of City Garden Montessori School to obtain and execute the loan up to the amount stated in the terms.

J. Fouse seconded the motion.

To begin the work at 4209 Folsom before we have the full financing. This was done so that the building renovation would be completed by the start of the 2021-22 school year. The board **VOTED** unanimously to approve the motion.

IV. Updates

A. Questions and Comments

B. Reflection: Meeting Agreement

We created room for all voices.

V. Closing Items

A. Adjourn to Closed Meeting

S. Haigler made a motion to adjourn to closed session.

J. Fouse seconded the motion.

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

Roll Call

J. Dixon	Absent
J. Fouse	Aye
L. Fathman	Absent
S. Harris	Aye
J. Sharp	Aye
S. Deuanephenh	Aye
S. Haigler	Aye
A. Beasley	Aye
S. Shelton-Dodge	Aye
C. Schell	Absent
D. Smith	Aye
M. Gleason	Absent

B. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 7:51 PM.

Respectfully Submitted,
D. Fox

Documents used during the meeting

- Board comments8.5.2020.pdf
- City Garden - Resolutions for Catalytic Holdings Loan.pdf
- Secretary_s Certificate - City Garden Montessori School - Catalytic Holdings.pdf

DRAFT



City Garden Montessori School

Minutes

Board Meeting

Date and Time

Wednesday September 2, 2020 at 6:30 PM

Via Zoom Webinar:

<https://us02web.zoom.us/j/89785080078?pwd=Y1g4U0htVGYYZ1ZFUjhVMW1yaENSZz09>

Passcode: 465967

Directors Present

A. Beasley (remote), D. Smith (remote), J. Dixon (remote), J. Fouse (remote), J. Sharp (remote), L. Fathman (remote), M. Gleason (remote), S. Deuanephenh (remote), S. Haigler (remote), S. Harris (remote), S. Shelton-Dodge (remote)

Directors Absent

C. Schell

Directors Arrived Late

S. Shelton-Dodge

Guests Present

C. Huck (remote), C. Isom (remote), D. Blank (remote), D. Flores (remote), D. Fox (remote), G. Ritter (remote), J. Achtenberg (remote), J. Martinez-Woods (remote), S. Sanchez (remote)

I. Opening Items

A. Call the Meeting to Order

D. Smith called a meeting of the board of directors of City Garden Montessori School to order on Wednesday Sep 2, 2020 @ 6:32 PM.

The meeting was live-streamed via Facebook and Zoom webinar.

Christie gave the Land Acknowledgment, and there was a respectful moment of silence.

B. Record Attendance and Guests

C. Mission Statement

Sherita recited the Mission Statement.

D. Introductions and Public Comment

There were no public comments (with one Attendee in the webinar).

II. Action Items

A. Consent Agenda - Approve Minutes from June 2020 Meeting

L. Fathman made a motion to approve the minutes from Board Meeting on 06-03-20.

S. Harris seconded the motion.

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

B. June Financials

A. Beasley made a motion to approve the June/FYE financials.

S. Haigler seconded the motion.

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

C. Virtual Education Delivery Policy

There were questions and recommended changes to Section 1 of the policy. The policy was deferred to the Governance Committee to review, and to consult with academic staff to ensure that it appropriately addresses their needs.

D. Approval of Expenditures

J. Dixon made a motion to approve the list of expenditures over \$5,000 for FY21 that had previously not been approved by the board.

S. Deuanephenh seconded the motion.

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

III. Information Items

A. School Updates

General Update (Christie)

- There was much due diligence regarding our health and safety protocols. We would like thank SLU for their help with this.
- We decided this year to provide all school supplies to our students. We distributed 137 Chromebooks so far, with 75 on order and due by mid-September. We also distributed 45 hot spots to families and staff who needed them for internet access.
- For in-person staffing, we have hired additional staff, including a school nurse.
- We will begin surveying staff, families and students in the next few weeks.

Academic Update (Crystal)

- Teachers prepared for the start of school with PD, which included workshops in:
 - Trauma Intervention
 - iReady assess tools
 - Montessori virtual learning programming and tools
- There are 45 students on site - 25 Pre-K and 20 in grades K-6

- We are serving ~ 170 students virtually
- There are 9 weeks of lessons planned so far

B. Academic Dashboard

Christie shared a dashboard that has been used by Lee Montessori in Washington, DC to provide the board with a template. The board will need to determine what type of data they wish to be tracked by our dashboard tool. An immediate suggestion was to add discipline information.

C. Board Goals and Board "Road Map" for 2020-21

Board Goals

The board goals that the Executive Committee proposed were discussed. Donna asked that any additional recommendations be sent to her so this final version can be adopted at the October meeting.

Road Map

This is a tool designed so that the board gets an advanced view of what items and votes will be addressed in this year's board meetings. We will be adding to it as items come to our attention.

D. Building Project Update

The board discussed the phases of the project and the financing being sought by market incentives and capital fundraising. It is estimated that the entire cost of the project will be around \$15 million.

E. Development and Communications Update

S. Shelton-Dodge arrived late.

Deb Flores shared this year's development and communications plan. She also unveiled the new City Garden website. A special thanks to Cassidy Flynn for his amazing work in the design and implementation of our new website.

F. Questions and Comments

G. Reflection: Meeting Agreement

H. Included in Packet as Reading Materials

IV. Closing Items

A. Adjourn to Closed Session

S. Deuanephenh made a motion to adjourn the general meeting at 8:50 PM and move to Closed Session.

M. Gleason seconded the motion.

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

Roll Call

A. Beasley	Aye
J. Dixon	Aye
S. Shelton-Dodge	Aye
S. Harris	Aye
C. Schell	Absent
J. Sharp	Aye
D. Smith	Aye
J. Fouse	Aye
S. Haigler	Aye

L. Fathman Aye
M. Gleason Aye
S. Deuanephenh Aye

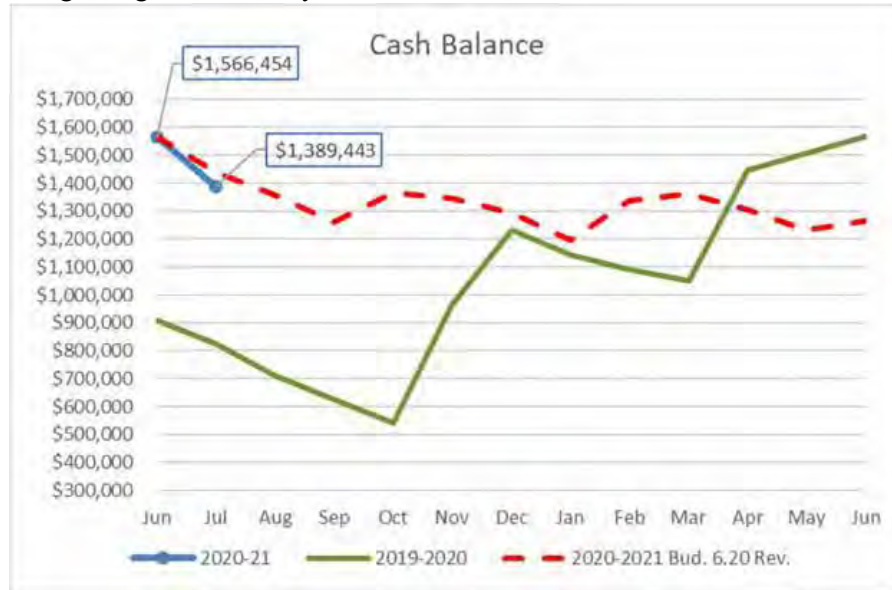
B. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:50 PM.

Respectfully Submitted,
D. Fox

City Garden Montessori School
Notes Accompanying Financial Statements
July 31, 2020

The period ending July 31 had a cash balance of \$ 1,389,443. This is a decrease of \$ 177,010 from the beginning of the fiscal year.



Highlights of Financial Statements and Budget:

- Revenue:
 - o State \$22K below monthly expectations due to State cut to July payment. We expect full year payment to be at projected amount, timing.
 - o Fundraising \$7K lower than budgeted due to late collections, deposited in August.
- Expenses:
 - o Salary \$8k above budget due to increased summer school pay, perm.
 - o Benefits \$9K below budget due to payment timing.
 - o Purchase Services \$9k below budget due to payment timing.

Strategic Plan / Operations Split

	School Operations	Strategic Plan	New Building	Total
Revenue	\$ 179,256	\$ -	\$ -	\$ 179,256
Expense	325,227	31,040	-	356,267
Net Income \ (Loss)	(145,971)	(31,040)	-	(177,010)
Beginning Fund Balance	888,024	532,194	998,702	2,418,920
Net Income \ (Loss)	(145,971)	(31,040)	-	(177,010)
Ending Fund Balance	\$ 742,053	\$ 501,154	\$ 998,702	\$ 2,241,910

City Garden Finance Dashboard

Budget

Revenue				
Source	Actual July 2019- YTD	Actual July 2020- YTD	Budget 20-21 YTD	Variance to Budget
State	\$ 167,291	\$ 132,178	\$ 154,180	\$ (22,002)
Federal	4,343	-	-	-
Prop C	16,272	18,856	18,000	856
Intercompany	21,149	21,149	21,149	-
Donations	54,580	8,327	15,000	(6,673)
Fundraising	-	-	-	-
Preschool Tuition	1,269	(1,400)	-	(1,400)
Other	4,734	147	200	(53)
Total	\$ 269,637	\$ 179,256	\$ 208,529	\$ (29,273)

Expenses				
Category	Actual July 2019- YTD	Actual July 2020- YTD	Budget 20-21 YTD	Variance to Budget
Salaries	\$ 187,764	\$ 200,179	\$ 192,237	\$ 7,942
Benefits	52,050	58,132	66,939	(8,807)
Purchased Services	91,283	86,681	95,436	(8,755)
Supplies	6,936	10,498	11,625	(1,127)
Capital/Debt Services	12,104	777	1,200	(423)
Total	\$ 350,138	\$ 356,267	\$ 367,436	\$ (11,170)
Net Income\Loss	\$ (80,501)	\$ (177,010)	\$ (158,907)	\$ (18,103)

Financial Health Check

Category	FY 18-19	FY19-20	Actual July 2020- YTD	Budget FY 20-21
Ending Cash Fund Balance	\$ 908,227	\$ 1,566,454	\$ 1,389,443	\$ 1,218,034
Cash Days on Hand*	62	126	87	73
State Reimbursement per WADA	\$ 8,271	\$ 8,972	\$ 8,972	\$ 7,876
Revenue per Student*	\$ 15,565	\$ 21,865	\$ 648	\$ 17,982
Cost per Student*	\$ 14,222	\$ 16,270	\$ 1,373	\$ 23,700
Excess/(Deficit) Per Student	\$ 1,343	\$ 5,595	\$ (725)	\$ (5,718)

* Excludes Intercompany revenue/expense and Debt Proceeds and Capital Expense

Accountability Plan

Measure	FY17-18	YTD July 2019	Budget FY19-20	Measure Met?
Debt to Asset Ratio < 0.9	0.5	0.21	0.6	Yes
Enrollment Variance >= 95%	99%	88.7%	N/A	No
Fund Balance >= 10% Unrestricted	28%	23%	20%	Yes

Annual Trends

Revenue				
Source	Actual FY 18-19	Actual FY 19-20	Forecast FY 20-21	Budget FY 20-21
State	\$ 2,137,749	\$ 2,034,497	\$ 1,863,000	\$ 1,772,000
Federal	177,279	169,458	686,800	707,404
Prop C	241,884	239,953	216,000	216,000
Intercompany	253,788	253,788	253,788	253,788
Donations	1,050,257	2,413,696	1,066,501	1,066,501
Fundraising	239,842	177,785	248,676	248,676
Preschool Tuition	301,060	264,536	165,056	276,600
Other	1,467,829	603,580	28,900	100,438
Total Revenue	\$ 5,869,687	\$ 6,157,294	\$ 4,528,721	\$ 4,641,407

Expenses				
Category	Actual FY 18-19	Actual FY 19-20	Forecast FY 20-21	Budget FY 20-21
Salaries	\$ 1,926,430	\$ 1,926,430	\$ 2,274,128	\$ 2,364,316
Benefits	655,090	655,090	765,390	803,254
Purchased Services	1,388,074	1,388,074	1,491,087	1,436,087
Supplies	166,750	166,750	529,200	509,200
Capital Outlay/Debt Services	1,362,658	1,362,658	923,788	923,788
Total Expenses	\$ 5,499,003	\$ 5,499,003	\$ 5,983,593	\$ 6,036,645
Net Income\Loss	\$ 370,684	\$ 658,291	\$ (1,454,871)	\$ (1,395,238)

School Stats

Category	FY 18-19	FY 19-20	7/31/2020	Original FY20-21 Budget
Charter School Enrollment	224	218	218	223
Pre-School Enrollment	52	52	26	52
Average Daily Attendance - Charter	212	206.01	206.01	211.85
Free & Reduced Lunch Count - Charter	87	85	85	85
Free & Reduced Lunch % - Charter	39%	39%	39%	38%
Weighted Average Daily Attendance	237.1	223.25	223.25	225

Points to Note- July

State Funding was cut for July, expect year funding to catchup to expectations, timing
Donations-mailed delayed, deposits for some June/July checks made in Aug. Timing
Salaries- Higher than expected Summer school wages.,perm
Benefits and Purchase services- timing of payments
Supplies- Timing

City Garden Finance Operations/Strategic Plan Split

Actual July 2020- YTD

Revenue				
Source	School Operations	Strategic Plan	New Building	Total
State	\$ 132,178			\$ 132,178
Federal	-			-
Prop C	18,856			18,856
Intercompany	21,149			21,149
Donations	8,327			8,327
Fundraising	-			-
Preschool Tuition	(1,400)			(1,400)
Other	147		-	147
Total	\$ 179,256	\$ -	\$ -	\$ 179,256

Expenses				
Category	School Operations	Strategic Plan	New Building	Total
Salaries	\$ 176,664	\$ 23,515		\$ 200,179
Benefits	50,607	7,525		58,132
Purchased Services	86,681		-	86,681
Supplies	10,498			10,498
Capital/Debt Services	777			777
Total	\$ 325,227	\$ 31,040	\$ -	\$ 356,267
Net Income\Loss	\$ (145,971)	\$ (31,040)	\$ -	\$ (177,010)

Beginning Fund Balance	\$ 888,024	\$ 532,194	\$ 998,702	\$ 2,418,920
Net Income\Loss	\$ (145,971)	\$ (31,040)	\$ -	\$ (177,010)
Ending Balance	\$ 742,053	\$ 501,154	\$ 998,702	\$ 2,241,910

Unaudited**City Garden Montessori****2020-2021 Balance Sheet**

	<u>as of 7/31/2019</u>	<u>as of 7/31/2020</u>
Assets		
Operating Account- Commerce	\$ 36,394	\$ 37,591
Operating Account- Reliance	-	-
Operating Account- Simmons	512,805	605,759
PPP Account- Simmons	-	-
MMA Account	18,279	419,111
Upper School Account	19,685	24,510
4209 Folsom Account	63,394	92,846
4202 Folsom Account	9,858	5,058
US Bank	451	9,934
Edward Jones	166,860	194,635
Cash	<u>827,727</u>	<u>1,389,443</u>
Undeposited Funds	-	-
Note Receivable	382,164	-
Real Estate	1,319,974	1,319,974
Leashold Improvements	-	122,889
Total Assets	<u>\$ 2,529,865</u>	<u>\$ 2,832,306</u>
Liabilities & Net Assets		
Note Payable - IFF	\$ 382,164	\$ -
Note Payable- 4209 Folsom	1,029,904	-
Note Payable- 4202 Folsom	290,070	-
	-	590,404
Liabilities	<u>1,702,138</u>	<u>590,404</u>
Fund Balance Prior YE	908,227	2,418,913
Income/(Loss)	(80,501)	(177,010)
Current Fund Balance	827,727	2,241,902
Total Liabilities & Net Assets	<u>\$ 2,529,865</u>	<u>\$ 2,832,306</u>

City Garden Montessori

Unaudited

2020-21 Revenue & Expenses as of 7/31/2020 Compared to Annual Budget

		Actual YTD 7/31/2019	Actual YTD 7/31/2020	Amended 6/2020 Budget YTD 7/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
Revenues								
5100	Local	\$ 98,003	\$ 47,078	\$ 54,349	\$ (7,271)	\$ 2,162,003	\$ (2,114,925)	2%
5300	State	167,291	132,178	154,180	(22,002)	1,772,000	(1,639,822)	7%
5400	Federal	4,343	-	-	-	707,404	(707,404)	-
5899	GRAND TOTAL REVENUES	269,637.00	179,256	208,529	(29,273)	4,641,407	(4,462,151)	4%
Expenditures								
1111	Classroom Instruction	106,544	117,123	113,285	3,838	1,773,505	(1,656,382)	7%
1221	Special Programs	15,435	21,617	18,154	3,463	226,095	(204,478)	10%
1251	Culturally Different	14,026	11,256	10,811	446	131,932	(120,676)	9%
1411	Student Activity-Extracurricular	-	-	-	-	-	-	-
1999	TOTAL INSTRUCTION	136,006	149,996	142,250	7,746	2,131,532	(1,981,536)	7%
2111	Support Services-Pupils	8,973	6,885	8,066	(1,181)	144,762	(137,877)	5%
2213	Professional Development	-	60	-	60	-	60	-
2219	Training Center	-	27,450	-	27,450	-	27,450	-
2321	Executive Administration Services.	35,052	32,005	37,209	(5,204)	521,408	(489,403)	6%
2411	Building Principal Services	20,591	19,276	20,427	(1,152)	245,827	(226,551)	8%
2511	Business Support Services	14,959	15,549	15,760	(211)	184,130	(168,582)	8%
2541	Operation of Plant Services	53,726	35,144	36,902	(1,758)	570,137	(534,993)	6%
2562	Food Services	539	-	112	(112)	100,670	(100,670)	-
2661	Technology Services	-	539	600	(61)	13,540	(13,002)	4%
2998	TOTAL SUPPORT SERVICES	133,840	136,908	119,076	17,832	1,780,475	(1,643,567)	8%
3901	Community/Resource Development	12,445	25,226	33,876	(8,650)	500,358	(475,132)	5%
3905	Preschool	35,620	32,662	36,183	(3,521)	417,534	(384,872)	8%
3906	After Care Program	1,632	1,653	794	860	40,247	(38,593)	4%
3912	Parental Involvement	3,067	9,044	5,208	3,837	48,352	(39,307)	19%
3999	TOTAL COMMUNITY SERVICES	52,764	68,586	76,060	(7,475)	1,006,490	(937,905)	7%
4011	Facility Acquisition/Improvement	12,104	777	1,200	(423)	923,788	923,010	0%
4999	TOTAL FACILITY ACQUISITION	12,104	777	1,200	(423)	923,788	923,010	0%
9999	GRAND TOTAL EXPENDITURES	334,714	356,267	338,586	17,680	\$ 5,842,285	(3,639,998)	6%
Total Revenue Over/(Under) Total Expenses		(65,077)	(177,010)	(130,057)	(46,953)	(1,200,878)	(822,153)	
Beginning Fund Balance, July 1		519,504	2,418,913	2,418,913		2,418,913		
Ending Fund Balance, July 31		\$ 454,427	\$ 2,241,902	\$ 2,288,856		\$ 1,218,034		

City Garden Montessori

Unaudited

2020-21 Revenue as of 7/31/2020 Compared to Annual Budget

Revenue	Actual YTD 7/31/2019	Actual YTD 7/31/2020	Amended 6/2020 Budget YTD 7/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
5100 Local Revenue							
5113 Prop C	16,272	\$ 18,856	\$ 18,000	\$ 856	216,000	\$ (197,144)	9%
5141 Interest	2,063	147	200	(53)	2,400	(2,253)	6%
5151 Student Food Sales	-	-	-	-	10,000	(10,000)	-
5172 Student Activity - JRH	-	-	-	-	5,500	(5,500)	-
5178 Student Activity-Club	-	-	-	-	-	-	-
5179 Student Activity-Field Trips	-	-	-	-	6,000	(6,000)	-
5188 Facility Rental	788	-	-	-	1,538	(1,538)	-
5191 Intercompany - PS to Charter	21,149	21,149	21,149	-	253,788	(232,639)	8%
5192 Fundraising/Special Events	-	-	-	-	248,676	(248,676)	-
5194 Donations	54,580	8,327	15,000	(6,673)	656,501	(648,174)	1%
5195 Donations-Restricted	-	-	-	-	410,000	(410,000)	-
5196 Preschool Tuition	1,269	(1,400)	-	(1,400)	276,600	(278,000)	(1%)
5197 After Care Tuition	1,767	-	-	-	50,000	(50,000)	-
5197.1 Before Care Tuition	119	-	-	-	15,000	(15,000)	-
5199 Debt Proceeds	-	-	-	-	-	-	-
5198 Other	(2)	-	-	-	10,000	(10,000)	-
5100 Total Local Revenue	98,003	47,078.40	54,349	(7,271)	2,162,003	(2,114,925)	2%
5300 State Revenue							
5311-19 Basic Formula/CTF	167,291	132,178	154,180	(22,002)	1,772,000	(1,639,822)	7%
5333 Food Service-State	-	-	-	-	-	-	-
5300 State Revenue	167,291	132,178	154,180	(22,002)	1,772,000	(1,639,822)	7%
5400 Federal Revenue							
5124 Medicaid Admin Billing	-	-	-	-	12,000	(12,000)	-
5499 Federal Grant	-	-	-	-	485,000	(485,000)	-
5441 Special Ed Part B	-	-	-	-	38,000	(38,000)	-
5445 Lunch Program	3,519	-	-	-	32,004	(32,004)	-
5446 Breakfast Program	676	-	-	-	7,608	(7,608)	-
5448 Snack Program	147	-	-	-	1,392	(1,392)	-
5451-66 Consolidated Federal Funds	-	-	-	-	131,400	(131,400)	-
5451-66 Consolidated Federal Funds	-	-	-	-	-	-	-
5400 Federal Revenue	4,343	-	-	-	707,404	(707,404)	-
5899 GRAND TOTAL REVENUES	269,637	179,256	208,529	(29,273)	4,641,407	(4,462,151)	4%

City Garden Montessori

Unaudited

2020-21 Expenses as of 7/31/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 7/31/2019	Actual YTD 7/31/2020	Amended 6/2020 Budget YTD 7/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
1111 Classroom Instruction							
6100 Salaries	\$ 77,360	\$ 86,972	78,561	\$ 8,412	1,036,502	(949,530)	8%
6200 Benefits	24,335	26,760	30,656	(3,896)	367,877	(341,117)	7%
6300 Purchased Services	3,802	3,148	3,568	(420)	43,511	(40,363)	7%
6400 Supplies & Materials	1,046	242	500	(258)	325,615	(325,373)	0%
Total Classroom Instruction	106,544	117,123	113,285	3,838	1,773,505	(1,656,382)	7%
1221 Special Programs							
6100 Salaries	11,608	16,182	14,675	1,507	121,202	(105,020)	13%
6200 Benefits	3,602	5,435	3,479	1,956	41,754	(36,318)	13%
6300 Purchased Services	225	-	-	-	62,740	(62,740)	-
6400 Supplies & Materials	-	-	-	-	400	(400)	-
Total Special Programs	15,435	21,617	18,154	3,463	226,095	(204,478)	10%
1251 Culturally Different							
6100 Salaries	9,919	7,928	7,930	(2)	96,964	(89,036)	8%
6200 Benefits	4,107	3,328	2,881	447	34,568	(31,240)	10%
6400 Supplies & Materials	-	-	-	-	400	(400)	-
Total Title I	14,026	11,256	10,811	446	131,932	(120,676)	9%
2111 Support Services-Pupils							
6100 Salaries	6,494	5,269	6,119	(850)	70,176	(64,907)	8%
6200 Benefits	2,078	1,616	1,947	(331)	23,364	(21,748)	7%
6300 Purchased Services	-	-	-	-	38,480	(38,480)	-
6400 Supplies & Materials	400	-	-	-	12,742	(12,742)	-
Total Support Services-Pupils	8,973	6,885	8,066	(1,181)	144,762	(137,877)	5%
2213 Professional Development							
6300 Purchased Services	15,423	60	100	(40)	84,700	(84,640)	0%
6400 Supplies & Materials	-	-	-	-	4,660	(4,660)	-
Total Professional Development	15,423	60	100	(40)	89,360	(89,300)	0%
2219 Training Institute							
6300 Purchased Services	-	23,700	25,000	(1,300)	80,000	(56,300)	-
6400 Supplies & Materials	-	3,750	3,750	-	25,000	(21,250)	-
Total Executive Admin Services	-	27,450	28,750	(1,300)	105,000	(77,550)	-

City Garden Montessori

Unaudited

2020-21 Expenses as of 7/31/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 7/31/2019	Actual YTD 7/31/2020	Amended 6/2020 Budget YTD 7/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
2321 Executive Administration Services							
6100 Salaries	28,120	21,660	21,602	57	259,227	(237,568)	8%
6200 Benefits	3,101	2,946	7,542	(4,595)	90,492	(87,545)	3%
6300 Purchased Services	3,304	7,017	7,065	(48)	148,926	(141,909)	5%
6400 Supplies & Materials	527	383	1,000	(617)	22,764	(22,381)	2%
Total Executive Admin Services	35,052	32,005	37,209	(5,204)	521,408	(489,403)	6%
2411 Building Principal Services							
6100 Salaries	15,335	14,963	15,234	(271)	182,808	(167,844)	8%
6200 Benefits	5,256	4,312	5,193	(881)	62,319	(58,007)	7%
6300 Purchased Services	-	-	-	-	-	-	-
6400 Supplies & Materials	-	-	-	-	700	(700)	-
Total Building Principal Services	20,591	19,276	20,427	(1,152)	245,827	(226,551)	8%
2511 Business Support Services							
6100 Salaries	10,975	11,030	11,031	(1)	132,370	(121,340)	8%
6200 Benefits	3,435	3,497	3,729	(232)	44,746	(41,249)	8%
6300 Purchased Services	550	1,022	1,000	22	7,015	(5,993)	15%
6400 Supplies & Materials	-	-	-	-	-	-	-
Total Business Support Services	14,959	15,549	15,760	(211)	184,130	(168,582)	8%
2541 Operation of Plant Services							
6100 Salaries	1,839	2,129	1,918	212	23,010	(20,881)	9%
6200 Benefits	676	703	664	39	7,969	(7,265)	9%
6300 Purchased Services	46,248	28,886	30,646	(1,759)	450,986	(422,100)	6%
6400 Supplies & Materials	4,963	3,425	3,675	(250)	88,172	(84,747)	4%
Total Operation of Plant Services	53,726	35,144	36,902	(1,758)	570,137	(534,993)	6%
2562 Food Services							
6100 Salaries	501	-	-	-	13,876	(13,876)	-
6200 Benefits	38	-	112	(112)	1,339	(1,339)	-
6300 Purchased Services	-	-	-	-	81,461	(81,461)	-
6400 Supplies & Materials	-	-	-	-	3,994	(3,994)	-
Total Food Services	539	-	112	(112)	100,670	(100,670)	-

City Garden Montessori

Unaudited

2020-21 Expenses as of 7/31/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 7/31/2019	Actual YTD 7/31/2020	Amended 6/2020 Budget YTD 7/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
2660 Technology Services							
6300 Purchased Services	-	-	-	-	10,240	(10,240)	-
6400 Supplies & Materials	-	539	600	(61)	3,300	(2,761)	16%
Total Technology Services	-	539	600	(61)	13,540	(13,002)	4%
3901 Community/Resource Development							
6100 Salaries	9,260	17,941	20,151	(2,210)	241,808	(223,867)	7%
6200 Benefits	2,604	5,586	6,817	(1,231)	81,810	(76,223)	7%
6300 Purchased Services	582	1,699	6,908	(5,209)	100,491	(98,792)	2%
6395 Special Events	-	-	-	-	73,750	(73,750)	-
6400 Supplies & Materials	-	-	-	-	2,500	(2,500)	-
Total Community/Resource	12,445	25,226	33,876	(8,650)	500,358	(251,265)	5%
3905 Preschool							
6100 Salaries	12,746	9,658	12,638	(2,980)	131,579	(121,921)	7%
6200 Benefits	1,726	1,854	2,396	(541)	28,747	(26,893)	6%
6300 Purchased Services	21,149	21,149	21,149	-	253,788	(232,639)	8%
6400 Supplies & Materials	-	-	-	-	3,419	(3,419)	-
Total Preschool	35,620	32,662	36,183	(3,521)	417,534	(384,872)	8%
3906 Before/After Care Program							
6100 Salaries	1,305	1,178	-	1,178	29,500	(28,322)	4%
6200 Benefits	327	476	794	(318)	9,523	(9,047)	5%
6400 Supplies & Materials	-	-	-	-	1,224	(1,224)	-
Total Befoe/After Care Program	1,632	1,653	794	860	40,247	(38,593)	4%
3912 Parental Involvement							
6100 Salaries	2,301	5,269	2,379	2,890	25,296	(20,027)	21%
6200 Benefits	766	1,616	729	888	8,746	(7,130)	18%
6400 Supplies & Materials	-	2,159	2,100	59	14,310	(12,151)	15%
Total Parental Involvement	3,067	9,044	5,208	3,837	48,352	(39,307)	19%
4011 Facility Acquisition/Improvement							
6500 Capital Outlay	9,506	347	-	347	902,000	(901,653)	-
6600 Interest	2,598	431	1,200	(770)	21,788	(21,357)	2%
Total Facility Acquisition	12,104	777	1,200	(423)	923,788	(923,010)	0%
9999 GRAND TOTAL EXPENDITURES	\$ 350,138	\$ 356,267	\$ 367,436	\$ (11,170)	\$ 6,036,645	\$ (5,680,378)	6%

City Garden Montessori

2020-21 Purchased Services as of 7/31/2020 Compared to Annual Budget

Purchased Services by Function	Amended 6/2020			Amended 6/2020		
	Actual YTD 7/31/2020	Budget YTD 7/31/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)	% of Budget
1111 Classroom Instruction						
6311-A Pyhsical Education	\$ -	\$ -	\$ -	\$ -	\$ -	-
6311-B Jesuit Volunteer	-	-	-	-	-	-
6311-C Online Learning Subscriptions	-	-	-	6,121	(6,121)	-
6311-D Summer School	-	-	-	2,040	(2,040)	-
6311-E NWEA Testing	3,148	3,148	-	3,247	(99)	97%
6311-F Arts Program	-	-	-	-	-	-
6311-G Substitutes	-	-	-	23,943	(23,943)	-
6311 Instructional Services	<u>3,148</u>	<u>3,148</u>	<u>-</u>	<u>35,350</u>	<u>(32,202)</u>	<u>9%</u>
6334 Rental Equipment	-	420	(420)	8,160	(8,160)	-
6343 Travel	-	-	-	-	-	-
6371 Dues & Memberships	-	-	-	-	-	-
6391 Other Purchased Services	-	-	-	-	-	-
Total Classroom Instruction	<u>3,148</u>	<u>3,568</u>	<u>(420)</u>	<u>43,511</u>	<u>(40,363)</u>	<u>7%</u>
1221 Special Programs						
6311 Instructional Services	-	-	-	62,740	(62,740)	-
6319-C Information System	-	-	-	-	-	-
6398 Prior Year Adjustment	-	-	-	-	-	-
Total Special Programs	<u>-</u>	<u>-</u>	<u>-</u>	<u>62,740</u>	<u>(62,740)</u>	<u>-</u>
1251 Culturally Different						
6312 Instuctional Improvement	-	-	-	-	-	-
6398 Prior Year Adjustment	-	-	-	-	-	-
Total Culturally Different	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
2111 Support Services-Pupils						
6319-A Student Information System	-	-	-	5,000	(5,000)	-
6319-B E-mail/Website	-	-	-	2,040	(2,040)	-
6319 Professional & Technical Services	<u>-</u>	<u>-</u>	<u>-</u>	<u>7,040</u>	<u>(7,040)</u>	<u>-</u>
6341 McKinney-Vento Student Transport.	-	-	-	10,600	(10,600)	-
6391 Other Purchased Services	-	-	-	20,840	(20,840)	-
Total Support Services-Pupils	<u>-</u>	<u>-</u>	<u>-</u>	<u>38,480</u>	<u>(38,480)</u>	<u>-</u>

City Garden Montessori

2020-21 Purchased Services as of 7/31/2020 Compared to Annual Budget

Purchased Services by Function	Amended 6/2020			Amended 6/2020		
	Actual YTD 7/31/2020	Budget YTD 7/31/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)	% of Budget
2214 Professional Development						
6312-A Montessori Training	-	-	-	26,700	(26,700)	-
6312-B Common Training	-	-	-	21,500	(21,500)	-
6312-C Outside Training	-	-	-	-	-	-
6312-D Administrative Staff	60	100	(40)	32,500	(32,440)	0%
6312 Instructional Improvement	60	100	(40)	80,700	(80,640)	0%
6343 Travel	-	-	-	4,000	(4,000)	-
Total Professional Development	60	100	(40)	84,700	(84,640)	0%
2219 Training Center						
6391- Consulting Fees	23,700	25,000	(1,300)	80,000	(56,300)	30%
Total Professional Development	23,700	25,000	(1,300)	80,000	(56,300)	0
2321 Executive Administration Services						
6315 Audit Services	-	-	-	12,300	(12,300)	-
6317 Legal Fees	355	500	(145)	9,946	(9,591)	4%
6319 Professional Services/Board Develop	2,944	2,944	(0)	75,100	(72,156)	4%
6343 Travel	-	-	-	-	-	-
6352 Liability Insurance	1,500	1,500	(0)	14,537	(13,037)	10%
6361 Communication	99	-	99	-	99	-
6362 Advertising	-	-	-	3,271	(3,271)	-
6371 Dues & Memberships	2,021	2,021	(0)	4,630	(2,609)	44%
6391-Other Purchase Services	-	-	-	-	-	-
6391-A Fingerprinting	-	-	-	22	(22)	-
6391-B Other Purchased Services	-	-	-	28,120	(28,120)	-
6391 Other Purchased Services	-	-	-	28,142	(28,142)	-
6392- Admin Fees	98	100	(2)	1,000	(902)	10%
Total Executive Administration Serv	7,017	7,065	(48)	148,926	(141,909)	5%
2511 Business Support Services						
6319 Professional & Technical Services	-	1,000	(1,000)	6,115	(6,115)	-
6392 Admin Fees	1,022	-	1,022	900	122	114%
Total Business Support Services	1,022	1,000	22	7,015	(5,993)	15%

City Garden Montessori

2020-21 Purchased Services as of 7/31/2020 Compared to Annual Budget

Purchased Services by Function	Amended 6/2020			Amended 6/2020		
	Actual YTD 7/31/2020	Budget YTD 7/31/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)	% of Budget
2541 Operation of Plant Services						
6331 Cleaning Services	500	500	0	36,600	(36,100)	1%
6332-A Building Maintenance	-	100	(100)	17,320	(17,320)	-
6332-B HVAC Maintenance	-	100	(100)	5,110	(5,110)	-
6332-C Repairs	147	100	47	12,800	(12,653)	1%
6332 Maintenance	147	300	(153)	35,230	(35,083)	0%
6333 Building Rent	10,230	26,190	(15,960)	318,911	(308,681)	3%
6336 Trash Removal	-	358	(358)	4,300	(4,300)	-
6339-A Extermination	225	217	8	2,600	(2,375)	9%
6339-B Security	656	221	435	2,650	(1,994)	25%
6339-C Lawn & Snow Removal	-	-	-	5,080	(5,080)	-
6339-D Water/Sewer	171	360	(189)	4,060	(3,889)	4%
6339 Other Property Services	1,052	798	255	14,390	(13,338)	7%
6351 Property Insurance	13,426	-	13,426	12,955	471	104%
6361 Communication	3,401	2,500	901	13,000	(9,599)	26%
6391 Other Purchased Services & Prop Tax	130	-	130	15,600	(15,470)	1%
Total Operation of Plant Services	28,886	30,646	(1,759)	450,986	(422,100)	6%
2562 Food Services						
6391 Other Purchased Services	-	-	-	81,461	(81,461)	-
Total Food Services	-	-	-	81,461	(81,461)	-
2661 Technology Services						
6319 Professional & Technical Services	-	-	-	10,240	(10,240)	-
Total Technology Services	-	-	-	10,240	(10,240)	-

City Garden Montessori

2020-21 Purchased Services as of 7/31/2020 Compared to Annual Budget

Purchased Services by Function	Amended 6/2020			Amended 6/2020		
	Actual YTD 7/31/2020	Budget YTD 7/31/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)	% of Budget
3901 Community/Resource Development						
6319 Professional Services	-	-	-	-	-	-
6319-A Development Training	-	5,500	(5,500)	62,000	(62,000)	-
6319-B Website Development	-	-	-	-	-	-
6319-C Grant Writing	1,470	1,200	270	30,000	(28,530)	5%
6319 Professional & Technical Services	1,470	6,700	(5,230)	92,000	(90,530)	2%
6362 Advertising	-	-	-	-	-	-
6371 Dues & Memberships	-	-	-	-	-	-
6391 Other Purchased Services	-	-	-	5,991	(5,991)	-
6392 Admin Fees	229	208	21	2,500	(2,271)	9%
Total Purchased Services	1,699	6,908	(5,209)	100,491	(98,792)	2%
6395 Special Events	-	-	-	73,750	(73,750)	-
Total Comm/Res Develop Special Events	1,699	6,908	(5,209)	174,241	(172,542)	1%
3905 Preschool						
6391 Other Purchased Services	21,149	21,149	-	253,788	(232,639)	8%
Total Preschool	21,149	21,149	-	253,788	(232,639)	8%
 6399 GRAND TOTAL PURCHASED SERVICES	 86,681	 95,436	 (8,755)	 1,436,087	 (1,349,406)	 6%

City Garden Montessori

2020-21 Purchased Supplies as of 7/31/2020 Compared to Annual Budget

Supplies & Materials by Function	Actual YTD 7/31/2020	Amended 6/2020 Budget YTD 7/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
1111 Classroom Instruction						
6411-A Art/Music/Spanish Supplies	\$ -	\$ -	\$ -	\$ 450	\$ (450)	0%
6411-B1 · Supplies-B1 Primary 3- Willems	-	-	-	3,000	(3,000)	0%
6411-B2 · Supplies-B2 Lower EI 1- Lacey	-	-	-	3,200	(3,200)	0%
6411-B3 · Supplies-B3 Lower EI 2-Veresh	-	-	-	3,200	(3,200)	0%
6411-B4 · Supplies-B4 Lower EI 3- McDonald	-	-	-	3,200	(3,200)	0%
6411-B5 · Supplies-B5 Upper EI 2- Bowers	-	-	-	2,100	(2,100)	0%
6411-B6 · Supplies-B6 Uper EI 3- Campbell	-	-	-	2,100	(2,100)	0%
6411-B7 · Supplies-B7 JH Garrett	-	-	-	1,650	(1,650)	0%
6411-B8 · Supplies B-8 Upper EI 1- Nelson	-	-	-	2,100	(2,100)	0%
6411-B9 · Supplies B-9 JH Denother	-	-	-	1,650	(1,650)	0%
6411-B Classroom Supplies (\$100 per student)	-	-	-	22,650	(22,650)	0%
6411-C General Instructional Supplies	242	500	(258)	12,100	(11,858)	2%
6411-F Summer School	-	-	-	2,000	(2,000)	0%
6411 Homeworks	-	-	-	284,800	(284,800)	0%
6411-G PE & Recreational Supplies	-	-	-	2,720	(2,720)	0%
6411 Outdoor/Stem Education	-	-	-	-	-	0%
641 Technincal	-	-	-	1,345	(1,345)	0%
Total Classroom Instruction	242	500	(258)	325,615	(325,373)	0%
1221 Special Programs						
6411 General Supplies	-	-	-	400	(400)	-
Total Special Programs	-	-	-	400	(400)	0%
1251 Culturally Different						
6411 General Supplies	-	-	-	400	-	-
Total Culturally Different	-	-	-	400	-	0%

City Garden Montessori

2020-21 Purchased Supplies as of 7/31/2020 Compared to Annual Budget

Supplies & Materials by Function	Actual YTD 7/31/2020	Amended 6/2020 Budget YTD 7/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
2111 Support Services-Pupils						
6411-A Character Education/ Family Support	-	-	-	4,300	(4,300)	0%
6411-B Childcare Events	-	-	-	1,700	(1,700)	0%
6411-C Family Events - Parent Advisory Cmmt	-	-	-	3,600	(3,600)	0%
6411-D Outreach Supplies	-	-	-	1,942	(1,942)	0%
6411-E SLU/JVC Appreciation	-	-	-	-	-	0%
6411-F Volunteer Appreciation	-	-	-	1,000	(1,000)	0%
6411-G Affordable Housing	-	-	-	200	(200)	0%
Total Support Services-Pupils	-	-	-	12,742	(12,742)	0%
2214 Professional Development						
6411-A Books-Montessori Training	-	-	-	1,330	(1,330)	0%
6411-B Other	-	-	-	2,500	(2,500)	0%
6411-C Staff Resources	-	-	-	830	(830)	0%
Total Professional Development	-	-	-	4,660	(4,660)	0%
2219 Montessori Institute						
6411-Montessori Institute Training Supplies	3,750	3,750	-	25,000	(21,250)	15%
Total Professional Development	3,750	3,750	-	25,000	(21,250)	15%
2321 Executive Administration Services						
6411-A Board Supplies & Materials	-	-	-	1,173	(1,173)	0%
6411-B Office Supplies	383	1,000	(617)	17,091	(16,708)	2%
6411-C Staff Appreciation	-	-	-	3,100	(3,100)	0%
6411-D Staff/Board Holiday Party	-	-	-	1,400	(1,400)	0%
Total Executive Administration Serv	383	1,000	(617)	22,764	(22,381)	2%
2411 Building Principal Services						
6411-A Supplies & Materials	-	-	-	700	(700)	0%
Total Business Support Services	-	-	-	700	(700)	0%

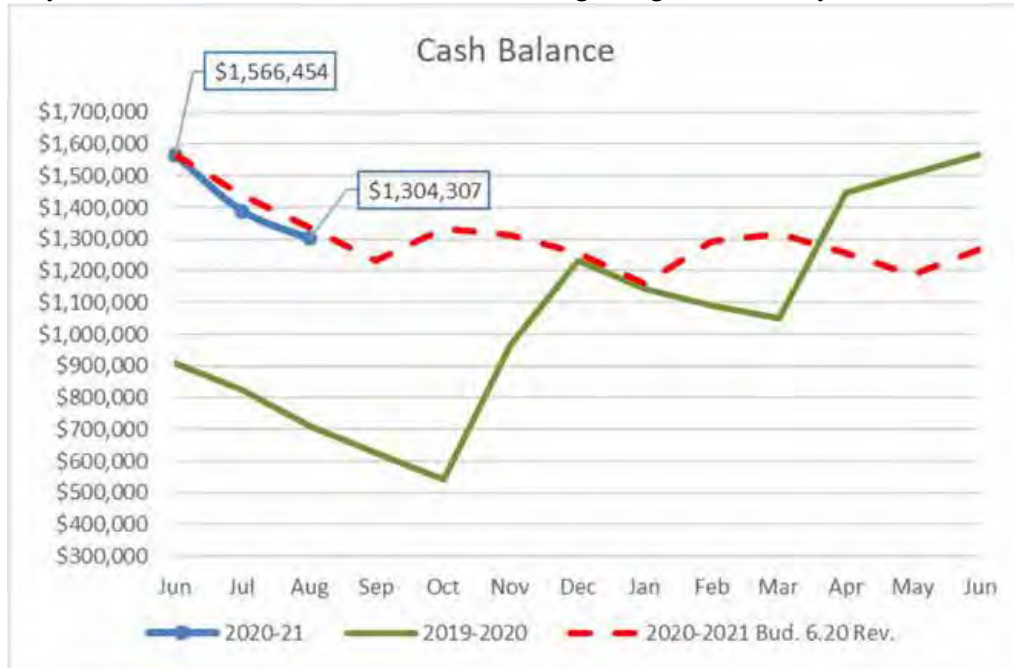
City Garden Montessori

2020-21 Purchased Supplies as of 7/31/2020 Compared to Annual Budget

Supplies & Materials by Function	Actual YTD 7/31/2020	Amended 6/2020 Budget YTD 7/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
2541 Operation of Plant Services						
<i>6411-A Building Supplies</i>	866	1,000	(134)	50,380	(49,514)	2%
<i>6411-B Outdoor Space</i>	-	-	-	2,240	(2,240)	0%
<i>6411-C Other Supplies & Materials</i>	-	75	(75)	800	(800)	0
<i>6481 Electric</i>	2,456	2,500	(44)	31,282	(28,826)	8%
<i>6483 Natural Gas</i>	103	100	3	3,470	(3,367)	3%
Total Operation of Plant Services	3,425	3,675	(250)	88,172	(84,747)	4%
2562 Food Services						
<i>6411-A Supplies</i>	-	-	-	3,994	(3,994)	0%
Total Food Services	-	-	-	3,994	(3,994)	0%
2661 Technology Services						
<i>6411 General Supplies</i>	539	600	(61)	4,600	(4,061)	12%
Total Technology Services	539	600	(61)	4,600	(4,061)	12%
3901 Community/Resource Development						
<i>6411-A General Supplies</i>	-	-	-	2,500	(2,500)	0%
Total Comm/Res Develop Special Events	-	-	-	2,500	(2,500)	0%
3905 Preschool						
<i>6411-A Field Trips</i>	-	-	-	163	(163)	-
<i>6411-C Supplies & Materials</i>	-	-	-	3,256	(3,256)	0%
Total Preschool	-	-	-	3,419	(3,419)	0%
3906 Before/After Care Program						
<i>6411-A After Games, Supplies</i>	-	-	-	1,224	(1,224)	0%
Total Before/After Care Program	-	-	-	1,224	(1,224)	0%
3912 Parental Involvement						
<i>6411-A Family Support</i>	2,159	2,100	59	14,310	(12,151)	15%
Total Parental Involvement	2,159	2,100	59	14,310	(12,151)	15%
6399 GRAND TOTAL SUPPLIES & MATERIALS	\$ 10,498	\$ 11,625	\$ (1,127)	\$ 510,500	\$ (499,602)	2%

City Garden Montessori School
Notes Accompanying Financial Statements
August 31, 2020

The period ending August 31 had a cash balance of \$ 1,304,307. This is a decrease of \$85,136 from July 31, and a decrease of \$262,147 from the beginning of the fiscal year.



Highlights of Financial Statements and Budget:

- Revenue:
 - o State \$10K below monthly expectations due to State cut to July payment. We expect full year payment to be at projected amount, timing.
 - o Prop C \$13K above budget due to higher than expected payment in August, timing.
 - o Fundraising \$20K above than budgeted due to deposits from checks received in late June and July in August, timing.
 - o Preschool below budget due to reduced enrollment and refund of deposits. Enrollment is down from a max of 52 to 27. Expected tuition will be half of what was budgeted.
- Expenses:
 - o Salary \$10k below budget due to unexpected turnover and unfilled positions.
 - o Benefits \$20K below budget due to payment timing, turnover and unfilled positions.
 - o Purchase Services below budget due to \$10K of payment timing and \$15K of rent discount due to early payment.
 - o Supplies below budget due to payment timing
 - o Capital Expense over budget by \$63K due to paying pre-development costs. We expect reimbursement of these with the larger financing of 4209 development.

Strategic Plan / Operations Split

	School Operations	Strategic Plan	New Building	Total
Revenue	\$ 479,329	\$ -	\$ -	\$ 479,329
Expense	602,553	75,922	63,000	741,475
Net Income \ (Loss)	(123,224)	(75,922)	(63,000)	(262,147)
Beginning Fund Balance	888,024	532,194	998,702	2,418,920
Net Income \ (Loss)	(123,224)	(75,922)	(63,000)	(262,147)
Ending Fund Balance	\$ 764,800	\$ 456,272	\$ 935,702	\$ 2,156,773

Forecast Adjustments:

Revenue-

- Reduce preschool tuition down \$112K due to reduction in enrollment from 52 to 26
- Reduce before and after care revenue to \$0
- Increase state funding by \$91K due to estimate based on August payment
- Reduce Federal revenue for lunch by \$20K due to reduced students coming to school.

Expense

- Reduce payroll and benefits \$200K due to turnover, delayed hiring, and using consultants for Nurse and Family Support Coordinator.
- Reduce Lunch service costs by \$40K due to reduced students coming to school.
- Increased Professional services due to contract Nurse \$50K.
- Increase Professional service due to contract Family Support Coordinator \$50K.
- Increase On-line learning subscriptions to support virtual school \$15K.
- Increase supplies to support virtual learning \$31K.

City Garden Finance Dashboard

Budget

Revenue				
Source	Actual August 2019- YTD	Actual August 2020- YTD	Budget 20-21 YTD	Variance to Budget
State	\$ 334,480	\$ 292,792	\$ 308,361	\$ (15,568)
Federal	4,343	-	-	-
Prop C	39,504	49,291	36,000	13,291
Intercompany	42,298	42,298	42,298	-
Donations	67,643	94,965	75,000	19,965
Fundraising	-	-	-	-
Preschool Tuition	8,812	(1,400)	-	(1,400)
Other	20,224	1,382	900	482
Total	\$ 517,304	\$ 479,329	\$ 462,559	\$ 16,770

Expenses				
Category	Actual August 2019- YTD	Actual August 2020- YTD	Budget 20-21 YTD	Variance to Budget
Salaries	\$ 373,980	\$ 368,775	\$ 379,159	\$ (10,384)
Benefits	113,759	112,286	134,841	(22,555)
Purchased Services	175,920	168,676	192,999	(24,323)
Supplies	28,469	25,209	31,224	(6,015)
Capital/Debt Services	18,793	66,530	2,400	64,130
Total	\$ 710,922	\$ 741,475	\$ 740,623	\$ 853
Net Income\Loss	\$ (193,617)	\$ (262,147)	\$ (278,064)	\$ 15,918

Financial Health Check

Category	FY 18-19	FY19-20	Actual August 2020- YTD	Budget FY 20-21
Ending Cash Fund Balance	\$ 908,227	\$ 1,566,454	\$ 1,304,307	\$ 1,023,675
Cash Days on Hand*	62	126	83	61
State Reimbursement per WADA	\$ 8,271	\$ 8,972	\$ 8,662	\$ 7,961
Revenue per Student*	\$ 15,565	\$ 15,805	\$ 1,860	\$ 15,955
Cost per Student*	\$ 14,222	\$ 14,380	\$ 2,975	\$ 17,669
Excess/(Deficit) Per Student	\$ 1,343	\$ 1,425	\$ (1,116)	\$ (1,714)

* Excludes Intercompany revenue/expense and Debt Proceeds and Capital Expense

Accountability Plan

Measure	FY17-18	YTD August 2019	Budget FY19-20	Measure Met?
Debt to Asset Ratio < 0.9	0.5	0.21	0.6	Yes
Enrollment Variance >= 95%	99%	85.5%	N/A	No
Fund Balance >= 10% Unrestricted	28%	22%	17%	Yes

Annual Trends

Revenue				
Source	Actual FY 18-19	Actual FY 19-20	Forecast FY 20-21	Budget FY 20-21
State	\$ 2,137,749	\$ 2,034,497	\$ 1,863,000	\$ 1,772,000
Federal	177,279	169,458	686,800	707,404
Prop C	241,884	239,953	216,000	216,000
Intercompany	253,788	253,788	253,788	253,788
Donations	1,050,257	2,413,696	1,066,501	1,066,501
Fundraising	239,842	177,785	248,676	248,676
Preschool Tuition	301,060	264,536	165,056	276,600
Other	1,467,829	603,580	28,900	100,438
Total Revenue	\$ 5,869,687	\$ 6,157,294	\$ 4,528,721	\$ 4,641,407

Expenses				
Category	Actual FY 18-19	Actual FY 19-20	Forecast FY 20-21	Budget FY 20-21
Salaries	\$ 1,926,430	\$ 1,926,430	\$ 2,218,557	\$ 2,364,316
Benefits	655,090	655,090	748,325	803,254
Purchased Services	1,388,074	1,388,074	1,491,087	1,436,087
Supplies	166,750	166,750	529,200	509,200
Capital Outlay/Debt Services	1,362,658	1,362,658	923,788	923,788
Total Expenses	\$ 5,499,003	\$ 5,499,003	\$ 5,910,957	\$ 6,036,645
Net Income\Loss	\$ 370,684	\$ 658,291	\$ (1,382,236)	\$ (1,395,238)

School Stats

Category	FY 18-19	FY 19-20	08/31/2020	Original FY20-21 Budget
Charter School Enrollment	224	218	209	223
Pre-School Enrollment	52	52	26	52
Average Daily Attendance - Charter	212	206.01	197.505	211.85
Free & Reduced Lunch Count - Charter	87	85	85	85
Free & Reduced Lunch % - Charter	39%	39%	41%	38%
Weighted Average Daily Attendance	237.1	223.25	223.25	225

Points to Note- August

State Funding was cut for July, expect year funding to catchup to expectations, timing
Prop C payment larger than expected, timing
Donations-mailed delayed, deposits for some June/July checks made in Aug. Timing
Salaries and Benfits below due to unexpected staff Turnover and unfilled positions .
Purchase service under budget due to \$10K timing, \$15K rent discount perm.
Capital- Paid some pre-development costs, expect reimb when larger financing comes through

City Garden Finance Operations/Strategic Plan Split

Actual August 2020- YTD

Revenue				
Source	School Operations	Strategic Plan	New Building	Total
State	\$ 292,792			\$ 292,792
Federal	-			-
Prop C	49,291			49,291
Intercompany	42,298			42,298
Donations	94,965			94,965
Fundraising	-			-
Preschool Tuition	(1,400)			(1,400)
Other	1,382		-	1,382
Total	\$ 479,329	\$ -	\$ -	\$ 479,329

Expenses				
Category	School Operations	Strategic Plan	New Building	Total
Salaries	\$ 311,258	\$ 57,517		\$ 368,775
Benefits	93,880	18,405		112,286
Purchased Services	168,676		-	168,676
Supplies	25,209			25,209
Capital/Debt Services	3,530		63,000	66,530
Total	\$ 602,553	\$ 75,922	\$ 63,000	\$ 741,475
Net Income\Loss	\$ (123,224)	\$ (75,922)	\$ (63,000)	\$ (262,147)

Beginning Fund Balance	\$ 888,024	\$ 532,194	\$ 998,702	\$ 2,418,920
Net Income\Loss	\$ (123,224)	\$ (75,922)	\$ (63,000)	\$ (262,147)
Ending Balance	\$ 764,800	\$ 456,272	\$ 935,702	\$ 2,156,773

Unaudited**City Garden Montessori****2020-2021 Balance Sheet**

	<u>as of 08/31/2019</u>	<u>as of 08/31/2020</u>
Assets		
Operating Account- Commerce	\$ 37,340	\$ 17,523
Operating Account- Reliance	-	-
Operating Account- Simmons	393,550	582,789
PPP Account- Simmons	-	-
MMA Account	18,280	439,235
Upper School Account	20,542	24,497
4209 Folsom Account	63,394	29,762
4202 Folsom Account	9,858	5,058
US Bank	4,229	9,934
Edward Jones	166,974	195,509
Cash	<u>714,167</u>	<u>1,304,307</u>
Undeposited Funds	-	-
Note Receivable	382,164	-
Real Estate	1,319,974	1,319,974
Leashold Improvements	-	122,889
Total Assets	<u>\$ 2,416,306</u>	<u>\$ 2,747,170</u>
Liabilities & Net Assets		
Note Payable - IFF	\$ 382,164	\$ -
Note Payable- 4209 Folsom	1,029,904	-
Note Payable- 4202 Folsom	290,070	-
	-	590,404
Liabilities	<u>1,702,138</u>	<u>590,404</u>
Fund Balance Prior YE	908,227	2,418,913
Income/(Loss)	(194,060)	(262,147)
Current Fund Balance	714,167	2,156,766
Total Liabilities & Net Assets	<u>\$ 2,416,306</u>	<u>\$ 2,747,170</u>

City Garden Montessori

Unaudited

2020-21 Revenue & Expenses as of 08/31/2020 Compared to Annual Budget

		Actual YTD 08/31/2019	Actual YTD 08/31/2020	Amended 6/2020 Budget YTD 08/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
Revenues								
5100	Local	\$ 178,481	\$ 186,536	\$ 154,198	\$ 32,338	\$ 2,162,003	\$ (1,975,467)	9%
5300	State	334,480	292,792	308,361	(15,568)	1,772,000	(1,479,208)	17%
5400	Federal	4,343	-	-	-	707,404	(707,404)	-
5899	GRAND TOTAL REVENUES	517,304.29	479,329	462,559	16,770	4,641,407	(4,162,078)	10%
Expenditures								
1111	Classroom Instruction	216,026	196,675	229,684	(33,009)	1,773,505	(1,576,830)	11%
1221	Special Programs	31,701	36,373	31,410	4,963	226,095	(189,722)	16%
1251	Culturally Different	28,235	22,714	21,985	729	131,932	(109,218)	17%
1411	Student Activity-Extracurricular	-	-	-	-	-	-	-
1999	TOTAL INSTRUCTION	275,962	255,762	283,080	(27,318)	2,131,532	(1,875,770)	12%
2111	Support Services-Pupils	16,768	11,610	16,836	(5,226)	144,762	(133,152)	8%
2213	Professional Development	-	1,467	2,000	(533)	89,360	(87,893)	2%
2219	Training Center	-	52,192	44,750	7,442	105,000	(52,808)	50%
2321	Executive Administration Services.	76,924	66,532	76,817	(10,285)	521,408	(454,877)	13%
2411	Building Principal Services	43,929	38,518	40,855	(2,336)	245,827	(207,309)	16%
2511	Business Support Services	29,774	30,526	31,019	(493)	184,130	(153,604)	17%
2541	Operation of Plant Services	99,855	68,920	89,564	(20,644)	570,137	(501,217)	12%
2562	Food Services	1,125	160	1,268	(1,108)	100,670	(100,509)	0%
2661	Technology Services	7,721	5,162	1,600	3,562	13,540	(8,378)	38%
2998	TOTAL SUPPORT SERVICES	276,096	275,088	304,709	(29,621)	1,974,835	(1,699,747)	14%
3901	Community/Resource Development	32,924	57,880	69,253	(11,372)	500,358	(442,478)	12%
3905	Preschool	66,978	66,165	68,355	(2,189)	417,534	(351,368)	16%
3906	After Care Program	5,795	3,459	3,306	153	40,247	(36,787)	9%
3912	Parental Involvement	6,230	16,590	9,020	7,570	48,352	(31,762)	34%
3999	TOTAL COMMUNITY SERVICES	111,928	144,096	149,934	(5,838)	1,006,490	(862,395)	14%
4011	Facility Acquisition/Improvement	18,793	66,530	2,400	64,130	923,788	857,258	7%
4999	TOTAL FACILITY ACQUISITION	18,793	66,530	2,400	64,130	923,788	857,258	7%
9999	GRAND TOTAL EXPENDITURES	682,778	741,475	740,123	1,353	\$ 6,036,645	(3,580,654)	12%
Total Revenue Over/(Under) Total Expenses		(165,474)	(262,147)	(277,564)	15,418	(1,395,238)	(581,425)	
Beginning Fund Balance, July 1		519,504	2,418,913	2,418,913		2,418,913		
Ending Fund Balance, August 31		\$ 354,030	\$ 2,156,766	\$ 2,141,349		\$ 1,023,675		

City Garden Montessori

Unaudited

2020-21 Revenue as of 08/31/2020 Compared to Annual Budget

Revenue	Amended 6/2020						
	Actual YTD 08/31/2019	Actual YTD 08/31/2020	Budget YTD 08/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
5100 Local Revenue							
5113 Prop C	39,504	\$ 49,291	\$ 36,000	\$ 13,291	216,000	\$ (166,709)	23%
5141 Interest	6,004	1,150	400	750	2,400	(1,250)	48%
5151 Student Food Sales	1,048	-	500	(500)	10,000	(10,000)	-
5172 Student Activity - JRH	870	-	-	-	5,500	(5,500)	-
5178 Student Activity-Club	-	-	-	-	-	-	-
5179 Student Activity-Field Trips	6,235	-	-	-	6,000	(6,000)	-
5188 Facility Rental	788	-	-	-	1,538	(1,538)	-
5191 Intercompany - PS to Charter	42,298	42,298	42,298	-	253,788	(211,490)	17%
5192 Fundraising/Special Events	-	-	-	-	248,676	(248,676)	-
5194 Donations	67,643	94,965	75,000	19,965	656,501	(561,536)	14%
5195 Donations-Restricted	-	-	-	-	410,000	(410,000)	-
5196 Preschool Tuition	8,812	(1,400)	-	(1,400)	276,600	(278,000)	(1%)
5197 After Care Tuition	3,997	232	-	232	50,000	(49,768)	0%
5197.1 Before Care Tuition	485	-	-	-	15,000	(15,000)	-
5199 Debt Proceeds	-	-	-	-	-	-	-
5198 Other	798	-	-	-	10,000	(10,000)	-
5100 Total Local Revenue	178,481	186,536.32	154,198	32,338	2,162,003	(1,975,467)	9%
5300 State Revenue							
5311-19 Basic Formula/CTF	334,480	292,792	308,361	(15,568)	1,772,000	(1,479,208)	17%
5333 Food Service-State	-	-	-	-	-	-	-
5300 State Revenue	334,480	292,792	308,361	(15,568)	1,772,000	(1,479,208)	17%
5400 Federal Revenue							
5124 Medicaid Admin Billing	-	-	-	-	12,000	(12,000)	-
5499 Federal Grant	-	-	-	-	485,000	(485,000)	-
5441 Special Ed Part B	-	-	-	-	38,000	(38,000)	-
5445 Lunch Program	3,519	-	-	-	32,004	(32,004)	-
5446 Breakfast Program	676	-	-	-	7,608	(7,608)	-
5448 Snack Program	147	-	-	-	1,392	(1,392)	-
5451-66 Consolidated Federal Funds	-	-	-	-	131,400	(131,400)	-
5451-66 Consolidated Federal Funds	-	-	-	-	-	-	-
5400 Federal Revenue	4,343	-	-	-	707,404	(707,404)	-
5899 GRAND TOTAL REVENUES	517,304	479,329	462,559	16,770	4,641,407	(4,162,078)	10%

City Garden Montessori

Unaudited

2020-21 Expenses as of 08/31/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 08/31/2019	Actual YTD 08/31/2020	Amended 6/2020 Budget YTD 08/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
1111 Classroom Instruction							
6100 Salaries	\$ 154,024	\$ 143,870	158,779	\$ (14,909)	1,036,502	(892,632)	14%
6200 Benefits	49,256	45,820	61,313	(15,492)	367,877	(322,057)	12%
6300 Purchased Services	4,247	4,817	4,668	149	43,511	(38,694)	11%
6400 Supplies & Materials	8,500	2,168	4,924	(2,756)	325,615	(323,447)	1%
Total Classroom Instruction	216,026	196,675	229,684	(33,009)	1,773,505	(1,576,830)	11%
1221 Special Programs							
6100 Salaries	23,682	26,949	24,251	2,697	121,202	(94,253)	22%
6200 Benefits	7,682	9,424	6,959	2,466	41,754	(32,329)	23%
6300 Purchased Services	338	-	-	-	62,740	(62,740)	-
6400 Supplies & Materials	-	-	200	(200)	400	(400)	-
Total Special Programs	31,701	36,373	31,410	4,963	226,095	(189,722)	16%
1251 Culturally Different							
6100 Salaries	19,987	16,021	16,024	(3)	96,964	(80,943)	17%
6200 Benefits	8,248	6,693	5,761	932	34,568	(27,875)	19%
6400 Supplies & Materials	-	-	200	(200)	400	(400)	-
Total Title I	28,235	22,714	21,985	729	131,932	(109,218)	17%
2111 Support Services-Pupils							
6100 Salaries	12,018	8,159	11,942	(3,783)	70,176	(62,017)	12%
6200 Benefits	3,852	2,475	3,894	(1,419)	23,364	(20,889)	11%
6300 Purchased Services	237	976	1,000	(24)	38,480	(37,504)	3%
6400 Supplies & Materials	660	-	-	-	12,742	(12,742)	-
Total Support Services-Pupils	16,768	11,610	16,836	(5,226)	144,762	(133,152)	8%
2213 Professional Development							
6300 Purchased Services	27,241	1,467	1,800	(333)	84,700	(83,233)	2%
6400 Supplies & Materials	902	-	200	(200)	4,660	(4,660)	-
Total Professional Development	28,143	1,467	2,000	(533)	89,360	(87,893)	2%

City Garden Montessori

Unaudited

2020-21 Expenses as of 08/31/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 08/31/2019	Actual YTD 08/31/2020	Amended 6/2020 Budget YTD 08/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
2219 Training Institute							
6100 Salaries	-	7,083	-	7,083	-	7,083	-
6200 Benefits	-	2,549	-	2,549	-	2,549	-
6300 Purchased Services	-	38,161	38,000	161	80,000	(41,839)	-
6400 Supplies & Materials	-	4,398	6,750	(2,352)	25,000	(20,602)	-
Total Executive Admin Services	-	52,192	44,750	7,442	105,000	(52,808)	-
2321 Executive Administration Services							
6100 Salaries	49,724	43,322	43,205	118	259,227	(215,905)	17%
6200 Benefits	13,549	10,309	16,047	(5,738)	90,492	(80,182)	11%
6300 Purchased Services	8,066	11,634	14,265	(2,631)	148,926	(137,292)	8%
6400 Supplies & Materials	5,585	1,267	3,300	(2,033)	22,764	(21,497)	6%
Total Executive Admin Services	76,924	66,532	76,817	(10,285)	521,408	(454,877)	13%
2411 Building Principal Services							
6100 Salaries	33,011	29,927	30,468	(541)	182,808	(152,881)	16%
6200 Benefits	10,917	8,592	10,387	(1,795)	62,319	(53,728)	14%
6300 Purchased Services	-	-	-	-	-	-	-
6400 Supplies & Materials	-	-	-	-	700	(700)	-
Total Building Principal Services	43,929	38,518	40,855	(2,336)	245,827	(207,309)	16%
2511 Business Support Services							
6100 Salaries	21,949	22,060	22,062	(2)	132,370	(110,310)	17%
6200 Benefits	6,869	6,994	7,458	(464)	44,746	(37,752)	16%
6300 Purchased Services	955	1,473	1,500	(27)	7,015	(5,542)	21%
6400 Supplies & Materials	-	-	-	-	-	-	-
Total Business Support Services	29,774	30,526	31,019	(493)	184,130	(153,604)	17%
2541 Operation of Plant Services							
6100 Salaries	4,334	4,265	3,835	430	23,010	(18,745)	19%
6200 Benefits	1,402	1,407	1,328	79	7,969	(6,561)	18%
6300 Purchased Services	85,649	56,990	74,351	(17,361)	450,986	(393,996)	13%
6400 Supplies & Materials	8,470	6,259	10,050	(3,791)	88,172	(81,913)	7%
Total Operation of Plant Services	99,855	68,920	89,564	(20,644)	570,137	(501,217)	12%

City Garden Montessori

Unaudited

2020-21 Expenses as of 08/31/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 08/31/2019	Actual YTD 08/31/2020	Amended 6/2020 Budget YTD 08/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
2562 Food Services							
6100 Salaries	1,045	149	845	(696)	13,876	(13,727)	1%
6200 Benefits	80	11	223	(212)	1,339	(1,328)	1%
6300 Purchased Services	-	-	-	-	81,461	(81,461)	-
6400 Supplies & Materials	-	-	200	(200)	3,994	(3,994)	-
Total Food Services	1,125	160	1,268	(1,108)	100,670	(100,509)	0%
2660 Technology Services							
6300 Purchased Services	3,747	-	-	-	10,240	(10,240)	-
6400 Supplies & Materials	3,974	5,162	2,100	3,062	3,300	1,862	156%
Total Technology Services	7,721	5,162	2,100	3,062	13,540	(8,378)	38%
3901 Community/Resource Development							
6100 Salaries	23,436	35,881	40,301	(4,420)	241,808	(205,926)	15%
6200 Benefits	6,346	11,139	13,635	(2,496)	81,810	(70,671)	14%
6300 Purchased Services	1,372	9,690	15,117	(5,427)	100,491	(90,801)	10%
6395 Special Events	1,770	1,171	-	1,171	73,750	(72,580)	2%
6400 Supplies & Materials	-	-	200	(200)	2,500	(2,500)	-
Total Community/Resource	32,924	57,880	69,253	(11,372)	500,358	(236,551)	12%
3905 Preschool							
6100 Salaries	21,180	20,447	21,265	(818)	131,579	(111,132)	16%
6200 Benefits	3,122	3,420	4,791	(1,371)	28,747	(25,328)	12%
6300 Purchased Services	42,298	42,298	42,298	-	253,788	(211,490)	17%
6400 Supplies & Materials	378	-	-	-	3,419	(3,419)	-
Total Preschool	66,978	66,165	68,355	(2,189)	417,534	(351,368)	16%
3906 Before/After Care Program							
6100 Salaries	4,909	2,484	1,719	764	29,500	(27,017)	8%
6200 Benefits	887	976	1,587	(611)	9,523	(8,547)	10%
6400 Supplies & Materials	-	-	-	-	1,224	(1,224)	-
Total Befoe/After Care Program	5,795	3,459	3,306	153	40,247	(36,787)	9%

City Garden Montessori

Unaudited

2020-21 Expenses as of 08/31/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 08/31/2019	Actual YTD 08/31/2020	Amended 6/2020 Budget YTD 08/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
3912 Parental Involvement							
6100 Salaries	4,680	8,159	4,462	3,697	25,296	(17,137)	32%
6200 Benefits	1,550	2,475	1,458	1,018	8,746	(6,271)	28%
6400 Supplies & Materials	-	5,956	3,100	2,856	14,310	(8,354)	42%
Total Parental Involvement	6,230	16,590	9,020	7,570	48,352	(31,762)	34%
4011 Facility Acquisition/Improvement							
6500 Capital Outlay	13,600	63,430	-	63,430	902,000	(838,570)	-
6600 Interest	5,193	3,100	2,400	700	21,788	(18,688)	14%
Total Facility Acquisition	18,793	66,530	2,400	64,130	923,788	(857,258)	7%
9999 GRAND TOTAL EXPENDITURES	\$ 710,922	\$ 741,475	\$ 740,623	\$ 853	\$ 6,036,645	\$ (5,295,170)	12%

City Garden Montessori

2020-21 Purchased Services as of 08/31/2020 Compared to Annual Budget

Purchased Services by Function	Amended 6/2020			Amended 6/2020		
	Actual YTD 08/31/2020	Budget YTD 08/31/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)	% of Budget
1111 Classroom Instruction						
6311-A Pyhsical Education	\$ -	\$ -	\$ -	\$ -	\$ -	-
6311-B Jesuit Volunteer	-	-	-	-	-	-
6311-C Online Learning Subscriptions	-	-	-	6,121	(6,121)	-
6311-D Summer School	202	-	202	2,040	(1,838)	10%
6311-E NWEA Testing	3,148	3,148	-	3,247	(99)	97%
6311-F Arts Program	-	-	-	-	-	-
6311-G Substitutes	-	-	-	23,943	(23,943)	-
6311 Instructional Services	<u>3,350</u>	<u>3,148</u>	<u>202</u>	<u>35,350</u>	<u>(32,000)</u>	<u>9%</u>
6334 Rental Equipment	<u>1,467</u>	<u>1,520</u>	<u>(53)</u>	<u>8,160</u>	<u>(6,693)</u>	<u>18%</u>
6343 Travel	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
6371 Dues & Memberships	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
6391 Other Purchased Services	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Classroom Instruction	4,817	4,668	149	43,511	(38,694)	11%
1221 Special Programs						
6311 Instructional Services	-	-	-	62,740	(62,740)	-
6319-C Information System	-	-	-	-	-	-
6398 Prior Year Adjustment	-	-	-	-	-	-
Total Special Programs	<u>-</u>	<u>-</u>	<u>-</u>	62,740	(62,740)	-
1251 Culturally Different						
6312 Instuctional Improvement	-	-	-	-	-	-
6398 Prior Year Adjustment	-	-	-	-	-	-
Total Culturally Different	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
2111 Support Services-Pupils						
6319-A Student Information System	-	-	-	5,000	(5,000)	-
6319-B E-mail/Website	-	-	-	2,040	(2,040)	-
6319 Professional & Technical Services	<u>-</u>	<u>-</u>	<u>-</u>	<u>7,040</u>	<u>(7,040)</u>	<u>-</u>
6341 McKinney-Vento Student Transport.	<u>73</u>	<u>-</u>	<u>73</u>	<u>10,600</u>	<u>(10,527)</u>	<u>1%</u>
6391 Other Purchased Services	<u>903</u>	<u>1,000</u>	<u>(97)</u>	<u>20,840</u>	<u>(19,937)</u>	<u>4%</u>
Total Support Services-Pupils	976	1,000	(24)	38,480	(37,504)	3%

City Garden Montessori

2020-21 Purchased Services as of 08/31/2020 Compared to Annual Budget

Purchased Services by Function	Amended 6/2020			Amended 6/2020		
	Actual YTD 08/31/2020	Budget YTD 08/31/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)	% of Budget
2214 Professional Development						
6312-A Montessori Training	(255)	-	(255)	26,700	(26,955)	(1%)
6312-B Common Training	1,170	1,200	(30)	21,500	(20,330)	5%
6312-C Outside Training	-	-	-	-	-	-
6312-D Administrative Staff	552	600	(48)	32,500	(31,948)	2%
6312 Instructional Improvement	1,467	1,800	(333)	80,700	(79,233)	2%
6343 Travel	-	-	-	4,000	(4,000)	-
Total Professional Development	1,467	1,800	(333)	84,700	(83,233)	2%
2219 Training Center						
6391- Consulting Fees	38,161	38,000	161	80,000	(41,839)	48%
Total Professional Development	38,161	38,000	161	80,000	(41,839)	0
2321 Executive Administration Services						
6315 Audit Services	-	-	-	12,300	(12,300)	-
6317 Legal Fees	1,135	1,000	135	9,946	(8,811)	11%
6319 Professional Services/Board Develop	2,944	2,944	(0)	75,100	(72,156)	4%
6343 Travel	-	-	-	-	-	-
6352 Liability Insurance	1,500	3,000	(1,500)	14,537	(13,037)	10%
6361 Communication	952	-	952	-	952	-
6362 Advertising	644	200	444	3,271	(2,627)	20%
6371 Dues & Memberships	4,046	4,121	(75)	4,630	(584)	87%
6391-Other Purchase Services	42	-	42	-	42	-
6391-A Fingerprinting	-	-	-	22	(22)	-
6391-B Other Purchased Services	-	2,800	(2,800)	28,120	(28,120)	-
6391 Other Purchased Services	42	2,800	(2,758)	28,142	(28,100)	0%
6392- Admin Fees	372	200	172	1,000	(628)	37%
Total Executive Administration Serv	11,634	14,265	(2,631)	148,926	(137,292)	8%
2511 Business Support Services						
6319 Professional & Technical Services	-	1,400	(1,400)	6,115	(6,115)	-
6392 Admin Fees	1,473	100	1,373	900	573	164%
Total Business Support Services	1,473	1,500	(27)	7,015	(5,542)	21%

City Garden Montessori

2020-21 Purchased Services as of 08/31/2020 Compared to Annual Budget

Purchased Services by Function	Amended 6/2020			Amended 6/2020		
	Actual YTD 08/31/2020	Budget YTD 08/31/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)	% of Budget
2541 Operation of Plant Services						
6331 Cleaning Services	1,001	1,000	1	36,600	(35,599)	3%
6332-A Building Maintenance	276	200	76	17,320	(17,044)	2%
6332-B HVAC Maintenance	-	600	(600)	5,110	(5,110)	-
6332-C Repairs	147	200	(53)	12,800	(12,653)	1%
6332 Maintenance	423	1,000	(577)	35,230	(34,807)	1%
6333 Building Rent	36,841	52,801	(15,960)	318,911	(282,070)	12%
6336 Trash Removal	-	-	-	4,300	(4,300)	-
6339-A Extermination	450	433	17	2,600	(2,150)	17%
6339-B Security	656	442	214	2,650	(1,994)	25%
6339-C Lawn & Snow Removal	-	-	-	5,080	(5,080)	-
6339-D Water/Sewer	232	720	(488)	4,060	(3,828)	6%
6339 Other Property Services	1,338	1,595	(257)	14,390	(13,052)	9%
6351 Property Insurance	13,426	12,955	471	12,955	471	104%
6361 Communication	3,831	5,000	(1,169)	13,000	(9,169)	29%
6391 Other Purchased Services & Prop Tax	130	-	130	15,600	(15,470)	1%
Total Operation of Plant Services	56,990	74,351	(17,361)	450,986	(393,996)	13%
2562 Food Services						
6391 Other Purchased Services	-	-	-	81,461	(81,461)	-
Total Food Services	-	-	-	81,461	(81,461)	-
2661 Technology Services						
6319 Professional & Technical Services	-	-	-	10,240	(10,240)	-
Total Technology Services	-	-	-	10,240	(10,240)	-

City Garden Montessori

2020-21 Purchased Services as of 08/31/2020 Compared to Annual Budget

Purchased Services by Function	Amended 6/2020			Amended 6/2020		
	Actual YTD 08/31/2020	Budget YTD 08/31/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)	% of Budget
3901 Community/Resource Development						
6319 Professional Services	5,500	-	5,500	-	5,500	-
6319-A Development Training	-	11,000	(11,000)	62,000	(62,000)	-
6319-B Website Development	27	-	27	-	27	-
6319-C Grant Writing	3,460	3,200	260	30,000	(26,540)	12%
6319 Professional & Technical Services	8,987	14,200	(5,213)	92,000	(83,013)	10%
6362 Advertising	-	-	-	-	-	-
6371 Dues & Memberships	-	-	-	-	-	-
6391 Other Purchased Services	-	500	(500)	5,991	(5,991)	-
6392 Admin Fees	703	417	286	2,500	(1,797)	28%
Total Purchased Services	9,690	15,117	(5,427)	100,491	(90,801)	10%
6395-A Gala	-	-	-	53,750	(53,750)	-
6395-B Direct Mail	1,118	-	1,118	3,000	(1,882)	37%
6395-C Mid-Level Giving	-	-	-	3,000	(3,000)	-
6395-D Major Gifts	52	-	52	3,000	(2,948)	2%
6395-E Charidy Campaign	-	-	-	3,000	(3,000)	-
6395-F Block Party	-	-	-	-	-	-
6395-G Community Engagement	-	-	-	-	-	-
6395-H Give STL	-	-	-	3,000	(3,000)	-
6395-I General	-	-	-	-	-	-
6395-J	-	-	-	-	-	-
6395-K	-	-	-	-	-	-
6395-L Jr High Fundraisers	-	-	-	5,000	(5,000)	-
6395 Special Events	1,171	-	1,171	73,750	(72,580)	2%
Total Comm/Res Develop Special Events	10,861	15,117	(4,256)	174,241	(163,380)	6%
3905 Preschool						
6391 Other Purchased Services	42,298	42,298	-	253,788	(211,490)	17%
Total Preschool	42,298	42,298	-	253,788	(211,490)	17%
6399 GRAND TOTAL PURCHASED SERVICES	168,676	192,999	(24,323)	1,436,087	(1,267,411)	12%

City Garden Montessori

2020-21 Purchased Supplies as of 08/31/2020 Compared to Annual Budget

Supplies & Materials by Function	Actual YTD 08/31/2020	Amended 6/2020 Budget YTD 08/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
1111 Classroom Instruction						
6411-A Art/Music/Spanish Supplies	\$ -	\$ -	\$ -	\$ 450	\$ (450)	0%
6411-B1 · Supplies-B1 Primary 3- Willems	-	300	(300)	3,000	(3,000)	0%
6411-B2 · Supplies-B2 Lower EI 1- Lacey	-	320	(320)	3,200	(3,200)	0%
6411-B3 · Supplies-B3 Lower EI 2-Veresh	-	320	(320)	3,200	(3,200)	0%
6411-B4 · Supplies-B4 Lower EI 3- McDonald	-	320	(320)	3,200	(3,200)	0%
6411-B5 · Supplies-B5 Upper EI 2- Bowers	-	210	(210)	2,100	(2,100)	0%
6411-B6 · Supplies-B6 Uper EI 3- Campbell	-	210	(210)	2,100	(2,100)	0%
6411-B7 · Supplies-B7 JH Garrett	-	17	(17)	1,650	(1,650)	0%
6411-B8 · Supplies B-8 Upper EI 1- Nelson	-	210	(210)	2,100	(2,100)	0%
6411-B9 · Supplies B-9 JH Denother	23	17	6	1,650	(1,627)	1%
6411-B Classroom Supplies (\$100 per student)	23	1,924	(1,901)	22,650	(22,627)	0%
6411-C General Instructional Supplies	1,896	2,500	(604)	12,100	(10,204)	16%
6411-F Summer School	248	300	(52)	2,000	(1,752)	12%
6411 Homeworks	-	-	-	284,800	(284,800)	0%
6411-G PE & Recreational Supplies	-	-	-	2,720	(2,720)	0%
6411 Outdoor/Stem Education	-	-	-	-	-	0%
641 Technincal	-	200	(200)	1,345	(1,345)	0%
Total Classroom Instruction	2,168	4,924	(2,756)	325,615	(323,447)	1%
1221 Special Programs						
6411 General Supplies	-	200	(200)	400	(400)	-
Total Special Programs	-	200	(200)	400	(400)	0%
1251 Culturally Different						
6411 General Supplies	-	200	(200)	400	-	-
Total Culturally Different	-	200	(200)	400	-	0%

City Garden Montessori

2020-21 Purchased Supplies as of 08/31/2020 Compared to Annual Budget

Supplies & Materials by Function	Actual YTD 08/31/2020	Amended 6/2020 Budget YTD 08/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
2111 Support Services-Pupils						
6411-A Character Education/ Family Support	-	-	-	4,300	(4,300)	0%
6411-B Childcare Events	-	-	-	1,700	(1,700)	0%
6411-C Family Events - Parent Advisory Cmmt	-	-	-	3,600	(3,600)	0%
6411-D Outreach Supplies	-	-	-	1,942	(1,942)	0%
6411-E SLU/JVC Appreciation	-	-	-	-	-	0%
6411-F Volunteer Appreciation	-	-	-	1,000	(1,000)	0%
6411-G Affordable Housing	-	-	-	200	(200)	0%
Total Support Services-Pupils	-	-	-	12,742	(12,742)	0%
2214 Professional Development						
6411-A Books-Montessori Training	-	200	(200)	1,330	(1,330)	0%
6411-B Other	-	-	-	2,500	(2,500)	0%
6411-C Staff Resources	-	-	-	830	(830)	0%
Total Professional Development	-	200	(200)	4,660	(4,660)	0%
2219 Montessori Institute						
6411-Montessori Institute Training Supplies	4,398	6,750	(2,352)	25,000	(20,602)	18%
Total Professional Development	4,398	6,750	(2,352)	25,000	(20,602)	18%
2321 Executive Administration Services						
6411-A Board Supplies & Materials	-	-	-	1,173	(1,173)	0%
6411-B Office Supplies	1,267	3,000	(1,733)	17,091	(15,824)	7%
6411-C Staff Appreciation	-	300	(300)	3,100	(3,100)	0%
6411-D Staff/Board Holiday Party	-	-	-	1,400	(1,400)	0%
Total Executive Administration Serv	1,267	3,300	(2,033)	22,764	(21,497)	6%
2411 Building Principal Services						
6411-A Supplies & Materials	-	-	-	700	(700)	0%
Total Business Support Services	-	-	-	700	(700)	0%

City Garden Montessori

2020-21 Purchased Supplies as of 08/31/2020 Compared to Annual Budget

Supplies & Materials by Function	Actual YTD 08/31/2020	Amended 6/2020 Budget YTD 08/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
2541 Operation of Plant Services						
6411-A Building Supplies	951	4,000	(3,049)	50,380	(49,429)	2%
6411-B Outdoor Space	-	200	(200)	2,240	(2,240)	0%
6411-C Other Supplies & Materials	-	150	(150)	800	(800)	0
6481 Electric	5,149	5,500	(351)	31,282	(26,133)	16%
6483 Natural Gas	159	200	(41)	3,470	(3,311)	5%
Total Operation of Plant Services	6,259	10,050	(3,791)	88,172	(81,913)	7%
2562 Food Services						
6411-A Supplies	-	200	(200)	3,994	(3,994)	0%
Total Food Services	-	200	(200)	3,994	(3,994)	0%
2661 Technology Services						
6411 General Supplies	5,162	2,100	3,062	4,600	562	112%
Total Technology Services	5,162	2,100	3,062	4,600	562	112%
3901 Community/Resource Development						
6411-A General Supplies	-	200	(200)	2,500	(2,500)	0%
Total Comm/Res Develop Special Events	-	200	(200)	2,500	(2,500)	0%
3905 Preschool						
6411-A Field Trips	-	-	-	163	(163)	-
6411-C Supplies & Materials	-	-	-	3,256	(3,256)	0%
Total Preschool	-	-	-	3,419	(3,419)	0%
3906 Before/After Care Program						
6411-A After Games, Supplies	-	-	-	1,224	(1,224)	0%
Total Before/After Care Program	-	-	-	1,224	(1,224)	0%
3912 Parental Involvement						
6411-A Family Support	5,956	3,100	2,856	14,310	(8,354)	42%
Total Parental Involvement	5,956	3,100	2,856	14,310	(8,354)	42%
6399 GRAND TOTAL SUPPLIES & MATERIALS	\$ 25,209	\$ 31,224	\$ (6,015)	\$ 510,500	\$ (484,891)	5%

2020-21 Organizational Goals

- 1. Student Success: City Garden will improve its academic program and will increase student academic outcomes.**
- 2. School Culture: City Garden will improve its school and organizational culture.**
- 3. Equity: City Garden will increase equity in our school and organization.**
- 4. Institute: City Garden will launch the City Garden Montessori Institute.**
- 5. Sustainability and Growth: City Garden will ensure organizational health and sustainability and will successfully prepare for growth in 2021.**

2020-21 Board Goals

STUDENT SUCCESS

1. Board will review student academic performance as measured by standardized tests and Montessori and other standards recommended by CEO and Principal on a regular basis to track academic outcomes relative to standards set by SLU. [Academic Excellence Committee].
2. Board will monitor success at closing the “achievement gap” between white students and BIPOC students on a regular basis relative to the standards set by SLU and City Garden goals. [Academic Excellence Committee].
3. Board will monitor discipline processes and practices. [Academic Excellence Committee].

SCHOOL CULTURE

1. Board will increase its communication with parents, staff and students and expand its methods of communication. (For example, resume the pre-meeting sessions with parents, board, and staff). [Governance Committee/Executive Committee].

EQUITY

1. Board will review its policies and processes to ensure that they are designed to increase equity in our school, organization, and community.[Academic Excellence Committee/Governance Committee/ABAR].
2. Board will continue to develop new board and committee recruitment, selection, onboarding, evaluation, and development processes that ensure diversity, equity, and inclusion on the board. [Governance Committee/ABAR].
3. Every Board member will commit to increase their understanding of ABAR and ABAR-related topics. Examples, in addition to required 2 and ½ day ABAR training, include attending in-house or Crossroads training, or participating in ABAR training at board meetings and/or retreats. [Governance Committee/ABAR].

INSTITUTE

1. Board will monitor progress of institute through regular updates. [Academic Excellence Committee].

2. Each board member will observe a class in person or via video conference within a year of joining the board or within a year of adoption of board goals. [Board as a whole].

3. Board members will receive basic Montessori philosophy training as part of the onboarding process. [Academic Excellence Committee].

SUSTAINABILITY AND GROWTH

1. Board will monitor and oversee the financial condition of City Garden, ensuring a healthy (10% or higher) fund balance and sufficient operating funds. [Finance Committee].

2. Board will assist with raising funds for proposed growth and expansion and to provide an excellent education to all students. [Development Committee/Foundation Board].

3. Board will develop a new process to recruit, select, onboard, evaluate, and professionally develop its board members and committee members. [Governance Committee].

4. Board will review and revise its strategic planning greenlighting process. [Governance Committee].

5. Board will develop any additional policies required and ensure that all policies are updated as needed. [Governance Committee].

6. Board will review employee and student/family handbooks to ensure that they refer to and comport with written policies and procedures. [Governance Committee].

7. Board will require job descriptions for all jobs within City Garden. [Governance Committee].

8. Board will develop descriptions of board service and committee duties. [Governance Committee].

9. Board will develop a succession plan and leadership development plan for the board/committees. [Governance Committee/Executive Committee].

10. Board will oversee facilities development for school expansion. [Facilities and Grounds Committee].

City Garden Montessori School
Board Roadmap, 2020-21 School Year

	July	August	September	October	November	December
Information Items		Electronic observation policy	- Electronic observation policy - Academic dashboard - Board Goals and Board "Road Map"	2019-20 SLU Evaluation - Academic dashboard	- FY20 Audit - Permanent Financing for 4209 Folsom 2021-22 Staffing Plan, Recruitment and Hiring Calendar - Preparation for Growth - project management plan (plans to prepare for the move to 4209 Folsom and to prepare for adding 75 preschool students and 60 K students) - City Garden Montessori Institute Teacher Education Program Handbook	- Vendor Equity Guide - New Admissions Policy (new neighborhood catchment guidelines and changes to grade level restrictions)
Action Items		2020-21 COVID-19 School and Operational Plan - Bridge Financing for 4209 Folsom project - COVID-19 Policies		- Board Goals and Board "Road Map" - Special Education Policy	- Academic dashboard - Electronic observation policy	- FY20 Audit - Permanent Financing for 4209 Folsom 2021-22 Staffing Plan, Recruitment and Hiring Calendar - Preparation for Growth - project management plan (plans to prepare for the move to 4209 Folsom and to prepare for adding 75 preschool students and 60 K students) - City Garden Montessori Institute Teacher Education Program Handbook

October, 2020

City Garden Montessori School
Board Roadmap, 2020-21 School Year

	Jan	February	March	April	May	June
Information Items	- FY22 Budget – 1st draft - FY19 990	Annual Plan and Organizational Goals for 2021-22 - draft	- Phase 2 board policies - Revised board recruitment, selection, onboarding and evaluation policies and procedures - Revised Greenlighting framework	- Phase 2 board policies - Revised board recruitment, selection, onboarding and evaluation policies and procedures - Revised Greenlighting framework	- FY22 Budget – final draft - Officer Slate for 2021-22 - Board member renewals - New board members - Plan for Center for Equity launch	
Action Items	New Admissions Policy (new neighborhood catchment guidelines and changes to grade level restrictions)	- FY22 Budget – 1st draft - FY19 990	Annual Plan and Organizational Goals for 2021-22		- Revised Greenlighting framework - Phase 2 board policies - Revised board recruitment, selection, onboarding and evaluation policies and procedures	- FY22 Budget – final draft - Officer Slate for 2021-22 - Board member renewals - New board members - Plan for Center for Equity launch

**Chief Executive Officer Report to the Board Submitted by Christie Huck
October 1, 2020, submitted for the October 7, 2020 Board Meeting**

Dear Board Members,

Thank you for the many ways you have supported City Garden in kicking off a most unusual, but very positive, start to the 2020-21 school year. Children, guides and staff have begun to settle into our new normal, and I continue to be amazed and proud of the way all are adjusting and stretching themselves to continue learning, teaching and growing.

COVID-19 Update

In late July, we decided to operate under our current plan through December, 2020. We currently have 26 preschool students in the building, 30 K-6 students in the building, and 176 K-8 students participating virtually.

In November we will evaluate the status of COVID-19 in our community and what our students', staff members' and families' needs and preferences are, and we will make a decision at the end of November regarding January through June. We based our decision-making on the following:

- Operating under one instructional model for several months allows both guides and students to adjust to the necessary changes and make improvements along the way, rather than having to change course multiple times (i.e., begin virtually, transition to in-person, face potential closure and return to virtual), which would result in lost instructional time.
- Having the same plan in place for several months allows families and staff to make plans and not have to wonder when things will change.
- Though the COVID-19 transmission rates in St. Louis have been improving, the risk of spread remains significant. It does not yet seem safe to bring all students and staff back to the building.
- We have many staff members with chronic health conditions and who are immune compromised, and a majority of City Garden staff remain very uncomfortable with resuming in-person classes.

A Guide to This Month's Board Meeting

Virtual Meeting

We will continue to conduct our board meetings virtually, via Zoom. Members of the public can watch the board meeting via Zoom and will be able to make their public comments live.

Introductory Items:

Introductions and Public Comments

Action Items:

- **Meeting minutes** – You will approve minutes from both the August 5th, 2020 special board meeting and the September 2, 2020 regular board meeting.
- **Financials** - You will vote on both the July and August, 2020 financial statements.
- **Annual Special Education Local Compliance Plan** – Each year, the board must vote to approve the Special Education Local Compliance Plan. This is required by law. Our plan has not changed from last year.
- **Board Goals and Board Road Map** – You will vote to approve the board’s goals for the 2020-21 school year, as well as the board’s “road map” for 2020-21. **Please make sure you review these prior to the meeting.**

Information Items:

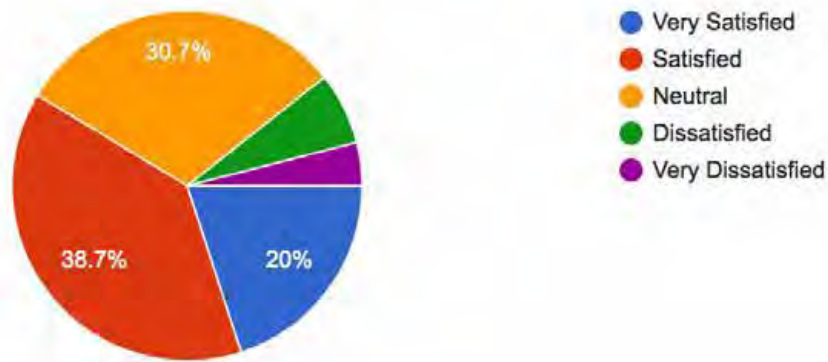
- **CEO Update** - I will provide a brief update on:
 - COVID-19 impacts and a brief overview of how things are going thus far – please see the parent and staff survey data attached to this report.
 - Finance and Development – fundraising for annual fund and capital campaign are ramping up and need “all hands on deck”
 - Building Project – construction on 4209 Folsom has begun! See project update in the board packet reading materials for more information.
 - Admissions for 2021-22
 - Goals:
 - 90 Kindergarten Students (Age 5 by July 31, 2021)
 - 125 Preschool Students (Ages 2.5-5)
 - Recruitment and outreach is underway
 - Process to Revise Neighborhood Catchment Area - please see the proposed process outlined below.
- **Academic Dashboard** – Based on feedback from the board and staff, I have drafted an overview of what will be included in a dashboard report, as well as a timeline regarding when you can expect to review assessment data this school year. We are working to build an excel workbook that will house all of the data and will populate the dashboard report.
- **Academic Update - Fall Assessment Data** – Crystal will report on Fall assessment data from iReady, a new assessment tool we are utilizing. You can find the data reports in her report to the board.
- **Update - Virtual Education Observation Policy** – Based on the discussion during the September board meeting, the Governance Committee made revisions to this policy and it is being shared with guides to ensure that it meets their needs. A final draft will be brought to the board for a vote in November.
- **SLU 2019-20 Evaluation** – Steve Sanchez and Gary Ritter will present SLU’s 2019-20 evaluation of City Garden. The evaluation is being finalized and thus is not included in the packet.

September Parent Survey Responses – 10/1/20

- 28.6% Primary
- 57.1% LE
- 36.4% UE
- 14.3% JH
- 75% White
- 23.7% Black/African-American
- 2.6% Hispanic/Latinex
- 2.6% Asian/Pacific Islander
- 1.3% Child is Black/African-American
- 81.6% female
- 17.1% male
- 1.3% non-binary
- 1.3% Who cares

1. Please rate your overall experience with City Garden's distance learning program.

75 responses



2. What things are going well with City Garden's virtual learning program?

67 responses summarized

Parents are overwhelmingly supportive

- Great communication
- Well organized
- Accessibility of teachers
- Engaging, range of projects and assignments
- Links and connection working better
- Clarity of expectations, flexibility and leniency for kids, dedication of teachers
- Structure of the daily/weekly routine is falling into place
- Daily morning meetings & Google classroom structure
- Use of small breakouts to drive engagement
- The focus on community building has been great

- Students have time for socializing
- Google Classroom is much clearer this fall than in the spring, and there's more consistency in approach in general, which is helpful
- Evidence of my child's learning & being very excited coming to school

3. What has been the hardest challenge of the City Garden's virtual learning program?

73 responses summarized

- Keeping track of what assignments are due and when
- Confusion about specials
- Some children have frustration with technology
- Amount of screen time for young children
- Trying to learn/understand multiple platforms
- Managing the schedule for multiple young children
- Motivating children
- Parents that are having to work full time at home and having to teach their child
- Zoom calls are often poor quality and children aren't able to hear or understand what it is they are supposed to be doing momentarily
- Too many platforms for content (Google Classroom, Seesaw, Padlet, AND a Specials website)
- Written work- I'd like to see more handwritten assignments so that not everything is typed and it also gives the kids a break from the screen
- Not Having Internet Connection @ Home
- Structuring Friday with no classes other than specials
- Lower elementary - The morning meetings are really long
- Lack of food distribution. Or discussion about how/when it will start
- The lack of a clear plan to gradually return to in person instruction is deeply frustrating.
- Watching the self-confidence of my JH student suffer. He needs people around him to encourage him in the moment that he is in the right track when doing an assignment. He has been alone during the day since March. I fear it's hurting his mental health in some way.

4. What can we do to improve your child's virtual learning (or in person learning) experience?

68 responses summarized

- A daily/weekly checklist and/or calendar would be very helpful
- Screen breaks
- More parent training (a visual walk through, or pointed to a link where those who may have missed such a training can be viewed) on how we can keep up with homework assignments, assignments due, etc.
- Including instructions for iPad consistently would help
- Having printed materials and having more small group stuff
- More pre-recorded lessons and less zoom meetings to allow more opportunity to review materials
- Availability of additional works for children who are completing work in a short time
- More clarity about specials

- Provide advanced notice of students' weekly plans
- More one on one time with the teachers
- Provide one-on-one tutoring opportunities
- Continue to offer opportunities for the non-work socialization, which is what we are all missing right now
- More time spent with classmates in a real physical space
- Have scheduled physical activity every day as part of the day--it really helps
- Food distribution
- Have primary and lower el students come back on campus

5. What advice would you give other parents?

57 responses summarized

- We reached out with our concerns to his teacher and she was VERY responsive and very helpful! Reach out with your individual concerns!
- This is a huge learning curve for everyone
- Be gentle on yourself and your kids. This is difficult for all of us and we're all doing the best we can right now
- There is a balance between doing everything and letting some stuff slide, go too far either way and you'll run into problems
- Download google classroom app
- Review Google classroom and seesaw assignments daily
- Go through the child's email to find out what lessons are do/when
- Schedule regular times with your child to check-in and ask them their thoughts on what is working for them, what they like, and their ideas for what they would like to do
- We have found it helpful to write down each day's google assignments in a daily log book, along with the scheduled zooms etc. so that they don't have to continually check back on google classroom for what to do next
- If possible, try to find a dedicated space (not the bedroom and nowhere near a TV)
- Have your child(ren) logged in ahead of the class start time so everyone is ready to go on time
- Maybe put together a 3 ring binder with tabs for every class (Math, Science, Language Arts, Social Studies, Spanish, Music, Physical Education, Ms Marina's Class and SIS) with logins, passwords and contacts so everything is in one place
- We have another CGM student come over 2-3x a week during school days and it is such a benefit—they enjoy their time together and keep each other accountable on their schoolwork
- Go outside as much as possible with your kid, we all need it right now

6. What virtual or social distance activities would you like for City Garden to offer your children?

51 responses summarized

- **Many parents expressed interest/excitement about Fab Friday options!**
- More chances to socialize and interact virtually with the kids in the class

- Anything where the kids could possibly be together at school , my son loved the ice cream social and playing with the kids that had never met before in person was so great for him
- Virtual Lego challenges, virtual theme discussion groups (ie Minecraft, Star wars, marvel group discussions)
- Art!!! Outdoor/nature exploration!
- Have the kids back in school, especially k-3rd that have very low risk
- STEM Learning Activities
- I would love to see some kind of social activity for my child's class. An afternoon get-together, perhaps at the park, or a class trip to the Missouri Botanical Garden... It feels like pie in the sky right now, though.
- Special interest group meetings online (Pokemon, Minecraft, etc)
- Maybe the PAC Social Engagement committee could do a Halloween Parade this year instead of Trunk or Treat to make it a safe event? Or Parade by grade level to make it smaller/safer? Thanks for asking!
- More smaller breakout sessions where they can interact would be great. If they have to spend longer than a few minutes on mute in a class of 20-30 kids on a video call, they just end up laying on the floor or walking away.
- Drive in Movie Night...either at the school or at Skyview or The Mills Mall

City Garden Montessori School
2020-21 School Year
Summary of Staff Survey Responses, Weeks 1-3

Weekly Survey

Where do you work?	Week 3	Week 2	Week 1
1618	7	10	9
4202	0	0	1
100% Virtual	1	7	7
From a safety perspective, how would you rate this week?			
1= Unsafe	Week 3	Week 2	Week 1
2	Avg= 3.86	Avg= 4.00	Avg= 4.11
3	# of answers=7	# of answers= 7	# of answers= 9
4			
5= Felt Safe			
From an instructional perspective, how did you feel things went this week?			
1=Not Satisfied with quality of Instruction	Week 3	Week 2	Week 1
2	Avg= 3.6	Avg= 3.82	Avg= 3.43
3	# of answers= 5	# of answers= 17	# of answers= 14
4			
5= Very Satisfied with the quality of Instruction			
From a technology perspective, how do you feel things went?			
1= Did not meet my needs	Week 3	Week 2	Week 1
2	Avg= 4.17	Avg= 3.65	Avg= 3.56
3	# of answers= 6	# of answers= 17	# of answers= 16
4			
5=Met all of my needs			
Overall, how do you feel things went this week?			
1=Worse than expected	Week 3	Week 2	Week 1
2	Avg= 4.25	Avg= 4.11	Avg= 3.82
3	# of answers= 8	# of answers= 18	# of answers= 16
4			
5=Much Better than expected			

October 1, 2020

**Proposed Process to Make Recommended Revisions to Neighborhood Catchment Area
City Garden Montessori School
Fall, 2020**

Goal:

City Garden Montessori School wishes to update and revise its primary “catchment area,” the geographic area from which it draws students and families. Families who live in the primary catchment area receive an enrollment preference. The demographics of City Garden’s current catchment area have changed since 2008, resulting in fewer households with low incomes and fewer African American families. City Garden wishes to revise the catchment area to achieve its goal of enrolling 50% or more Free or Reduced Lunch eligible students. The revised catchment area will also support the school in increasing its enrollment beginning in 2021.

Who:

A committee will meet to review the report produced by researchers at IFF as well as other data, discuss the possible approaches to revising the catchment area as well as potential positive and negative impacts, make a recommendation to the Governance committee of the board regarding a revised catchment area, and assist with communicating with the community and implementing a new catchment area.

Proposed committee:

Crystal Isom
Liz Harris
Kennard Williams
Cassidy Flynn
Christie Huck
Tiffany Anthony
Additional parent/guardian (TBD)
Board Member (TBD)
Board Member (TBD)
Staff member from IFF (ex officio/ consulted as needed)

Timeline:

September - October

- Week of 9/28 - Identify committee
- Week of 10/12 - Hold first meeting, review IFF research report, identify additional information needed, review goals and timeline
- Week of 10/19
 - o Committee develops *draft* of revised catchment area or different scenarios
 - o Send survey to CG staff and parent/ guardian community to share information and seek community input
 - o Begin to implement any other community engagement opportunities as determined by the committee (i.e., community focus groups, meetings, etc.)

- Week of 10/26 – Committee reviews community input as well as other information, update and revise proposal

November

- Week of 11/2 – Send draft of proposed new catchment area to the Governance committee of the board
- Week of 11/9 – Committee members present proposal to Governance committee on Tuesday, November 10th; Governance committee discusses and votes on proposal. The Governance committee will then send the proposal to the board.

December

- 12/2 - Board reviews and discusses the proposal as an *information item* at its December 2 meeting.
- Catchment area committee develops process and procedures for implementing the proposal, i.e., communications, updated admissions procedures, etc.

January

- 1/13 – Board votes on the proposal as an *action item* at its January 6 meeting.
- Committee helps facilitate implementation of new catchment area.

Background and History

City Garden Montessori was founded first as a small Montessori preschool in 1995 in the Forest Park Southeast Neighborhood, and then as an elementary charter school in 2008 in the Shaw neighborhood. The school was founded by teachers, parents and guardians in the neighborhoods surrounding the school, as an effort to interrupt the stark segregation and inequities that exist in St. Louis schools, and to make Montessori education accessible to families of all racial and socioeconomic backgrounds.

The founding parents and teachers of the charter school knew that a free Montessori school would likely attract White, middle and upper-income families. The goal and intent of the school was to be multiracial and socioeconomically integrated, with no racial or economic group making up more than 60% of the student and family demographics. The goal was also to build a strong sense of community and inclusion among families of different racial and socioeconomic backgrounds, centering our efforts around high quality education for all of our children.

The founding planning committee learned that the only way to ensure diversity and integration was to establish a “target geographic area” that the school would serve, which was comprised of a diverse set of families. The group studied the demographics of the neighborhoods near the school, and had many discussions about their approach. They ultimately chose the target geographic area that currently exists, due to its racial and socioeconomic makeup. In doing this, several White founding families were excluded from the “first catchment” area. However, the founding planning committee determined that it was critical to prioritize the long-term and the

“big picture” over individual families’ needs and desires, in order for the school to live out its mission to be diverse and to make Montessori education accessible to families who have historically not had access to it.

The following is an excerpt from the school’s charter, written and approved by SLU and the State of Missouri in 2008:

Targeted Geographical Area

The area in which City Garden preschool has operated is rich in both economic and racial diversity. According to a 2006 estimate by the St. Louis Department of Planning⁴, in the targeted land area approximately 60% of the population is African-American and approximately 40% is Caucasian, with about 60% of households earning below \$40,000.

In order to meet the need for an additional high-quality elementary school in the immediate area and to build a diverse, intimate and caring school community, the PPC recommended that our charter school strive to be a small, neighborhood-based school, targeting outreach to families in the immediate geographical area. Thus, the targeted land area has the following street boundaries: Kingshighway to the West, Grand Boulevard to the East, Magnolia Avenue to the South and Missouri Highway 40/ Interstate 64 to the North.

City Garden Montessori School Academic Dashboard

City Garden is in the process of developing an Academic Dashboard. What will be included in City Garden's Academic Dashboard?

Enrollment, Attendance and Demographic Data

- Total student enrollment
- Retention/attrition rate compared to annual goals
- Year-to-date attendance rates, tardy rates
- Racial demographics
- Free or Reduced Lunch percentage

Special Education Data

- Number and percentage of students with Individualized Education Programs (IEP's)
- Percentage of Students of Color with Individualized Education Programs (IEP's) compared to prior years and compared to annual goals

Discipline Data

- Number of discipline incidents, including out of school suspensions, in-school suspensions, office referrals
- Breakdown of discipline incidents by subgroup

Montessori Learner Outcomes

Panorama Survey Tool

You can learn about Panorama at <https://www.panoramaed.com>.

- Panorama will serve as our primary way of evaluating progress regarding Montessori Learner Outcomes in the 2020-21 school year.
- Panorama measures:
 - Growth mindset
 - Self-management
 - Self-efficacy
 - Social awareness
 - Grit
 - Teacher-student relationships
 - Rigorous expectations
- We administered the Panorama survey in Fall, 2019. The results from Fall, 2019 will serve as our "baseline" data. We will be administering it again in October, 2020 and in March, 2021.
- Panorama results will be included in the dashboard report to the board in **November, 2020** and **May, 2021**

Transparent Classroom

You can learn about Transparent Classroom at <https://www.transparentclassroom.com>.

- We will also be working throughout the 2020-21 school year to establish additional ways to assess and report on Montessori Learner Outcomes, using Transparent Classroom.
- Guides in Primary through Upper Elementary will be tracking lessons and student progress utilizing Transparent
- We will share out data from Transparent Classroom in **February, 2021** and **June, 2021**

Nationally-normed Academic Assessment Data

iReady, NWEA and Missouri Assessment Program

You can learn about iReady at <https://www.curriculumassociates.com/products/i-ready>.

You can learn about NWEA at <https://www.nwea.org>.

You can learn about the MAP test at <https://dese.mo.gov/college-career-readiness/assessment/guide-missouri-assessment-program>.

- We have begun to transition to utilizing the iReady assessment tool. iReady will likely take the place of the NWEA assessment in the future. This year, we will administer iReady in the Fall and Spring, and we will administer NWEA in January. This way will be able to measure growth across the school year (fall to spring - iReady), as well as “apples to apples” comparison from one year to the next (winter to winter – NWEA).
- We will share academic data with the Academic Excellence Committee and the Board following this timeframe:
 - October, 2020
 - iReady reading and math fall assessment data, grades 1-8 – schoolwide (reports are attached)
 - November, 2020
 - iReady reading and math fall assessment data, kindergarten
 - iReady reading and math fall assessment data, grades K-8 – disaggregated by subgroup to report on progress towards eliminating academic disparities
 - February, 2021
 - NWEA reading and math winter assessment, grades K-8—schoolwide and disaggregated by subgroup to report on progress towards eliminating academic disparities
 - April, 2021
 - iReady reading and math fall assessment data, grades K-8 – schoolwide and disaggregated by subgroup to report on progress towards eliminating academic disparities
 - June, 2021
 - Missouri Assessment Program (MAP) English Language Arts and Math year-end assessment data, grades 3-8—schoolwide and disaggregated by subgroup to report on progress towards eliminating academic disparities

Additional Academic Progress

- Our guides are delivering Montessori lessons synchronously and asynchronously and will share “glimpses” into our virtual and live classrooms periodically.

- We are utilizing Words Their Way (<https://www.pearson.com/us/prek-12.html>), and will share periodic highlights regarding progress in phonics and reading.
- We are working with the Primary team to determine what assessment tool to utilize to evaluate academic and social-emotional growth of our preschool-aged students. We will keep you informed about this and will share progress updates.

Dashboard Key and Notes

- The dashboard report will highlight items as green, yellow or red, to indicate where we are on target, areas we need to monitor closely, and areas for improvement.
- The dashboard report will include brief notes to highlight important information for the Academic Excellence Committee and the Board.
- The dashboard will include a glossary of terms and acronyms, to make it user-friendly.

Principal Report to the Board
Submitted by Crystal Isom
October 1, 2020

Enrollment Data:

- 26 preschool students attending in-person Monday through Friday
- 30 K-6 grade students attending in-person Monday through Thursday
- 176 K-8 students are attending virtually

Academic Data:

City Garden students in grades 1-8 took the iReady reading and math assessments in September. This is a new assessment and instructional support tool we are using for grades K-8. The fall assessment data for grades 1-8 are attached. Kindergarten students will take the assessment in a few weeks.

Please note:

- The first column with a green dot and black hash marks indicates the percent of students that are proficient.
- The second column with a green dot indicates the percent of students that are close to proficiency in the grade level.
- The third column with the yellow dot indicates the percent of students that are one grade level below proficiency.
- The fourth column with the red dot indicates the percent of students that are two grade levels below proficiency.
- The fifth column with a red dot with black hash marks indicate the students that are three or more grade levels below.

We are working to disaggregated data by race, gender, Free or Reduced Lunch status, and special education status and will share that information with the board. Staff will receive additional training on October 5 on how to use data to inform our instruction and how to assign lessons.

iReady is taking the place of NWEA for Fall and Spring. We will administer the NWEA assessment in January, so that we can compare winter to winter data.

Highlights regarding academic program and academic progress from the past month

- Parent Newsletter Planting the Seed is disseminated every Sunday
- Junior High School held Transition to High School Night
- CG Guides participated in three iReady professional developments
- 90% of City Garden's students completed the iReady assessment
- Students will begin differentiated iReady lessons week of 10/5 while continuing to receive asynchronous and synchronous Montessori Lessons

- City Garden Faculty and Staff participated in ABAR professional development 9/25/20

Key strengths, opportunities and challenges

- Strength - CG has increased the number of students participating in on campus learning
- Challenge - Ensuring that families are accessing community resources and students are consistently accessing academic lessons

Fabulous Friday Updates

- Black Girls Rock met with UNC-Chapel Hill Mentors 9/18 and 9/25
- Cooking Class at Kitchen Conservatory began 10/2
- Clemson University STEM Camp began 10/2
- Art Scope virtual classes begin 10/9
- City Garden Zoo Fieldtrip 10/10-10/11
- Classical Guitar Lessons begin 10/16
- Capoeira begin 10/16

Project #: 19.001.02

Project: CITY GARDEN MONTESSORI – 4209 FOLSOM RENOVATION

Date Issued: 9.18.20

Meeting Location: By: BF

UPDATES FROM LAST MONTH IN RED

Project Financing

- 1 Phase One – financing to takeout the leasehold improvement loan on 1618 and the seller financing on 4202 and 4209 Folsom and cover some project related costs. This loan closed in late June.
- 2 Phase Two – Arch to Park loan has closed along with IFF take out component, totaling \$1,250,000 in available funding to bridge to Phase Three of financing. The first draw package has been submitted and payees are awaiting payment. Second draw request package is currently being assembled and will be sent out next week for an end of September draw. First draw was \$250,259.33. Draws will be made monthly. David Blank is procuring an additional appraisal that, if favorable, could allow this load to be increased up to an additional \$250,000.
- 3 Phase Three – permanent financing structured to fully leverage HTCs and NMTCs vehicles and fully fund construction and project related costs. Anticipated closing target remains November 2020, but conversations with CDE's recently have yielded a likely early 2021 close, depending on the players involved. US Bank, for example, cannot close any more NMTC deals this calendar year but can be working toward an early January close. PNC indicated it could not close any deal until March 2021. IFF is diligently working with potential CDE's and looking internally for ways to continue or augment bridge financing for additional time that may be required. It is important to note that a 2021 close will need additional bridging to make sure project work continues on track.

IFF and project team also continue to work with Deb Flores and the Capital Campaign consultant, Dan Reynolds, to look at possibilities for any bridge financing to come from CC pledges.

Novogradac has completed an initial project budget forecast analysis assuming a HTC and NMTC financing structure. The overall project cost, including all hard and soft costs, sits around \$15.7 million. The project financial model is built around a \$14 million qualified equity investment from the NMTC investor, which will likely require 2 or more CDE's in the deal. As currently modeled, the outside project sources are as follows:

- Federal HTC equity- \$1,485,197
- State HTC equity - \$2,396,152
- NMTC equity - \$3,822,000

The school will be responsible for around \$7.5 million in additional financing, either through a leverage loan, or a combination of leverage loan and capital campaign contributions. Ideally, the goal is to bring as much capital campaign equity to the project to reduce the \$7.5 million amount.

The HTC application has been submitted to the Missouri Department of Economic Development and is currently being reviewed. We have received our initial review comments from SHPO and believe we can respond soon and without any real change to project design as it currently sits. We also received word from the DED that our project, due to its qualified census tract status, will continue to move through the systems and remains in the hunt for a portion of the \$30 million allocation for QCT projects.

Project Schedule and Design

- Bidding of the project has completed and Simms is working to vet all proposals and summarize for our project team.
- Construction Documents have been submitted to the City of St. Louis for permits. We received one comment from Zoning that is being addressed. Permits are expected soon. The project has also been submitted to MSD.
- The two parcels 4157 and 4209 Folsom have officially been consolidated into one parcel.
- Selective Demolition has begun, along with abatement.

- The abatement scope will remove all identified asbestos and will remediate lead-based paint on all columns and items that will be exposed. Ceilings testing positive for LBP will be stabilized and encapsulated. The value for this work is \$165,000. The work is starting this week and will take 60 days to complete.
- Design-Build Plumbing, Electrical and Fire Protection contractors have also been selected and have been approved to begin their design work. 2 Mechanical proposals are still being vetted as one bidder is significantly lower than the budgeted value.
- National Electric has been awarded the Electrical scope, Grasse & Associates has been awarded the Fire Protection Scope and Kammerlen has been awarded the Plumbing scope. Mechanical will be either Mechanical Solutions or Kammerlen.
- The Historic Window package has been released for completion shop drawings that will be reviewed by HKW and then sent to SHPO as a condition of final approval. Shop drawings will take about 2 weeks to complete. Dalco will be providing the historic replacement windows. Their window package is around \$230,000.
- At this point, the bids received have been tracking at or below the targeted budget amounts.
- The estimated GMP (Guaranteed Maximum Price) for construction is \$10,311,300, which includes a \$685,000 construction contingency.
- Simms will be tracking MBE/WBE participation and on-site labor numbers as part of each monthly pay application.
- Exterior work is expected to begin very soon and is critical to maintaining the project timeline.
- Simms is currently updating the project construction schedule. Our team is constantly assessing the tight timeframe that we have in front of us and are working diligently to balance available funding and project progress. A revised schedule will help our team assess how much may be needed to continue to bridge to a final closing.



FY21 Status Report for YTD Fundraising Income 9/30/2020

Method of Giving	Dates	FY21 Goal	% Goal Raised	FY21 Pledge Total	FY21 YTD Total
<i>Restricted Giving</i>	N/A	N/A	N/A	\$205,000.00	\$200,000.00
COVID-19 Family Assistance	Fall 2020	N/A	N/A		\$250.00
Enhanced Charidy Campaign	Spring 2021	\$400,000			
Fall 2020 Reentry Fund	Fall 2020	N/A	N/A		\$3,315.00
Fall Appeal	Fall 2020	\$15,000	14%	\$1,035.00	\$1,075.00
Give STL Day	Spring 2021	\$2,000			
Giving Tuesday	Fall 2020	\$8,000			
Year End Matching Campaign	Fall 2020	\$50,000	6%	\$2,250.00	\$750.00
Unassigned Corp/Found Gifts	N/A	\$370,000	19%		\$71,970.00
Unassigned Recurring Gifts	N/A	\$30,000	70%	\$15,510.00	\$5,427.00
General/Unsolicited Gifts	N/A	\$30,000	71%		\$21,415.00
Total Annual Fund:				\$18,795.00	\$104,202.00
Total Annual Fund with Restricted:				\$223,795.00	\$304,202.00
Total Annual Fund (Raised & Pledged):					\$122,997.00

Source of Giving (Organizations & Individuals)	FY21 Goal	% Goal Raised	FY21 Pledge Total	FY21 YTD Total
Individual Major Giving	\$150,000	18%	\$5,400.00	\$21,800.00
Individual Mid-Level Giving	\$100,000	11%	\$7,740.00	\$3,565.00
Individual Annual Giving	\$55,000	23%	\$5,655.00	\$6,867.00
Corporate Giving	\$300,000			
Foundation Giving	\$300,000	24%		\$71,970.00
Total Annual Fund:			\$18,795.00	\$104,202.00

Source of Giving (Inds by Contact Type)	FY21 Pledge Total	FY21 YTD Total
Alumni Parent		\$10.00
Board	\$4,050.00	\$1,350.00
Current Parent	\$4,365.00	\$5,035.00
Friend	\$7,335.00	\$24,335.00
Graduate		
Grandparent	\$450.00	\$690.00
Staff	\$2,595.00	\$812.00
Total Annual Fund:		\$32,232.00



City Garden Board of Directors Development Report – October 7, 2020

Annual Fund and General Development

- See FY21 Status Report for YTD Fundraising Income, included.
- Appeals during the first semester:
 - Fall Appeal
 - 300+ USPS mailing to segmented groups
 - All constituents solicited with online appeal
 - Giving Tuesday – December 1
 - End-of-Year Appeal: request Board members and Board Committee members to support match incentive
 - Appeal will run throughout December to the 31st
 - Goal of \$30,000 dollar for dollar match offer
 - To date, \$18,100 raised in gifts and pledges toward the match pool
- Implement Moves Management process, including assigning prospects to CEO, CDO and Grants contractor, and creating cultivation and solicitation plan for all prospects.
- Visits with individual, foundation representatives, and corporate representatives to further cultivation and solicitation plans.

Bloom reimagined

- New signature fundraising event: Bloom reimagined, blending online campaign and gala-type festivities.
- Plans in development: 24-hour online campaign using Charidy.com or similar portal, ending with a 1-hour virtual online event celebration.
- Start Wednesday, March 3, Noon to Thursday, March 4 Noon for online solicitation campaign; then 1-hour virtual Celebration March 4 evening.
- Request all Board Members, Development Committee members and other Board committee members to serve as Team Leaders.
 - Team Leaders are requested to recruit support from their network of colleagues, friends and family by personally soliciting network and committing to a team goal.
 - Development is working with Tiffany Anthony, PAC President, for parent involvement and to recruit Team Leaders.

Bloom anew campaign	FY21 Goal
Sponsors/Matching Gifts	\$300,000
Day of Gifts	\$100,000
Total for Project	\$400,000

Development Committee of the Board

- See draft of September 9, 2020 Committee Meeting Minutes, included.
- Feasibility Study Preliminary Report to Development Committee of the Board at October 14, 2020 meeting.
- Assist with Bloom reimagined planning and efforts.

Capital and Growth Campaign

Consultant: Dan Reynolds with Holmes, Radford & Reynolds

- Name of campaign proposed, *Ready to Flourish: Growing a World of Justice and Possibility*
- Continued work with Dan Reynolds: 41 feasibility study interviews have been conducted or scheduled. Wrapping up final interviews to prepare for reporting purposes.
- Feasibility Study Preliminary Report to Development Committee of the Board at October meeting.
- Begin draft of Campaign Brochure to market to donors, wider community.
- Pursue lead gifts to support \$1.2M bridge financing by November/December.
- Recruit and convene Campaign Committee to serve as catalysts for lead gifts, networking and organizational assistance.

Communications

- Facilitate and implement Phase Two (to parent community) and Phase Three (to neighborhood community) of communications plan to announce renovations started at 4209 Folsom.
- Draft Fall Annual Appeal solicitation communications to all constituents.
- *Development and Communications Download* inaugural monthly newsletter delivered to staff community.
- Working with Principal Crystal Isom, design and facilitate distribution of *Planting the Seed* weekly newsletter to parents and guardians, and *Staff Dispatch*, weekly newsletter to staff.
- Annual Impact Report forthcoming, electronic format
- Draft Fall Annual Appeal solicitation communications to all constituents.
- Working with Admissions Coordinator, design and print support for open enrollment materials and Open House video needs.
- Ongoing social media engagement including posts about on-site learning and resources, organizational partners, and City Garden branded, joy-centric content.
- Developing video content for virtual tours, virtual open house, and grant proposals.
- Supporting the online application process for the 2020-21 school year enrollment plan.

Corporate & Foundation Grants

- Charter School Growth Fund – renewed application and interview process in October.
- Awards received to date:
 - o The Opportunity Trust Reinvent Grant: \$15,000
 - o Dana Brown Charitable Trust, award for Preschool program: \$25,000
 - o Innovative Technology Education Foundation, award for teacher professional development: \$4,000
- Submissions currently pending:
 - o Regional Business Council – COVID capital needs: \$7,500
 - o Saigh Foundation – Preschool program: \$10,000
 - o Bellwether Foundation – Preschool program: \$15,000
 - o Boeing Employee Community Fund – Preschool program: \$19,000
 - o John Allan Love Charitable Foundation – Preschool program: \$10,000



CGM Institute AEC/BOARD Report October 6, 2020

HIGHLIGHTS:

- METTC and City Garden Montessori Institute will partner to collaborate on ABAR Montessori Philosophy Album.
- We are licensing METTC's Elementary Albums until we create our own.
- Mike is seeing evidence of Adult Learners (AL) implementing their training as they deliver lessons.
- Mike and Jori designed a 1-day Institute Retreat that was informed by the work done within the Staff Summit.
- Mike has begun uploading content to Transparent Classroom to support the development of a CGM Dashboard. Social Justice Learner Outcomes have been entered and alignment of MO State Standards has begun.

KEY INFORMATION:

- The DRAFT Adult Learner Handbook will be ready for review by week's end. (It is officially a draft until both the CGM Governance Committee and MACTE approve the document. This will be a back and forth process until final approval.)
- The average grades for the cultural studies courses (geography, biology, history, zoology, science) was 96.70% for the 5 ALs.
- The average grades for the Language course was 97.40% for the 5 ALs
- The average grades for the Math course was 97% for the 5 ALs
- The average grades for the Philosophy course was 99% for the 5 ALs
- The average grades for the Geometry course was 99% for the 5 ALs
- The End of Summer Intensive Survey summary:
 - o 50% of ALs stated they "really understood" the Instructional content and 50% stated "understood".
 - o 50% of ALs stated that their instructors were "very available" and 50% stated "available"
 - o 50% of the ALs stated that CANVAS was "very easy to navigate" and 50% stated "easy to navigate"
 - o 100% of ALs stated the following
 - Course content was very relevant
 - ALs feel confident in their ability to present the course content in the Fall
 - ABAR threads were woven throughout the courses
 - Quizzes and assessments aided in the internalization of the course content
 - Enjoyed the courses very much
 - Instructor feedback was relevant and timely
 - There was plenty of opportunity to interact with other ALs
 - 2-4 hours spent outside of the daily distance learning portion of training
- The Early Childhood Overview course is running now through November 8, 2020. The ALs will receive continuous asynchronous course work across the year in place of weekend seminars.
- Mike resides in Cincinnati and is visiting CGM monthly to plan with Institute Director, School Principal, have work conferences and observe the ALs.
- Jori has met with board member Susie Shelton-Dodge several times to review the AL handbook and develop support documents.

SUMMARY:

Since the end of the summer intensive, Jori and Mike have worked weekly to create the Adult Learner handbook, develop a coaching model, plan out year round PD for the ALs, codify the Montessori curriculum, develop Transparent Classroom, provide school wide professional development at the direction of the Principal, Crystal Isom, and hired an additional instructor to facilitate the Early Childhood Overview. We are both taking the AMS TEP (American Montessori Society-Teacher Education Program) Diversity training in October. Mike is taking the 1-day Crossroads training in October. Jori has been meeting with Christie weekly to onboard her into the new position, develop management strategies, bring her up to date on budget and strategic planning documents, and setting the stage to do the annual goal setting for the Institute. Mike and Jori are excited about the opportunity to work more closely with the Academic Excellence Committee.

LEARNINGS...

- The Institute can have an important and powerful role in CGM's curricular, instructional and cultural codification process.
- Training has an elevating effect on teacher's attitudes and ability to deliver Montessori lessons.
- CGMI already has a national presence as a leader in ABAR Montessori Education.
- We may need to consider the fact that since there are few Montessori TEP Trainers of the global majority, we may need to train our own cadre of trainers....

DRAFT



City Garden Montessori School

Minutes

Governance Committee Meeting

Date and Time

Tuesday September 8, 2020 at 8:30 AM

Committee Members Present

C. Huck (remote), D. Fox (remote), D. Smith (remote), M. Farrell Khazaeli (remote), M. Grossmann (remote), P. Ruger (remote), S. Harris (remote)

Committee Members Absent

A. Beasley

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

S. Harris called a meeting of the Governance Committee of City Garden Montessori School to order on Tuesday Sep 8, 2020 @ 8:35 AM.

Shanita led the Land Acknowledgement.

C. Board Update

- Sherita Haigler was approved for board membership and has attended the retreat and the first meeting of the school year
- Jesse Dixon has resigned as chair for the Academic Excellence Committee. Christie will lead that group until a new chair can be appointed.

D. School Update

School began on August 31 with two Primary (pre-K) classes, and about 20 students K-6 on site. The rest of the students are participating in Virtual learning, We are surveying our teachers each week to ask their thoughts about how things are going, both with in-person and remote classrooms.

II. Action Items

A. Approve Minutes

D. Smith made a motion to approve the minutes from Governance Committee Meeting on 05-12-20.

M. Grossmann seconded the motion.

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

B. Special Attention - MODEL VIRTUAL EDUCATION DELIVERY POLICY

The committee discussed revisions to the policy which will included in the policy. The next steps:

- The committee will review the revisions, make final recommendations via email by Monday, September 14
- The final revised version will be shared with Crystal Isom for her to review with academic staff for their feedback
- With academic staff revisions incorporated into the policy, it will come back to the committee for a vote to recommend to the board for approval

III. The Work of the Governance Committee This Year

A. 2020-21 Board Governance Goals and Road Map

- The Board Goals and Road Map were shared with the committee, with items that this committee will need to address highlighted
- The two main goals for us this year are policy drafting/revision for approval and board membership recruitment

B. Policy Schedule

1. First priorities

- Tueth Keeney (TK) reviewed our Technology Usage and Facilities Usage policies. The recommendation is that we create a form for parents to sign that is specific to distance learning. Deb will draft the form to accompany the policy.
- Christie will tackle the revisions to the General Admissions Policy, which will need to include the change in the catchment areas to accommodate the planned school expansion. A subcommittee will be formed made up of staff, two parents/guardians, and two board members.
- The Discipline Policy will be among those that the committee reviews this year. Christie will reach out Lee Montessori to see if their Discipline policy might be used as a template for us.
- A matrix will be created based on the original TK recommendations and sent to the committee. Additionally, Deb will reach out to the MPCSA to inquire about their list of policies that they recommend be adopted by public charter schools.

2. Second priorities

- Anthony and Pete were recommended to review the policies older than 2018.
- Pete will review the policies we adopted in 2018 to recommend those we should revise. Deb will send those policies to him,

C. Board and Committee Membership

The committee reviewed the recommendations from last year. It was decided to:

- Create job descriptions for board members
- Develop a timeline to accomplish the goal of revising the recruitment, selection, onboarding and evaluation processes
- Share the current process that was created by the Recruitment Subcommittee

D. Update on City Garden Foundation

- The foundation has been incorporated and application for 501(c)3 status is pending with the Internal Revenue Service.
- Christie is working with the development team to brainstorm and identify potential foundation board members

IV. 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 9:59 AM.

Respectfully Submitted,
D. Fox

DRAFT



City Garden Montessori School

Minutes

Development Committee Meeting

Date and Time

Wednesday September 9, 2020 at 5:30 PM

Via Zoom Meeting

Committee Members Present

D. Flores (remote), K. Carroll (remote), L. Carroll (remote), L. Fathman (remote), R. D'Souza Siebert (remote)

Committee Members Absent

K. McCarthy, S. Gordon

Guests Present

C. Flynn (remote), C. Huck (remote), D. Fox, L. deLearie (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

D. Flores called a meeting of the Development Committee of City Garden Montessori School to order on Wednesday Sep 9, 2020 @ 5:31 PM.

C. Board and School Update

- Deb gave an update on school reentry, including limited numbers of students in school building; K-8 is all remote learning program with many tech support needs.
- Safety precautions in place for those in the building following the COVID Health and Operations Guide

- New principal, Crystal Isom, welcomed and implementing new ideas such as Fab Friday opportunities for student participation in community activities.
- The Board is creating an Academic Dashboard and following Road Map for the year aligned with SLU Performance Contract

II. Action Items

A. Approve Minutes

K. Carroll made a motion to approve the minutes from Development Committee Meeting on 05-13-20.

R. D'Souza Siebert seconded the motion.

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

B. Development Report and FY21 Plan

- Deb highlighted parts of the FY21 Development Plan including the \$905,000 annual fund goal, upcoming Fall solicitation, monthly goals, the emphasis on recurring gifts, request the Board and committee members to comprise End-of-Year solicitation match pool, and the Moves Management process.
- The replacement event for the Gala, combining with Charidy efforts, was discussed with many suggestions and experience with virtual events shared.
- Several Corps/Foundations grants have been awarded already this fiscal year with many currently pending.

C. Communications Update

- Cassidy shared features of the new website including the On-Site Procedures video for students coming back to school.
- The "Life and Learning through COVID-19" piece was mailed to segmented constituents over the summer, and the Annual Impact Report is forthcoming.
- Implementing four phases of communications about the renovations commenced on the expansion building at 4209 Folsom.
- Many school-related communications including assisting virtual Meet the Teacher presentations, supporting Crystal Isom communication strategy and formats, digitizing all enrollment materials and implement online process, and many other school communications.

D. Gala/Charidy Combined Event/Efforts

Most discussion occurred under the FY21 Plan, with additional input from committee members who are either planning virtual fundraisers or have participated in them.

III. Updates

A. Comprehensive Campaign Updates

- City Garden's campaign consultant continues the feasibility interview process and will report finding soon. A Brand and Case Convening and survey was conducted to help inform the messaging going forward. The Case for Support was shared and financing packaging and needs were briefly discussed
- Several significant gifts have been secured and discussion took place about best practices for gift acceptance policy and implementation that ensures City Garden's mission and vision is always at the forefront and followed.

B. Donations - FY20 Totals

FY20 totals were shared with the committee.

C. Donations - FY21 through Aug. 31

The FY21 through Aug. 31 Gift Summary was shared with the committee.

IV. 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 6:52 PM.

Respectfully Submitted,
D. Flores

DRAFT



City Garden Montessori School

Minutes

Finance Committee Meeting

Date and Time

Wednesday September 16, 2020 at 5:30 PM

Zoom Virtual Meeting

Committee Members Present

A. DeZego (remote), B. Kling (remote), J. Fouse (remote), J. Schier (remote), S. Buchheit (remote), S. Deuanephenh (remote)

Committee Members Absent

J. Rolwes

Guests Present

C. Huck (remote), D. Blank (remote), T. Whitlock Murphy (remote)

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

S. Deuanephenh called a meeting of the Finance Committee of City Garden Montessori School to order on Wednesday Sep 16, 2020 @ 5:37 PM.

C. School Update

- Christie gave an update about remote learning, the training institute and details on Fabulous Fridays which is an enrichment day that Crystal created for students.
- City Garden is seeking Chromebook donations since the order has been delayed once again.

II. Action Items

A. Approve minutes from the previous meeting

A. DeZego made a motion to approve the minutes from Finance Committee Meeting (Virtual) on 08-26-20.

B. Kling seconded the motion.

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

B. Review and Approve July Financial Documents

- Cash balance has declined but this is a trend we see every year due to classroom supplies orders at the beginning of the year.
- Some of the Gala donations that were pledged in FY19 were paid after June 30th and will be included with this fiscal year's totals.

B. Kling made a motion to Approve July Financials.

J. Schier seconded the motion.

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

C. Review and Approve August Financial Documents

- State funding is a bit behind budget but we are beginning to catch up in August. The WADA number is higher than originally assumed when first budgeted.
- DESE passed a special funding rule that will let us use a prior year enrollment for our funding calculation this year.
- David is making adjustments to true operational cost per student since there is so much transition this year with remote learning, PD for remote learning etc.
- Salary and benefits are below budget for the time being.

J. Schier made a motion to Approve August Financials.

J. Fouse seconded the motion.

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

D. Tracking Budget Changes

David explained budget updates that will be coming:

- Reduction in preschool revenue due to lower enrollment because of social distancing needs.
- Before and aftercare does not currently have revenue since those programs are not being offered at this time.
- Food cost/revenue for lunch and breakfast down significantly.
- We are switching to a new student assessment program and there are upfront costs to the new platform.

III. Information Items

A. Developing the Finance Committee's 2020-21 Road Map

B. Update Building Expansion Project

- The loan closed on the second round of financing (loaner is Arch to Park). Bills for project will begin to get paid at this point.
- Demo, waterproofing, tuck pointing and abatement at Folsom will be happening over the next few months.

- Tax credits are on track for federal credits. State tax credits seem to be promising also.

IV. 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 6:42 PM.

Respectfully Submitted,
T. Whitlock Murphy

**City Garden Montessori School
Board of Directors Meetings and Events Schedule
2020-21 School Year**

August

8/15 – Board Retreat, 9:00 AM to 4:00 PM, location TBD
8/26 Finance Committee, 5:30 PM
8/27 Building and Grounds Committee, 9:00 AM

September

9/2 **Board of Directors Meeting**, 6:30 PM
9/8 Governance Committee, 8:30 AM
9/9 Development Committee, 5:30
9/16 Finance Committee, 5:30 PM
9/17 Building and Grounds Committee, 9:00 AM

October

10/6 Academic Excellence, 3:00 PM
10/7 **Board of Directors Meeting**, 6:30 PM
10/13 Governance Committee, 8:30 AM
10/14 Development Committee, 5:30 PM
10/15 Building and Grounds Committee, 9:00 AM
10/21 Finance Committee, 5:30 PM

November

11/3 Academic Excellence, 3:00 PM
11/4 **Board of Directors Meeting**, 6:30 PM
11/10 Governance Committee, 8:30 AM
11/11 Development Committee, 5:30 PM
11/18 Finance Committee, 5:30 PM
11/19 Building and Grounds Committee, 9:00 AM
11/25 to 11/27 Fall Break

December

12/1 Academic Excellence Committee, 3:00 PM
12/2 **Board of Directors Meeting**, 6:30 PM
12/8 Governance Committee, 8:30 AM
12/9 Development Committee, 5:30 PM
12/16 Finance Committee, 5:30 PM
12/17 Building and Grounds Committee, 9:00 AM

January

1/5 Academic Excellence Committee, 3:00 PM
1/9 Board Retreat, 9:00 AM to 4:00 PM, location TBD
1/12 Governance Committee, 8:30 AM
1/13 Development Committee, 5:30 PM
1/13 **Board of Directors Meeting**, 6:30 PM
1/20 Finance Committee, 5:30 PM
1/21 Building and Grounds Committee, 9:00 AM

February

2/2 Academic Excellence Committee, 3:00 PM
2/3 **Board of Directors Meeting**, 6:30 PM
2/9 Governance Committee, 8:30 AM
2/10 Development Committee, 5:30 PM
2/17 Finance Committee, 5:30 PM
2/18 Building and Grounds Committee, 9:00 AM

**City Garden Montessori School
Board of Directors Meetings and Events Schedule
2020-21 School Year**

March

3/2 Academic Excellence Committee, 3:00 PM
3/3 **Board of Directors Meeting**, 6:30 PM
3/9 Governance Committee, 8:30 AM
3/24 Finance Committee, 5:30 PM
3/25 Building and Grounds Committee, 9:00 AM

April

4/6 Academic Excellence Committee, 3:00 PM
4/7 **Board of Directors Meeting**, 6:30 PM
4/13 Governance Committee, 8:30 AM
4/15 Building and Grounds Committee, 9:00 AM
4/21 Finance Committee, 5:30 PM

May

5/4 Academic Excellence Committee, 3:00 PM
5/5 (1st. Wed), **Board of Directors Meeting**, 6:30 PM
5/11 Governance Committee, 8:30 AM
5/12 Development Committee, 5:30 PM
5/19 Finance Committee, 5:30 PM
5/20 Building and Grounds Committee, 9:00 AM

June

6/2 (1st. Wed) **Annual Meeting of the Board of Directors**, 6:30 PM
6/16 Finance Committee, 5:30 PM
6/17 Building and Grounds Committee, 9:00 AM