



City Garden Montessori School

Board Meeting

Date and Time

Wednesday November 4, 2020 at 6:30 PM CST

Via Zoom Webinar:

<https://us02web.zoom.us/j/89785080078?pwd=Y1g4U0htVGYyZ1ZFUjhVMW1yaENSZz09>

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 October 2020 Meeting	Approve Minutes		4 m
Approve minutes for Board Meeting on October 7, 2020			
B. September Financials	Vote	Sisouphanh (Sysco) Deuanepenh	7 m
C. Approval of Expenditures Over \$5,000	Vote	Christie Huck	5 m
Approval of \$28,000 for Kumon fees.			
D. Virtual Education Observation Policy	Vote	Shanika Harris	5 m
The Governance Committee recommends the board adopt the policy.			

III. Information Items**7:00 PM**

A. Board Goals and Roadmap Update	FYI	Donna Smith	5 m
B. SLU Performance Contract	FYI	Steve Sanchez	10 m
C. Principal Update	FYI	Crystal Isom	10 m
- Fall iReady Data - disaggregated by subgroups, kindergarten data - Academic Updates			
D. 4209 Folsom Project Update and Financing	FYI	David Blank	10 m
E. CEO Report	FYI	Christie Huck	10 m
- COVID-19 Update - Academic Dashboard Update - Admissions Update and Catchment Area Update - Development Update - Audit Update			
F. Preschool Growth	Discuss	Christie Huck	10 m
G. 2021-22 Staffing Plan and Hiring Calendar	FYI	Christie Huck	5 m
H. Preparation for Growth - Milestones and Roadmap	FYI	Christie Huck	5 m
Plans to prepare for the move 1st through 8th grade to 4209 Folsom and transitioning 1618 Tower Grove into an Early Childhood Education Center and Institute			
I. Questions and Comments	Discuss	Donna Smith	3 m
J. Reflection: Meeting Agreement	Discuss	Donna Smith	5 m
K. Included in Packet as Reading Materials	FYI		
- Development Report - Institute Report - October Meeting Minutes: - Academic Excellence - Governance - Development - Building and Grounds - Finance 2020-21 Board Meeting Schedule			

IV. Upcoming Events and Initiatives**8:13 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

8:13 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
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Cover Sheet

Approve Minutes from October 2020 Meeting

Section:	II. Action Items
Item:	A. Approve Minutes from October 2020 Meeting
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Board Meeting on October 7, 2020 2020_10_07_board_meeting_minutes (1).pdf

DRAFT



City Garden Montessori School

Minutes

Board Meeting

Date and Time

Wednesday October 7, 2020 at 6:30 PM

Via Zoom Webinar:

Directors Present

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

Directors Absent

C. Schell

Guests Present

C. Huck (remote), C. Isom (remote), D. Blank (remote), D. Flores (remote), D. Fox (remote), G. Ritter (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 Oct 7, 2020 @ 6:32 PM.

- Christie offered the Land Acknowledgement
- Jesse recited the Board Meeting agreements

B. Record Attendance and Guests

C. Mission Statement

Susie read the Mission Statement

D. Introductions and Public Comment

There was no public comment.

II. Action Items

A. Approve Minutes from August 5 Special Board Meeting

S. Harris made a motion to approve the minutes from Special Board Meeting on 08-05-20.

S. Haigler seconded the motion.

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

B. Approve Minutes from September 2020 Meeting

S. Deuanephenh made a motion to approve the minutes from Board Meeting on 09-02-20.

S. Shelton-Dodge seconded the motion.

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

A request was made to attach a pdf of the minutes being approved to the agenda item.

C. July Financials

S. Harris made a motion to approve the July 2020 financials.

M. Gleason seconded the motion.

Q - Why were these financials were not approved at the September board meeting.

A - Typically, the June/Fiscal Year End financials are the only finances approved at the board's first meeting of the new fiscal year. The board **VOTED** unanimously to approve the motion.

D. August Financials

L. Fathman made a motion to approve the August 2020 financials.

S. Harris seconded the motion.

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

E. Annual Special Education Local Compliance Plan

S. Shelton-Dodge made a motion to adopt Option A for the school's Local Plan for Compliance implementing the Individuals with Disabilities Education Act (IDEA).

S. Harris seconded the motion.

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

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

S. Deuanephenh made a motion to approve the 2020-21 Board Goals.

A. Beasley seconded the motion.

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

S. Harris made a motion to approve the 2020-21 Board Meeting Road Map.

L. Fathman seconded the motion.

Going forward, we will include the Road Map in every board meeting packet and flag any changes The board **VOTED** unanimously to approve the motion.

III. Information Items

A. CEO Report

Some highlights from Christie's report:

- City Garden was selected to join the inaugural cohort of [The Bridges Collaborative](#), a first-of-its kind grassroots initiative to advance racial and socioeconomic integration and equity in America's schools. The Bridges Collaborative, which officially launches this week, is coordinated by The Century Foundation (TCF), a national think tank that has helped steer the conversation on school integration for decades.
- Finance and Development – fundraising for annual fund and capital campaign are ramping up and need “all hands on deck”
- 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 o Process to Revise Neighborhood Catchment Area - please see the proposed process outlined below.

B. Academic Dashboard

- The draft will be shared with staff to obtain feedback
- We will be working on the build out with a data person from The Opportunity Trust
- We are hoping to finalize this in the next month

C. Academic Update - Fall Assessment Data

- Crystal shared the data results from the iReady assessment with the board
- We will be using NWEA for the Winter Assessment and iReady for the Spring Assessment
- We are moving toward iReady due to their strong curricular support aspect

D. Update - Virtual Education Observation Policy

- Christie will be seeking feedback from staff next week
- The Governance Committee will finalize the policy via email, and it will be on the board agenda to approve at the November meeting.

E. SLU 2019-20 Evaluation

Steve Sanchez and Gary Ritter presented Saint Louis University's annual evaluation to the board. In summary:

- In the areas of Curriculum & Instruction, State and Federal Compliance, Budget & Finance, and Governance, City Garden met the standards established in our Performance Contract
- In the area of Student Educational Achievement, due to the COVID-19 pandemic, there were no MAP testing results available, and the status of that standard is n/a.
- SLU has asked City Garden to share key results of its students' performance on the NWEA assessments (administered annually for the past 10 years) with Board members and Academic Excellence Committee members in Fall 2020 to inform the Board's oversight of academic performance.

It was also noted:

- Once again, City Garden's faculty and staff have demonstrated outstanding work ensuring compliance with state and federal reporting and related requirements.
- City Garden is a fiscally-responsible organization – and yet, even after raising hundreds of thousands of philanthropic dollars every year, it still requires more funding to hire the number of high-quality teachers and staff needed to help the school fully realize its vision of educational equity and academic success. That is a comment

on the inadequacy of state funding for public education, as City Garden is a commendable steward of the insufficient public funds it receives.

F. Questions and Comments

G. Reflection: Meeting Agreement

This item was tabled.

H. Included in Packet as Reading Materials

IV. Closing Items

A. Adjourn Meeting

S. Haigler made a motion to adjourn the meeting.

S. Deuanephenh seconded the motion.

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

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 8:12 PM.

Respectfully Submitted,

D. Fox

B. Adjourn to Closed Session

A. Beasley made a motion to convene a closed session to discuss personnel issues (RSMo 610.021.3).

L. Fathman seconded the motion.

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

Roll Call

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

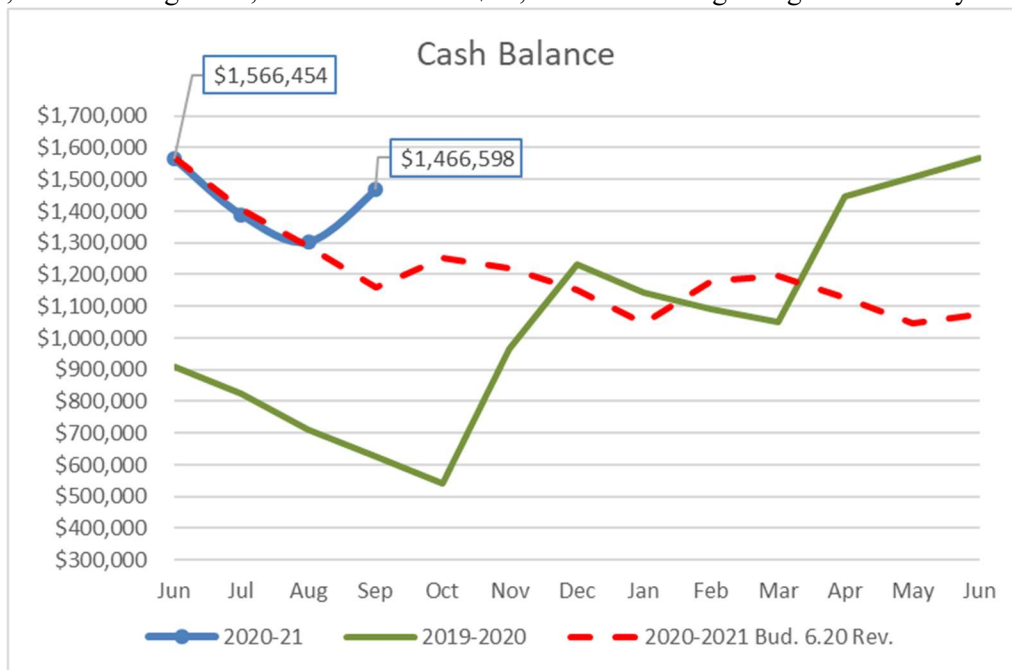
Cover Sheet

September Financials

Section:	II. Action Items
Item:	B. September Financials
Purpose:	Vote
Submitted by:	
Related Material:	City Garden 9.30.2020 Financial Statements.pdf

City Garden Montessori School
Notes Accompanying Financial Statements
September 30, 2020

The period ending September 30, 2020 had a cash balance of \$ 1,466,598. This is an increase of \$162,291 from August 31, and a decrease of \$99,855 from the beginning of the fiscal year.



Highlights of Financial Statements and Budget:

- Revenue:
 - o State \$176K above monthly expectations due to State overpayment, which was the result of a data issue with the 2019-20 school year attendance and calendar data and the new rule allowing City Garden to claim prior years ADA. This is timing and will be corrected with October's payment.
 - o Prop C \$20K above budget due to same issue as above, will be corrected with October's payment.
 - o Federal Funding \$58k below budget due to timing of reimbursement for Title, Sped and Expansion Grant, timing.
 - o Fundraising \$210K above than budgeted due to receipt of Opportunity Trust funds 1 month early.
 - 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.
 - o Loan Proceeds over budget due to draw of bridge loan \$192K for 4209 Folsom development.
- Expenses:
 - o Salary \$27k below budget due to unexpected turnover and unfilled positions.

- o Benefits \$27K below budget due to payment timing, turnover and unfilled positions.
- o Purchase Services above budget due to purchase of i-Ready \$14K, Prior year invoice for Catchment area consulting work \$10K and timing, offset by \$15K of rent discount due to early payment.
- o Supplies below budget due to payment timing
- o Capital Expense over budget by \$264K due to paying pre-development costs. \$192K was funded with a bridge loan, the balance we expect reimbursement with the larger financing of 4209 development.

Strategic Plan / Operations Split

	School Operations	Strategic Plan	New Building	Total
Revenue	\$ 889,395	\$ 200,000	\$ 194,915	\$ 1,284,310
Expense	1,038,538	86,495	257,915	1,382,948
Net Income \ (Loss)	(149,143)	113,505	(63,000)	(98,638)
Beginning Fund Balance	888,024	532,194	998,702	2,418,920
Net Income \ (Loss)	(149,143)	113,505	(63,000)	(98,638)
Ending Fund Balance	\$ 738,881	\$ 645,699	\$ 935,702	\$ 2,320,282

Forecast Adjustments:

Revenue-

- Reduce preschool tuition down \$112K due to reduction in enrollment from 52 to 26
- Reduce before and after care revenue down \$65K 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 \$217K 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 Professional service \$10K due to SPED turnover.
- Reduce Professional service \$25K due to transition contractor to employee.
- Increase On-line learning subscriptions to support virtual school \$15K.
- Increase supplies to support virtual learning \$21K.

City Garden Finance Dashboard

Budget

Revenue				
Source	Actual September 2019- YTD	Actual September 2020- YTD	Budget 20-21 YTD	Variance to Budget
State	\$ 532,591	\$ 638,704	\$ 462,541	\$ 176,162
Federal	4,343	-	58,370	(58,370)
Prop C	58,925	74,782	54,000	20,782
Intercompany	63,447	63,447	63,447	-
Donations	70,202	305,098	95,000	210,098
Fundraising	-	-	-	-
Preschool Tuition	54,312	7,365	16,000	(8,635)
Other	39,611	194,915	2,850	192,065
Total	\$ 823,431	\$ 1,284,310	\$ 752,208	\$ 532,102

Expenses				
Category	Actual September 2019- YTD	Actual September 2020- YTD	Budget 20-21 YTD	Variance to Budget
Salaries	\$ 559,272	\$ 541,180	\$ 554,940	\$ (13,761)
Benefits	176,960	175,060	195,829	(20,770)
Purchased Services	266,189	330,915	319,943	10,973
Supplies	57,917	58,235	64,999	(6,764)
Capital/Debt Services	38,896	277,558	3,600	273,958
Total	\$ 1,099,234	\$ 1,382,948	\$ 1,139,311	\$ 243,636
Net Income\Loss	\$ (275,803)	\$ (98,638)	\$ (387,103)	\$ 288,465

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	222,333	100,438
Total Revenue	\$ 5,869,687	\$ 6,157,294	\$ 4,722,154	\$ 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	\$ 2,206,469	\$ 2,364,316
Benefits	655,090	655,090	744,091	803,254
Purchased Services	1,388,074	1,388,074	1,476,087	1,436,087
Supplies	166,750	166,750	530,500	510,500
Capital Outlay/Debt Services	1,362,658	1,362,658	1,117,221	923,788
Total Expenses	\$ 5,499,003	\$ 5,499,003	\$ 6,074,368	\$ 6,037,945
Net Income\Loss	\$ 370,684	\$ 658,291	\$ (1,352,214)	\$ (1,396,538)

Financial Health Check

Category	FY 18-19	FY19-20	Actual September 2020- YTD	Budget FY 20-21
Ending Cash Fund Balance	\$ 908,227	\$ 1,566,454	\$ 1,466,598	\$ 1,022,512
Cash Days on Hand*	62	126	91	61
State Reimbursement per WADA	\$ 8,271	\$ 8,972	\$ 8,662	\$ 7,961
Revenue per Student*	\$ 15,565	\$ 15,805	\$ 5,195	\$ 15,955
Cost per Student*	\$ 14,222	\$ 14,380	\$ 5,615	\$ 17,674
Excess/(Deficit) Per Student	\$ 1,343	\$ 1,425	\$ (420)	\$ (1,719)

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

School Stats

Category	FY 18-19	FY 19-20	9/30/2020	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

Accountability Plan

Measure	FY17-18	YTD September 2019	Budget FY19-20	Measure Met?
Debt to Asset Ratio < 0.9	0.5	0.27	0.6	Yes
Enrollment Variance >= 95%	99%	85.5%	N/A	No
Fund Balance >= 10% Unrestricted	28%	24%	17%	Yes

Points to Note- September

State and Prop C Funding was overpaid due to 2019-2020 attendance and calendar data issue, timing.

Federal below budget due to timing of reimbursement requests \$40K Fed Grant, \$18K Title, Sped, FRL- timing

Donations-Op.Trust payment came in early, timing.

Salaries and Benefits below due to unexpected staff Turnover and unfilled positions .

Purchase service over budget due to \$14K iReady perm, rest timing.

Capital- Paid phase 1 soft and construct costs, offset with debt revenue, balance to be reimbursed with LT financing.

City Garden Finance Operations/Strategic Plan Split

Actual September 2020- YTD

Revenue				
Source	School Operations	Strategic Plan	New Building	Total
State	\$ 638,704			\$ 638,704
Federal	-			-
Prop C	74,782			74,782
Intercompany	63,447			63,447
Donations	105,098	200,000		305,098
Fundraising	-			-
Preschool Tuition	7,365			7,365
Other	(0)		194,915	194,915
Total	\$ 889,395	\$ 200,000	\$ 194,915	\$ 1,284,310

Expenses				
Category	School Operations	Strategic Plan	New Building	Total
Salaries	\$ 475,653	\$ 65,526		\$ 541,180
Benefits	154,091	20,968		175,060
Purchased Services	330,915		-	330,915
Supplies	58,235			58,235
Capital/Debt Services	19,643		257,915	277,558
Total	\$ 1,038,538	\$ 86,495	\$ 257,915	\$ 1,382,948
Net Income\Loss	\$ (149,143)	\$ 113,505	\$ (63,000)	\$ (98,638)

Beginning Fund Balance	\$ 888,024	\$ 532,194	\$ 998,702	\$ 2,418,920
Net Income\Loss	\$ (149,143)	\$ 113,505	\$ (63,000)	\$ (98,638)
Ending Balance	\$ 738,881	\$ 645,699	\$ 935,702	\$ 2,320,282

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

	<u>as of 9/30/2019</u>	<u>as of 9/30/2020</u>
Assets		
Operating Account- Commerce	\$ 34,884	\$ 17,970
Operating Account- Reliance	-	-
Operating Account- Simmons	308,543	749,146
PPP Account- Simmons	-	-
MMA Account	18,280	439,501
Upper School Account	22,559	24,497
4209 Folsom Account	63,394	25,112
4202 Folsom Account	9,858	5,058
US Bank	6,133	9,934
Edward Jones	167,066	195,381
Cash	<u>630,717</u>	<u>1,466,598</u>
Undeposited Funds	867	-
Note Receivable	382,164	-
Real Estate	1,319,974	1,585,376
Leashold Improvements	-	122,889
Total Assets	<u>\$ 2,333,723</u>	<u>\$ 3,174,863</u>
Liabilities & Net Assets		
Note Payable - IFF	\$ 382,164	\$ -
Note Payable- 4209 Folsom	1,029,904	-
Note Payable- 4202 Folsom	290,070	-
Notes Payable- 4209 Folsom	-	855,806
Liabilities	<u>1,702,138</u>	<u>855,806</u>
Fund Balance Prior YE	908,227	2,419,050
Income/(Loss)	(276,643)	(99,993)
Current Fund Balance	631,585	2,319,058
Total Liabilities & Net Assets	<u>\$ 2,333,723</u>	<u>\$ 3,174,863</u>

City Garden Montessori

Unaudited

2020-21 Revenue & Expenses as of 9/30/2020 Compared to Annual Budget

		Actual YTD 9/30/2019	Actual YTD 9/30/2020	Amended 6/2020 Budget YTD 9/30/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
Revenues								
5100	Local	\$ 286,497	\$ 990,162	\$ 231,297	\$ 758,865	\$ 2,162,003	\$ (1,171,841)	46%
5300	State	532,591	292,792	462,541	(169,749)	1,772,000	(1,479,208)	17%
5400	Federal	4,343	-	58,370	(58,370)	707,404	(707,404)	-
5899	GRAND TOTAL REVENUES	823,431.07	1,282,955	752,208	530,747	4,641,407	(3,358,452)	28%
Expenditures								
1111	Classroom Instruction	327,353	300,371	342,214	(41,842)	1,667,934	(1,367,563)	18%
1221	Special Programs	55,237	55,734	50,466	5,269	226,095	(170,361)	25%
1251	Culturally Different	39,453	34,273	32,960	1,313	131,932	(97,659)	26%
1411	Student Activity-Extracurricular	-	-	-	-	-	-	-
1999	TOTAL INSTRUCTION	422,044	390,379	425,640	(35,261)	2,025,961	(1,635,583)	19%
2111	Support Services-Pupils	26,259	16,669	29,307	(12,638)	144,762	(128,093)	12%
2213	Professional Development	-	9,569	19,300	(9,731)	89,360	(79,790)	11%
2219	Training Center	-	77,513	73,945	3,568	210,571	(133,058)	37%
2321	Executive Administration Services.	120,866	147,624	123,424	24,200	521,408	(373,785)	28%
2411	Building Principal Services	66,231	58,451	61,382	(2,930)	245,827	(187,376)	24%
2511	Business Support Services	44,833	45,623	45,779	(156)	184,130	(138,507)	25%
2541	Operation of Plant Services	144,991	115,537	136,787	(21,250)	570,137	(454,600)	20%
2562	Food Services	14,236	1,462	6,918	(5,456)	100,670	(99,208)	1%
2661	Technology Services	8,708	6,193	5,100	1,093	14,840	(8,647)	42%
2998	TOTAL SUPPORT SERVICES	426,125	478,641	501,942	(23,300)	2,081,706	(1,603,065)	23%
3901	Community/Resource Development	56,386	101,528	106,629	(5,101)	500,358	(398,830)	20%
3905	Preschool	101,260	108,966	101,227	7,739	417,534	(308,568)	26%
3906	After Care Program	8,789	5,527	6,636	(1,110)	40,247	(34,720)	14%
3912	Parental Involvement	9,870	20,349	12,832	7,517	48,352	(28,003)	42%
3999	TOTAL COMMUNITY SERVICES	176,305	236,370	227,324	9,046	1,006,490	(770,120)	23%
4011	Facility Acquisition/Improvement	38,896	277,558	3,600	273,958	923,788	646,230	30%
4999	TOTAL FACILITY ACQUISITION	38,896	277,558	3,600	273,958	923,788	646,230	30%
9999	GRAND TOTAL EXPENDITURES	1,063,370	1,382,948	1,158,506	224,442	\$ 6,037,945	(3,362,538)	23%
Total Revenue Over/(Under) Total Expenses		(239,939)	(99,993)	(406,298)	306,305	(1,396,538)	4,086	
Beginning Fund Balance, July 1		519,504	2,419,050	2,419,050		2,419,050		
Ending Fund Balance, September 30		\$ 279,565	\$ 2,319,058	\$ 2,012,752		\$ 1,022,512		

City Garden Montessori

Unaudited

2020-21 Revenue as of 9/30/2020 Compared to Annual Budget

Revenue	Amended 6/2020						
	Actual YTD 9/30/2019	Actual YTD 9/30/2020	Budget YTD 9/30/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
5100 Local Revenue							
5113 Prop C	58,925	\$ 74,782	\$ 54,000	\$ 20,782	216,000	\$ (141,218)	35%
5141 Interest	8,012	1,155	600	555	2,400	(1,245)	48%
5151 Student Food Sales	2,557	95	500	(405)	10,000	(9,905)	1%
5172 Student Activity - JRH	2,900	-	250	(250)	5,500	(5,500)	-
5178 Student Activity-Club	-	-	-	-	-	-	-
5179 Student Activity-Field Trips	6,385	-	1,500	(1,500)	6,000	(6,000)	-
5188 Facility Rental	1,438	-	-	-	1,538	(1,538)	-
5191 Intercompany - PS to Charter	63,447	63,447	63,447	-	253,788	(190,341)	25%
5192 Fundraising/Special Events	-	-	-	-	248,676	(248,676)	-
5194 Donations	70,202	105,098	95,000	10,098	656,501	(551,403)	16%
5195 Donations-Restricted	-	200,000	-	200,000	410,000	(210,000)	-
5196 Preschool Tuition	54,312	7,365	16,000	(8,635)	276,600	(269,235)	3%
5197 After Care Tuition	12,428	232	-	232	50,000	(49,768)	0%
5197.1 Before Care Tuition	2,003	-	-	-	15,000	(15,000)	-
5199 Debt Proceeds	-	193,433	-	193,433	-	193,433	-
5198 Other	3,889	-	-	-	10,000	(10,000)	-
5100 Total Local Revenue	286,497	645,606.32	231,297	414,309	2,162,003	(1,516,397)	30%
5300 State Revenue							
5311-19 Basic Formula/CTF	532,591	638,704	462,541	176,162	1,772,000	(1,133,296)	36%
5333 Food Service-State	-	-	-	-	-	-	-
5300 State Revenue	532,591	638,704	462,541	176,162	1,772,000	(1,133,296)	36%
5400 Federal Revenue							
5124 Medicaid Admin Billing	-	-	-	-	12,000	(12,000)	-
5499 Federal Grant	-	-	40,000	(40,000)	485,000	(485,000)	-
5441 Special Ed Part B	-	-	4,000	(4,000)	38,000	(38,000)	-
5445 Lunch Program	3,519	-	1,000	(1,000)	32,004	(32,004)	-
5446 Breakfast Program	676	-	350	(350)	7,608	(7,608)	-
5448 Snack Program	147	-	20	(20)	1,392	(1,392)	-
5451-66 Consolidated Federal Funds	-	-	13,000	(13,000)	131,400	(131,400)	-
5451-66 Consolidated Federal Funds	-	-	-	-	-	-	-
5400 Federal Revenue	4,343	-	58,370	(58,370)	707,404	(707,404)	-
5899 GRAND TOTAL REVENUES	823,431	1,284,310	752,208	532,102	4,641,407	(3,357,097)	28%

City Garden Montessori

Unaudited

2020-21 Expenses as of 9/30/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 9/30/2019	Actual YTD 9/30/2020	Amended 6/2020 Budget YTD 9/30/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
1111 Classroom Instruction							
6100 Salaries	\$ 229,465	\$ 204,486	226,546	\$ (22,060)	958,585	(754,099)	21%
6200 Benefits	76,954	66,790	85,056	(18,266)	340,223	(273,433)	20%
6300 Purchased Services	6,089	19,488	10,588	8,900	43,511	(24,022)	45%
6400 Supplies & Materials	14,846	9,607	20,024	(10,417)	325,615	(316,008)	3%
Total Classroom Instruction	327,353	300,371	342,214	(41,842)	1,667,934	(1,367,563)	18%
1221 Special Programs							
6100 Salaries	38,216	41,923	33,828	8,095	121,202	(79,279)	35%
6200 Benefits	13,049	13,812	10,438	3,373	41,754	(27,942)	33%
6300 Purchased Services	3,769	-	6,000	(6,000)	62,740	(62,740)	-
6400 Supplies & Materials	204	-	200	(200)	400	(400)	-
Total Special Programs	55,237	55,734	50,466	5,269	226,095	(170,361)	25%
1251 Culturally Different							
6100 Salaries	27,847	24,113	24,118	(5)	96,964	(72,851)	25%
6200 Benefits	11,606	10,160	8,642	1,517	34,568	(24,409)	29%
6400 Supplies & Materials	-	-	200	(200)	400	(400)	-
Total Title I	39,453	34,273	32,960	1,313	131,932	(97,659)	26%
2111 Support Services-Pupils							
6100 Salaries	17,542	11,049	17,766	(6,717)	70,176	(59,127)	16%
6200 Benefits	5,635	3,344	5,841	(2,497)	23,364	(20,020)	14%
6300 Purchased Services	613	2,275	5,300	(3,025)	38,480	(36,205)	6%
6400 Supplies & Materials	2,468	-	400	(400)	12,742	(12,742)	-
Total Support Services-Pupils	26,259	16,669	29,307	(12,638)	144,762	(128,093)	12%
2213 Professional Development							
6300 Purchased Services	33,418	9,181	18,800	(9,619)	84,700	(75,518)	11%
6400 Supplies & Materials	2,447	388	500	(112)	4,660	(4,272)	8%
Total Professional Development	35,864	9,569	19,300	(9,731)	89,360	(79,790)	11%

City Garden Montessori

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2020-21 Expenses as of 9/30/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 9/30/2019	Actual YTD 9/30/2020	Amended 6/2020 Budget YTD 9/30/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
2219 Training Institute							
6100 Salaries	-	14,167	-	14,167	77,917	(63,750)	-
6200 Benefits	-	5,140	-	5,140	27,654	(22,514)	-
6300 Purchased Services	-	52,409	43,000	9,409	80,000	(27,591)	-
6400 Supplies & Materials	-	5,797	11,750	(5,953)	25,000	(19,203)	-
Total Executive Admin Services	-	77,513	54,750	22,763	210,571	(133,058)	-
2321 Executive Administration Services							
6100 Salaries	71,328	59,235	64,807	(5,572)	259,227	(199,993)	23%
6200 Benefits	20,926	22,069	24,552	(2,483)	90,492	(68,422)	24%
6300 Purchased Services	16,825	60,338	29,365	30,973	148,926	(88,588)	41%
6400 Supplies & Materials	11,787	5,982	4,700	1,282	22,764	(16,782)	26%
Total Executive Admin Services	120,866	147,624	123,424	24,200	521,408	(373,785)	28%
2411 Building Principal Services							
6100 Salaries	49,669	44,890	45,702	(812)	182,808	(137,918)	25%
6200 Benefits	16,562	13,561	15,580	(2,019)	62,319	(48,758)	22%
6300 Purchased Services	-	-	-	-	-	-	-
6400 Supplies & Materials	-	-	100	(100)	700	(700)	-
Total Building Principal Services	66,231	58,451	61,382	(2,930)	245,827	(187,376)	24%
2511 Business Support Services							
6100 Salaries	32,924	33,089	33,092	(3)	132,370	(99,280)	25%
6200 Benefits	10,413	10,456	11,186	(731)	44,746	(34,290)	23%
6300 Purchased Services	1,496	2,078	1,500	578	7,015	(4,937)	30%
6400 Supplies & Materials	-	-	-	-	-	-	-
Total Business Support Services	44,833	45,623	45,779	(156)	184,130	(138,507)	25%
2541 Operation of Plant Services							
6100 Salaries	6,373	6,314	5,753	562	23,010	(16,696)	27%
6200 Benefits	2,104	2,124	1,992	131	7,969	(5,845)	27%
6300 Purchased Services	118,145	90,767	110,618	(19,850)	450,986	(360,219)	20%
6400 Supplies & Materials	18,370	16,332	18,425	(2,093)	88,172	(71,840)	19%
Total Operation of Plant Services	144,991	115,537	136,787	(21,250)	570,137	(454,600)	20%

City Garden Montessori

Unaudited

2020-21 Expenses as of 9/30/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 9/30/2019	Actual YTD 9/30/2020	Amended 6/2020 Budget YTD 9/30/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
2562 Food Services							
6100 Salaries	2,299	1,358	2,183	(826)	13,876	(12,518)	10%
6200 Benefits	176	104	335	(231)	1,339	(1,235)	8%
6300 Purchased Services	10,809	-	4,000	(4,000)	81,461	(81,461)	-
6400 Supplies & Materials	953	-	400	(400)	3,994	(3,994)	-
Total Food Services	14,236	1,462	6,918	(5,456)	100,670	(99,208)	1%
2660 Technology Services							
6300 Purchased Services	3,747	-	2,000	(2,000)	10,240	(10,240)	-
6400 Supplies & Materials	4,961	6,193	3,100	3,093	4,600	1,593	135%
Total Technology Services	8,708	6,193	5,100	1,093	14,840	(8,647)	42%
3901 Community/Resource Development							
6100 Salaries	37,613	53,822	60,452	(6,630)	241,808	(187,985)	22%
6200 Benefits	10,705	16,775	20,452	(3,678)	81,810	(65,035)	21%
6300 Purchased Services	5,835	29,745	23,325	6,420	100,491	(70,746)	30%
6395 Special Events	1,998	1,186	2,000	(814)	73,750	(72,564)	2%
6400 Supplies & Materials	236	-	400	(400)	2,500	(2,500)	-
Total Community/Resource	56,386	101,528	106,629	(5,101)	500,358	(210,844)	20%
3905 Preschool							
6100 Salaries	31,874	31,661	29,893	1,769	131,579	(99,918)	24%
6200 Benefits	5,055	5,877	7,187	(1,309)	28,747	(22,870)	20%
6300 Purchased Services	63,447	63,447	63,447	-	253,788	(190,341)	25%
6400 Supplies & Materials	884	7,980	700	7,280	3,419	4,561	233%
Total Preschool	101,260	108,966	101,227	7,739	417,534	(308,568)	26%
3906 Before/After Care Program							
6100 Salaries	7,064	4,023	4,256	(232)	29,500	(25,477)	14%
6200 Benefits	1,440	1,503	2,381	(877)	9,523	(8,019)	16%
6400 Supplies & Materials	285	-	-	-	1,224	(1,224)	-
Total Befoe/After Care Program	8,789	5,527	6,636	(1,110)	40,247	(34,720)	14%

City Garden Montessori

Unaudited

2020-21 Expenses as of 9/30/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 9/30/2019	Actual YTD 9/30/2020	Amended 6/2020 Budget YTD 9/30/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
3912 Parental Involvement							
6100 Salaries	7,059	11,049	6,546	4,503	25,296	(14,247)	44%
6200 Benefits	2,336	3,344	2,187	1,158	8,746	(5,402)	38%
6400 Supplies & Materials	475	5,956	4,100	1,856	14,310	(8,354)	42%
Total Parental Involvement	9,870	20,349	12,832	7,517	48,352	(28,003)	42%
4011 Facility Acquisition/Improvement							
6500 Capital Outlay	31,111	271,789	-	271,789	902,000	(630,211)	-
6600 Interest	7,785	5,769	3,600	2,169	21,788	(16,019)	26%
Total Facility Acquisition	38,896	277,558	3,600	273,958	923,788	(646,230)	30%
9999 GRAND TOTAL EXPENDITURES	\$ 1,099,234	\$ 1,382,948	\$ 1,139,311	\$ 243,636	\$ 6,037,945	\$ (4,654,998)	23%

City Garden Montessori

2020-21 Purchased Services as of 9/30/2020 Compared to Annual Budget

Purchased Services by Function	Actual YTD 9/30/2020	Amended 6/2020 Budget YTD 9/30/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget	Original Budget FY18
1111 Classroom Instruction							
6311-A Pyhsical Education	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -
6311-B Jesuit Volunteer	-	-	-	-	-	-	14,280
6311-C Online Learning Subscriptions	7,207	5,000	2,207	6,121	1,087	118%	6,121
6311-D Summer School	202	-	202	2,040	(1,838)	10%	2,040
6311-E NWEA Testing	10,250	3,148	7,102	3,247	7,003	316%	3,109
6311-F Arts Program	-	-	-	-	-	-	-
6311-G Substitutes	-	500	(500)	23,943	(23,943)	-	25,943
6311 Instructional Services	17,659	8,648	9,011	35,350	(17,691)	50%	51,493
6334 Rental Equipment	1,829	1,940	(111)	8,160	(6,332)	22%	8,160
6343 Travel	-	-	-	-	-	-	-
6371 Dues & Memberships	-	-	-	-	-	-	-
6391 Other Purchased Services	-	-	-	-	-	-	-
Total Classroom Instruction	19,488	10,588	8,900	43,511	(24,022)	45%	59,653
1221 Special Programs							
6311 Instructional Services	-	6,000	(6,000)	62,740	(62,740)	-	21,740
6319-C Information System	-	-	-	-	-	-	-
6398 Prior Year Adjustment	-	-	-	-	-	-	-
Total Special Programs	-	6,000	(6,000)	62,740	(62,740)	-	21,740
1251 Culturally Different							
6312 Instuctional Improvement	-	-	-	-	-	-	-
6398 Prior Year Adjustment	-	-	-	-	-	-	-
Total Culturally Different	-	-	-	-	-	-	-
2111 Support Services-Pupils							
6319-A Student Information System	1,299	-	1,299	5,000	(3,701)	26%	5,000
6319-B E-mail/Website	-	-	-	2,040	(2,040)	-	2,040
6319 Professional & Technical Services	1,299	-	1,299	7,040	(5,740)	18%	7,040
6341 McKinney-Vento Student Transport.	73	1,000	(927)	10,600	(10,527)	1%	-
6391 Other Purchased Services	903	4,300	(3,397)	20,840	(19,937)	4%	840
Total Support Services-Pupils	2,275	5,300	(3,025)	38,480	(36,205)	6%	7,880

City Garden Montessori

2020-21 Purchased Services as of 9/30/2020 Compared to Annual Budget

Purchased Services by Function	Actual YTD 9/30/2020	Amended 6/2020 Budget YTD 9/30/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget	Original Budget FY18
2214 Professional Development							
6312-A Montessori Training	(255)	6,000	(6,255)	26,700	(26,955)	(1%)	25,200
6312-B Common Training	8,885	7,200	1,685	21,500	(12,616)	41%	28,841
6312-C Outside Training	-	-	-	-	-	-	-
6312-D Administrative Staff	552	5,600	(5,048)	32,500	(31,948)	2%	3,500
6312 Instructional Improvement	9,181	18,800	(9,619)	80,700	(71,518)	11%	57,540
6343 Travel	-	-	-	4,000	(4,000)	-	15,000
Total Professional Development	9,181	18,800	(9,619)	84,700	(75,518)	11%	72,540
2219 Training Center							
6391- Consulting Fees	52,409	43,000	9,409	80,000	(27,591)	66%	25,200
Total Professional Development	52,409	43,000	9,409	80,000	(27,591)	1	72,540
2321 Executive Administration Services							
6315 Audit Services	-	4,200	(4,200)	12,300	(12,300)	-	12,300
6317 Legal Fees	2,436	7,000	(4,565)	9,946	(7,510)	24%	9,946
6319 Professional Services/Board Develop	35,943	2,944	32,999	75,100	(39,157)	48%	6,125
6343 Travel	-	-	-	-	-	-	-
6352 Liability Insurance	4,499	4,500	(1)	14,537	(10,038)	31%	14,537
6361 Communication	1,896	-	1,896	-	1,896	-	-
6362 Advertising	644	700	(56)	3,271	(2,627)	20%	3,771
6371 Dues & Memberships	4,046	4,121	(75)	4,630	(584)	87%	4,630
6391-Other Purchase Services	10,418	-	10,418	-	10,418	-	-
6391-A Fingerprinting	-	-	-	22	(22)	-	1,022
6391-B Other Purchased Services	-	5,600	(5,600)	28,120	(28,120)	-	4,120
6391 Other Purchased Services	10,418	5,600	4,818	28,142	(17,725)	37%	5,142
6392- Admin Fees	458	300	158	1,000	(542)	46%	1,000
Total Executive Administration Serv	60,338	29,365	30,973	148,926	(88,588)	41%	57,450
2511 Business Support Services							
6319 Professional & Technical Services	-	1,400	(1,400)	6,115	(6,115)	-	5,700
6392 Admin Fees	2,078	100	1,978	900	1,178	231%	900
Total Business Support Services	2,078	1,500	578	7,015	(4,937)	30%	6,600

City Garden Montessori

2020-21 Purchased Services as of 9/30/2020 Compared to Annual Budget

Purchased Services by Function	Actual YTD 9/30/2020	Amended 6/2020 Budget YTD 9/30/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget	Original Budget FY18
2541 Operation of Plant Services							
6331 Cleaning Services	1,526	4,000	(2,474)	36,600	(35,074)	4%	36,000
6332-A Building Maintenance	4,762	1,200	3,562	17,320	(12,558)	27%	15,320
6332-B HVAC Maintenance	5,657	1,100	4,557	5,110	547	111%	4,610
6332-C Repairs	3,537	1,200	2,337	12,800	(9,263)	28%	12,300
6332 Maintenance	13,956	3,500	10,456	35,230	(21,274)	40%	32,230
6333 Building Rent	63,452	79,412	(15,960)	318,911	(255,459)	20%	298,147
6336 Trash Removal	444	358	86	4,300	(3,856)	10%	2,834
6339-A Extermination	450	650	(200)	2,600	(2,150)	17%	2,287
6339-B Security	1,016	663	353	2,650	(1,634)	38%	2,328
6339-C Lawn & Snow Removal	-	500	(500)	5,080	(5,080)	-	4,080
6339-D Water/Sewer	899	1,080	(181)	4,060	(3,161)	22%	2,260
6339 Other Property Services	2,365	2,893	(528)	14,390	(12,025)	16%	10,955
6351 Property Insurance	3,573	12,955	(9,382)	12,955	(9,382)	28%	9,500
6361 Communication	5,322	7,500	(2,178)	13,000	(7,678)	41%	11,803
6391 Other Purchased Services & Prop Tax	130	-	130	15,600	(15,470)	1%	13,705
Total Operation of Plant Services	90,767	110,618	(19,850)	450,986	(360,219)	20%	415,173
2562 Food Services							
6391 Other Purchased Services	-	4,000	(4,000)	81,461	(81,461)	-	73,461
Total Food Services	-	4,000	(4,000)	81,461	(81,461)	-	73,461
2661 Technology Services							
6319 Professional & Technical Services	-	2,000	(2,000)	10,240	(10,240)	-	10,240
Total Technology Services	-	2,000	(2,000)	10,240	(10,240)	-	10,240

City Garden Montessori

2020-21 Purchased Services as of 9/30/2020 Compared to Annual Budget

Purchased Services by Function	Actual YTD 9/30/2020	Amended 6/2020		Amended 6/2020		% of Budget	Original Budget FY18
		Budget YTD 9/30/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)		
3901 Community/Resource Development							
6319 Professional Services	22,000	-	22,000	-	22,000	-	-
6319-A Development Training	-	16,500	(16,500)	62,000	(62,000)	-	53,500
6319-B Website Development	2,543	-	2,543	-	2,543	-	-
6319-C Grant Writing	4,260	5,200	(940)	30,000	(25,740)	14%	20,000
6319 Professional & Technical Services	28,803	21,700	7,103	92,000	(63,197)	31%	73,500
6362 Advertising	-	-	-	-	-	-	-
6371 Dues & Memberships	-	-	-	-	-	-	-
6391 Other Purchased Services	-	1,000	(1,000)	5,991	(5,991)	-	-
6392 Admin Fees	943	625	318	2,500	(1,557)	38%	2,500
Total Purchased Services	29,745	23,325	6,420	100,491	(70,746)	30%	76,000
6395-A Gala	-	-	-	53,750	(53,750)	-	66,200
6395-B Direct Mail	1,118	1,000	118	3,000	(1,882)	37%	-
6395-C Mid-Level Giving	16	-	16	3,000	(2,984)	1%	-
6395-D Major Gifts	52	-	52	3,000	(2,948)	2%	500
6395-E Charidy Campaign	-	-	-	3,000	(3,000)	-	-
6395-F Block Party	-	-	-	-	-	-	-
6395-G Community Engagement	-	-	-	-	-	-	-
6395-H Give STL	-	-	-	3,000	(3,000)	-	1,500
6395-I General	-	-	-	-	-	-	-
6395-J	-	-	-	-	-	-	-
6395-K	-	-	-	-	-	-	-
6395-L Jr High Fundraisers	-	1,000	(1,000)	5,000	(5,000)	-	-
6395 Special Events	1,186	2,000	(814)	73,750	(72,564)	2%	68,200
Total Comm/Res Develop Special Events	30,932	25,325	5,607	174,241	(143,309)	18%	144,200
3905 Preschool							
6391 Other Purchased Services	63,447	63,447	-	253,788	(190,341)	25%	220,729
Total Preschool	63,447	63,447	-	253,788	(190,341)	25%	220,729
6399 GRAND TOTAL PURCHASED SERVICES	330,915	319,943	10,973	1,436,087	(1,105,172)	23%	1,089,668

City Garden Montessori

2020-21 Purchased Supplies as of 9/30/2020 Compared to Annual Budget

Supplies & Materials by Function	Actual YTD 9/30/2020	Amended 6/2020 Budget YTD 9/30/2020	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	1,047	300	747	3,000	(1,953)	35%
6411-B2 · Supplies-B2 Lower EI 1- Lacey	352	320	32	3,200	(2,848)	11%
6411-B3 · Supplies-B3 Lower EI 2-Veresh	352	320	32	3,200	(2,848)	11%
6411-B4 · Supplies-B4 Lower EI 3- McDonald	996	320	676	3,200	(2,204)	31%
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	45	210	(165)	2,100	(2,055)	2%
6411-B9 · Supplies B-9 JH Denother	1,466	17	1,449	1,650	(184)	89%
6411-B Classroom Supplies (\$100 per student)	4,258	1,924	2,334	22,650	(18,392)	19%
6411-C General Instructional Supplies	3,257	2,500	757	12,100	(8,843)	27%
6411-F Summer School	2,092	300	1,792	2,000	92	105%
6411 Homeworks	-	15,000	(15,000)	284,800	(284,800)	0%
6411-G PE & Recreational Supplies	-	-	-	2,720	(2,720)	0%
6411 Outdoor/Stem Education	-	-	-	-	-	0%
641 Technincal	-	300	(300)	1,345	(1,345)	0%
Total Classroom Instruction	9,607	20,024	(10,417)	325,615	(316,008)	3%
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 9/30/2020 Compared to Annual Budget

Supplies & Materials by Function	Actual YTD 9/30/2020	Amended 6/2020 Budget YTD 9/30/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
2111 Support Services-Pupils						
6411-A Character Education/ Family Support	-	400	(400)	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	-	400	(400)	12,742	(12,742)	0%
2214 Professional Development						
6411-A Books-Montessori Training	-	300	(300)	1,330	(1,330)	0%
6411-B Other	-	100	(100)	2,500	(2,500)	0%
6411-C Staff Resources	388	100	288	830	(442)	47%
Total Professional Development	388	500	(112)	4,660	(4,272)	8%
2219 Montessori Institute						
6411-Montessori Institute Training Supplies	5,797	11,750	(5,953)	25,000	(19,203)	23%
Total Professional Development	5,797	11,750	(5,953)	25,000	(19,203)	23%
2321 Executive Administration Services						
6411-A Board Supplies & Materials	-	100	(100)	1,173	(1,173)	0%
6411-B Office Supplies	5,942	4,000	1,942	17,091	(11,149)	35%
6411-C Staff Appreciation	39	600	(561)	3,100	(3,061)	1%
6411-D Staff/Board Holiday Party	-	-	-	1,400	(1,400)	0%
Total Executive Administration Serv	5,982	4,700	1,282	22,764	(16,782)	26%
2411 Building Principal Services						
6411-A Supplies & Materials	-	100	(100)	700	(700)	0%
Total Business Support Services	-	100	(100)	700	(700)	0%

City Garden Montessori

2020-21 Purchased Supplies as of 9/30/2020 Compared to Annual Budget

Supplies & Materials by Function	Actual YTD 9/30/2020	Amended 6/2020 Budget YTD 9/30/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
2541 Operation of Plant Services						
6411-A Building Supplies	7,986	9,000	(1,014)	50,380	(42,394)	16%
6411-B Outdoor Space	-	400	(400)	2,240	(2,240)	0%
6411-C Other Supplies & Materials	-	225	(225)	800	(800)	0
6481 Electric	8,091	8,500	(409)	31,282	(23,191)	26%
6483 Natural Gas	255	300	(45)	3,470	(3,215)	7%
Total Operation of Plant Services	16,332	18,425	(2,093)	88,172	(71,840)	19%
2562 Food Services						
6411-A Supplies	-	400	(400)	3,994	(3,994)	0%
Total Food Services	-	400	(400)	3,994	(3,994)	0%
2661 Technology Services						
6411 General Supplies	6,193	3,100	3,093	4,600	1,593	135%
Total Technology Services	6,193	3,100	3,093	4,600	1,593	135%
3901 Community/Resource Development						
6411-A General Supplies	-	400	(400)	2,500	(2,500)	0%
Total Comm/Res Develop Special Events	-	400	(400)	2,500	(2,500)	0%
3905 Preschool						
6411-A Field Trips	3,990	-	3,990	163	3,827	-
6411-C Supplies & Materials	-	700	(700)	3,256	(3,256)	0%
Total Preschool	7,980	700	7,280	3,419	4,561	233%
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	4,100	1,856	14,310	(8,354)	42%
Total Parental Involvement	5,956	4,100	1,856	14,310	(8,354)	42%
6399 GRAND TOTAL SUPPLIES & MATERIALS	\$ 58,235	\$ 64,999	\$ (6,764)	\$ 510,500	\$ (451,865)	11%

Cover Sheet

Virtual Education Observation Policy

Section:	II. Action Items
Item:	D. Virtual Education Observation Policy
Purpose:	Vote
Submitted by:	
Related Material:	Virtual EducationObservationPolicy10.2020.pdf

VIRTUAL EDUCATION OBSERVATION POLICY

The Board of City Garden Montessori School adopts the following policy, effective (on the date of the adoption by the Board).

1. Observation of Virtual Classroom Sessions

1.1. Parents/guardians are allowed to observe virtual classroom sessions under the following conditions:

- The school administrator shall send a communication to parents/guardians at the beginning of the year sharing the virtual observation policy, and requesting that the parent/guardian sign an acknowledgement of the policy and return it to the school.
- A parent/guardian/family member shall not at any time participate in the lesson, engage or coach the student, or interrupt the teacher to ask a question.

1.2. Visitors are allowed to observe virtual classroom sessions under the following conditions:

- An individual wishing to observe a virtual classroom session must email the teacher in advance of the lesson with a request to observe the classroom session.
- The teacher will consult with the School Principal before granting access, and if access is approved, the individual will receive a Virtual Learning Observation form, which must be signed and returned to the teacher.
- An observer shall not at any time participate in the lesson, engage or coach the student, or interrupt the teacher to ask a question.

2. Protecting Student Privacy

2.1. In order to protect the privacy of students participating in virtual classrooms, the school shall send a communication to parents/guardians, students, and approved visitors requesting that no personally identifiable information that may be disclosed in the virtual classroom be shared or recorded.

2.2. If a parent/guardian and/or student wishes to record or share personally identifiable information from a virtual classroom session, they must request prior written consent from the School Principal in order to share such information.

2.3. A visitor may not record or share the contents of a virtual classroom session.

City Garden Montessori School has taken these steps in order to comply with federal legislation for child protection, including The Family Educational Rights and Privacy Act (FERPA- <https://www2.ed.gov/policy/gen/guid/fpco/ferpa/index.html>) and the Children's Online Privacy Protection Act (COPPA <https://www.ftc.gov/enforcement/rules/rulemaking-regulatory-reform-proceedings/childrens-online-privacy-protection-rule>).

Cover Sheet

Board Goals and Roadmap Update

Section:	III. Information Items
Item:	A. Board Goals and Roadmap Update
Purpose:	FYI
Submitted by:	
Related Material:	Status Update_Board Roadmap and Goals_11-2020.pdf

STATUS UPDATE
Board Roadmap and Board Goals
November, 2020

Board Roadmap – Status Update, November

Information Items Outlined on Roadmap for November	Status Update and/or Changes
● 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	● FY20 Audit is delayed due to COVID, so will not be presented to the Board in November. The Finance Committee will review a draft of the Audit in late November. It will be emailed to the Board as soon as the Finance Committee has been able to review it. The Audit will either be presented to the board at the December meeting for a vote, or we will schedule a special meeting later in December to vote on it. The Audit must be submitted to DESE by December 31, 2020. ● Permanent financing for 4209 Folsom is not yet ready to present to the Board. However, we are looking at a January 15, 2021 closing date. We have secured \$14 million in New Market Tax Credits, and we are close to securing state and federal historic tax credits. We are working to secure a lender for the remainder of the project financing. ● Will be presented to the Board at the November meeting. ● Will be presented to the Board at the November meeting. Will continue to be developed. ● The Governance Committee is reviewing the Institute handbook and will send it to the Board as an information item in December.

New Information Items	Status Update/Explanation
• SLU Performance Contract for 2020-21 • Preschool Growth	• SLU has proposed an updated Performance Contract for 2020-21, with new academic outcomes/goals. • Though we have been planning for and discussing expansion of the preschool program, it was not formally included in the Greenlighting decision in June. We are formally proposing to expand the preschool in Fall, 2021, to increase from 52 preschool students to 125 preschool students. The 1618 Tower Grove Avenue will become our Early Childhood Education Center, housing preschool and kindergarten. We have secured funding to support the expansion, and preschool student recruitment has begun.
Action Items Outlined on Roadmap for November	Status Update and/or Changes
• Academic dashboard • Electronic observation policy	• The Academic dashboard is not yet ready for final approval. We are working with a data expert to build out the tool. We have a mock-up for the Board and Academic Excellence Committee to review. • Will be included as an Action Item in November.

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.

Board Goals – Status Update, November, 2020

GOAL	STATUS
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].	The Board and Academic Excellence Committee have a schedule for reviewing academic data at Board meetings and are in the process of developing a monthly dashboard report. Disaggregated data are being presented to the Board and to the Academic Excellence Committee. The monthly principal’s report includes discipline data.
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].	The Board is in discussion about how to increase communication with parents, staff and students. A Culture Subcommittee of the board is being formed and will work with consultant Jo Pang.
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].	A comprehensive set of Board policies is being developed and will be presented to the board in the spring. All policies will be reviewed with an equity and anti-bias, antiracism lens.

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 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].	The Board and Governance Committee will be working with consultant Jo Pang to review develop new Board and committee recruitment, selection, onboarding, evaluation and development processes that ensure diversity, equity and inclusion. City Garden is working with Crossroads Antiracism Organizing and Training to secure dates for 2021 to offer ABAR training for Board members.
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].	The Board and Academic Excellence Committee are receiving monthly updates from the Institute Director. Classroom observations or video observations will be scheduled in the second semester of the school year. Montessori philosophy training will be provided in the second semester of the school year.
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].	The Board and Finance Committee review financial statements each month as well as the fund balance. City Garden has retained a fund balance above 10%. The Board and Development Committee will review the campaign feasibility study report and will be asked to actively participate in and support the year-end fundraising campaign, the “alternative gala,” Bloom Anew, and the capital campaign. Our goal is 100% meaningful Board participation in fundraising. We are currently at 62% participation.

3. Board will develop a new process to recruit, select, onboard, evaluate, and professionally develop its board members and committee members. [Governance Committee].	The Board and Governance Committee will be working with consultant Jo Pang to review develop new Board and committee recruitment, selection, onboarding, evaluation and development processes that ensure diversity, equity and inclusion.
4. Board will review and revise its strategic planning greenlighting process. [Governance Committee].	The greenlighting process will be reviewed and revised in the second semester of the school year.
5. Board will develop any additional policies required and ensure that all policies are updated as needed. [Governance Committee].	The Governance Committee is conducting a thorough review of policies and will present a comprehensive set of policies to the Board in the second semester of the school year.
6. Board will review employee and student/family handbooks to ensure that they refer to and comport with written policies and procedures. [Governance Committee].	The Governance Committee will be reviewing the employee and student/ family handbooks in the process of reviewing and updating policies.
7. Board will require job descriptions for all jobs within City Garden. [Governance Committee].	Administrative staff are currently reviewing all job descriptions and will present a comprehensive set of updated job descriptions to the Governance Committee and the Board in the second semester of the school year.
8. Board will develop descriptions of board service and committee duties. [Governance Committee].	The Governance Committee is reviewing the descriptions of Board service and committee duties and will present updated descriptions in the second semester of the school year.
9. Board will develop a succession plan and leadership development plan for the board/committees. [Governance Committee/Executive Committee].	The Board and Governance Committee will work with consultant Jo Pang to develop a succession plan and leadership development plan for the Board/committees.
10. Board will oversee facilities development for school expansion. [Building and Grounds Committee]	The Board and the Building and Grounds Committee are overseeing the 4209 Folsom building project and receive regular updates regarding progress. Board members are integrally involved in the project.

Cover Sheet

Principal Update

Section:	III. Information Items
Item:	C. Principal Update
Purpose:	FYI
Submitted by:	
Related Material:	Principal Report to the Board_11-2020.pdf

Principal Report to the Board October 29, 2020

Submitted by Crystal Isom

Number of students, demographic data, student participation rate

Preschool enrollment: 26 students

Charter school enrollment: 203 students

- 1 Asian; 94 African American, 1 Pacific Islander, 5 Hispanic, 11 Multi-racial, 91 White
- Number/percentage of students with IEP's- 19 students

Participation rate (attendance): 97%

Number of disciplinary actions: 0

Academic Updates

- iReady Kindergarten (see attached report)
 - 82% at or above grade level on reading assessment
 - 82% at or above grade level on math assessment
- Students began individualized and assigned lessons in iReady
- Kumon Math
 - Twenty-eight students will receive math support from November, 2020 to July 2021
 - Criteria for eligibility: Free and Reduced Lunch, African American Students, and iReady data (Two or more year behind in math)

Fab Fridays update

- Fab Friday classes typically meet twice a month.
- Guitar Lessons are eight sessions a month.
- Parents appear to be pleased with variety of Fab Friday options according to October, 2020 survey

Students have participated in the following Fab Fridays activities:

- Black Girls Rock meet with UNC-Chapel Hill Mentors - 15 students
- Art Scope - 29 students
- Capoeira - 31 students
- Saint Louis Classical Guitar Society Lessons - 16 students
- Clemson University - 25 students

- Kitchen Conservatory September Cooking Class - 28 students
- Urban Wild Adventures - 23 students
- Primary Cooking Class - 26 students

Key strengths, opportunities and challenges

- 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

Diagnostic Results



School	CITY GARDEN MONTESSORI CS
Subject	Math
Academic Year	2020 - 2021
Grade	K
Diagnostic	Screening 1
Prior Diagnostic	None

Overall Placement

Students Assessed/Total: **28/29**

Mid or Above Grade Level

16 Students

Early On Grade Level

7 Students

One Grade Level Below

5 Students

Two Grade Levels Below

0 Students

Three or More Grade Levels Below

0 Students

Switch Table View

Show Results By

Placement Summary

Class

Showing 1 of 1

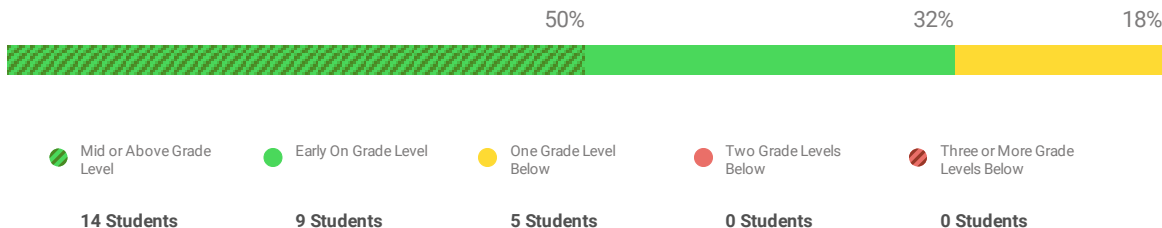
Class	Overall Grade-Level Placement	Mid or Above Grade Level	Early On Grade Level	One Grade Level Below	Two Grade Levels Below	Three or More Grade Levels Below	Students Assessed/Total
Willems Willems, A.		57%	25%	18%	0%	0%	28/29

Diagnostic Results



School	CITY GARDEN MONTESSORI CS
Subject	Reading
Academic Year	2020 - 2021
Grade	K
Diagnostic	Screening 1
Prior Diagnostic	None

Overall Placement

Students Assessed/Total: **28/29**

Switch Table View

Show Results By

Placement Summary

Class

Showing 1 of 1

Class	Overall Grade-Level Placement	Mid or Above Grade Level	Early On Grade Level	One Grade Level Below	Two Grade Levels Below	Three or More Grade Levels Below	Students Assessed/Total
Willems Willems, A.		50%	32%	18%	0%	0%	28/29

Cover Sheet

CEO Report

Section:	III. Information Items
Item:	E. CEO Report
Purpose:	FYI
Submitted by:	
Related Material:	CEO Report to the Board_11-2020.pdf CatchmentAreaMinutes.pdf City Garden Dashboard Mock Up.pdf

Chief Executive Officer Report to the Board Submitted by Christie Huck October 29, 2020, submitted for the November 4, 2020 Board Meeting

Dear Board Members,

As we head into election day, I am finding myself reflecting on how grateful I am for the City Garden community and how essential our work is. We have the unique opportunity to engage, on a daily and weekly basis, in meaningful discourse, and we get to work together to problem solve and to envision a better future. Our children come to us as full humans—with wisdom, voice, opinions, insight, interests and talents to be supported and developed, and it is such a gift to hear our children’s perspectives and views. It is inspiring to witness their power. I enjoy imagining our students as future voters, and I am in awe of our graduates who *are* now voters!

Some Good News!

- **Charter School Growth Fund** - We learned last week that we are finalists for a \$500,000 grant with [Charter School Growth Fund](#) (CSGF)! The due diligence team will make a recommendation to approve us as a grantee at their board meeting December 15th. We have been in conversation with CSGF for almost four years. CSGF is the “gold standard” in funding in the charter school world—getting approval from them signals to other funders that we are credible and worthy of paying attention to.
- **New Market Tax Credits** – We also learned last week that we have received \$14 million in New Market Tax Credits for our 4209 Folsom Project. This will be invaluable to the project, and we are working towards a January 15th closing date.

City Garden in Print

- City Garden has been featured in a paper by the Christensen Institute: [Educator competencies for student-centered teaching](#), authored in collaboration with Thomas Arnett of the Christensen Institute and Allison Powell of Evergreen Education Group.
- City Garden also gets a shout out in this article, [“We Must Use This Moment to Transform Public Education,”](#) in *Real Clear Education*, by Kelly Young of Education Reimagined.

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 September, 2020 financial statements.
- **Expenditures Over \$5,000** – You will vote on expenditures over \$5,000. We are proposing to support math tutoring for 28 City Garden students with [Kumon](#), an expenditure of up to \$28,000.
- **Virtual Education Observation Policy** – A final draft is presented to the board for a vote.

Information Items:

- **Board Goals and Roadmap Update** – Donna will share a status update
- **2020-21 SLU Performance Contract** – Steve Sanchez will present this year's performance contract, to which we will be held accountable.
- **Principal Update** – Crystal will share iReady data for Kindergarten, all-school iReady data that is disaggregated by subgroup, and will provide academic updates.
- **4209 Folsom Project Update and Financing** – David will share updates about New Market Tax Credits and our permanent financing as well as a project update.
- **CEO Update** - I will provide a brief update on:
 - o COVID-19 impacts and our decision-making process regarding second semester
 - o Academic Dashboard Update – see attached mock-up of dashboard
 - o Admissions Update and Catchment Area Update –see the minutes of the Catchment Area Committee
 - o Development Update
- **Preschool Growth** – Though we have discussed preschool growth, we have not yet formally approved it. I will present our proposed plans for adding 73 new preschool slots for the 2021-22 school year.
- **2021-22 Staffing Plan and Hiring Calendar** –I will share a draft of the staffing plan for 2021-22 and a hiring calendar that will help to ensure we are fully staffed for a successful expansion.
- **Preparation for Growth – Milestones and Roadmap** – As we prepare for growth, there are many moving parts and significant work to do to ensure we meet enrollment goals, hiring goals, acquisition of materials, furniture and supplies, and prepare for our big move. I will share an overview of our milestones and roadmap, which will continue to be revised and updated throughout this school year.

Closed Session:

- We will hold closed session to discuss personnel matters.

Thank you for your continued support and partnership throughout this challenging time. Please don't hesitate to reach out if you have any questions or concerns.

In partnership,

Christie

Christie Huck
Chief Executive Officer

City Garden Catchment Area Committee
October 12, 2020, 5:30-6:30pm
Meeting Minutes

Attendance:

Tiffany Anthony, PAC President
Lynn deLearie, Development Consultant
Liz Fathman, Board Member
Cassidy Flynn, Director of Development and Communications
Liz Harris, School Secretary & Admissions Coordinator
Christie Huck, CEO/Executive Director
Kelly Lonise, PAC Member
Michelle Marshall, Family Support Coordinator

Discussion:

- Tiffany - Do we have time to do enough community engagement in new catchment area?
- Liz H – Currently telling parents who inquire about 21/22 enrollment to submit an application even if they are outside of current 1st catchment zone; if Board votes on new policy in January, we still have 1.5 months B4 end of open enrollment, so could reach out to families in new areas of catchment then
- Christie – Timing is a challenge; we are trying to balance getting enough community input and having Board approve new policy prior to lottery
- Liz H – We could do a 2nd lottery round if we don't get enough applicants in 1st round
- Cassidy – CG has ordered 150 yard signs, also door hangers and fliers
- Tiffany – adding an additional month for community input is more realistic
- Kelly - Has CG decided where to expand and how this will affect SLPS schools in those neighborhoods? An area that might benefit is the West End, but we have to be careful not to expand too far as this could affect City Academy, Gateway STEM
- Christie – IFF report recommended West End for another CG location, it is too far for our current school as we don't offer transportation; we are considering expanding East to Jefferson with Gravois/Arsenal as southern boundary and 64/40 as Northern boundary as we could still be a neighborhood school, just a larger neighborhood
- Tiffany – Bevo Mill/Dutchtown and other SE neighborhoods make sense as they don't have other quality school options, but transportation would be an issue
- Liz H – wherever we expand, transportation will be an issue
- Christie – CG is committed to partnering with SLPS and we have shared our plans to expand with them; Assistant SLPS Superintendent shared a map with City children aged 5-9 and schools, they shared that families attending three schools would benefit from having CG expand into their neighborhoods
- Liz F – Has CG shared the reasons we are expanding catchment area with current parents?
- Christie – families understand the need to expand our catchment area in order to meet our mission of creating a racially and socio-economically diverse school

Consensus:

- Keep lottery dates the same and recruit from the 1st and 2nd catchment zones with following preference order:
 - o Students in 1st catchment zone who qualify for FRL

- o Students in 2nd catchment zone who qualify for FRL
 - o Students in 1st catchment zone who don't qualify for FRL
 - o Students in 2nd catchment zone who don't qualify for FRL
- Continue to seek input from current families and larger community about where to expand catchment zone and implement this for enrollment during 21/22 school year

Action Items:

- Add family income information to current admission application
- Send survey to current families with information about reasons for expansion and questions
- ALL: send questions for parent survey to Christie

City Garden Catchment Area Committee
October 26, 2020, 5:30-6:45pm
Meeting Minutes

Attendance:

Tiffany Anthony, PAC President
Catrina Davis, Recruitment and Admissions Consultant
Lynn deLearie, Development Consultant
Cassidy Flynn, Director of Development and Communications
Liz Harris, School Secretary & Admissions Coordinator
Kelly Hicks Hallaway, PAC Member
Christie Huck, CEO/Executive Director
Michelle Marshall, Family Support Coordinator

Discussion:

4. Updated goals and timeline of this committee

- Trying to achieve 55-60% FRL in KG. For the 20/21 school year, admission procedure will be as follows: 1. Employee and sibling preference 2. FRL in 1st catchment area, 3. FRL in 2nd catchment area, 4. Non-FRL in 1st catchment area, 5. . Non-FRL in 2nd catchment area
- How does this relate to preschool admissions? We want our pre-K to be racially and socio-economically diverse, so we subsidize preschool on a sliding scale, providing financial support to approximately 50% of pre-K students annually. We are also looking into public options to help fund pre-K: 1. Collaborating with Youth in Need, a Head Start provider, to offer Head Start seats, 2. Partnering with other charter schools as public schools can offer pre-K seats up to 4% of their FRL population; City Garden receives 3 seats from this program; some charters don't offer pre-K, but have these seats available, so we can partner with them and offer these pre-K seats at City Garden.
- Do we have data suggesting that we have enough FRL students in catchments 1 and 2? Yes, especially in catchment 2, but we need targeted outreach and recruitment.

5. Parent/ Guardian Survey – DRAFT

- Survey is for current City Garden families, and we also need to draft a survey for potential new families.
- We need to provide information about the admission procedure described above – and rationale for it – to currently enrolling parents and parents who have already submitted applications for 20/21 school year.
- Because many people are overwhelmed with e-mails these days, we will also create a video to send along with the parent survey. The video will include multiple people and will explain City Garden's absolute priority of creating a racially and socio-economically diverse school (and therefore prioritizing admission of students who qualify for FRL) as well as a reading of the survey questions.

6. Additional input/feedback – surveys to be drafted

- We will also send survey to staff, students, and residents of neighborhoods. We will need to edit survey in order to speak to students. We plan to complete CG stakeholders first and then develop and send survey to neighborhood residents. In the CG survey, we

will ask for demographic information, including ZIP code, also ask whether parent, staff or student so we can disaggregate results.

- We will look into designing a way to assess whether a particular address is in one of our catchments areas. Optimal if we can add this to our website.

7. Updates regarding current recruitment and outreach efforts

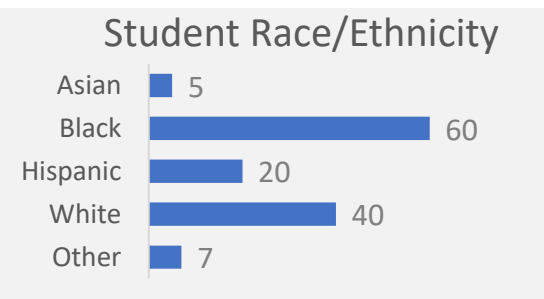
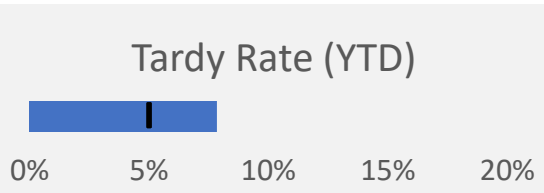
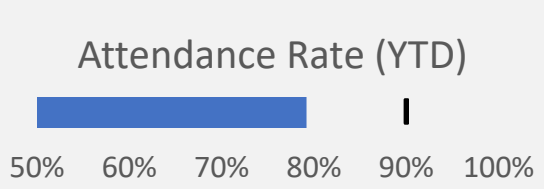
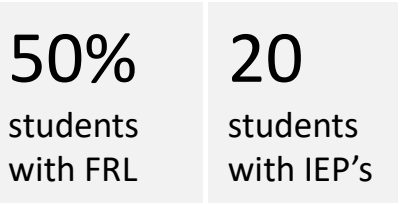
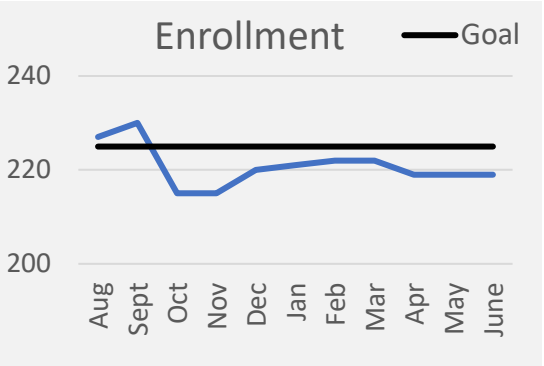
- Neighborhood “Blitz” dates = Nov 5 & 12
- Open House, Taste of the Garden = Nov 8
- Also strategically asking Day Care Centers and local businesses to post fliers

Action Items:

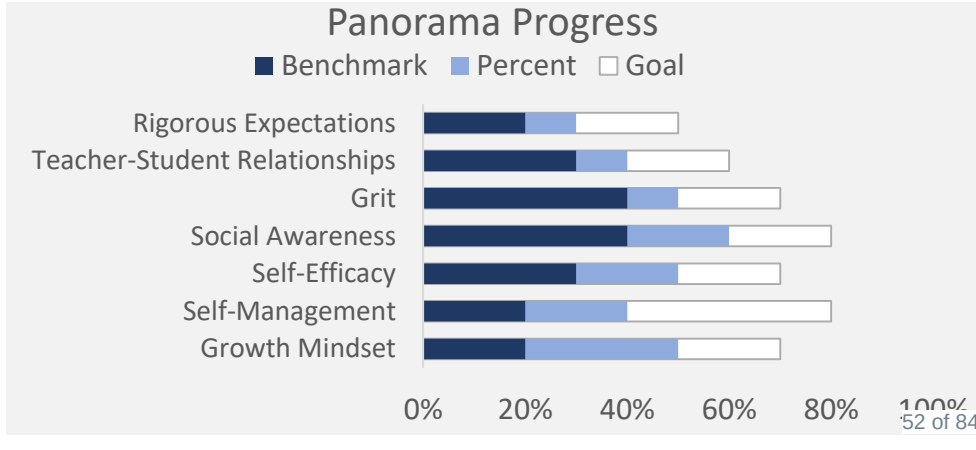
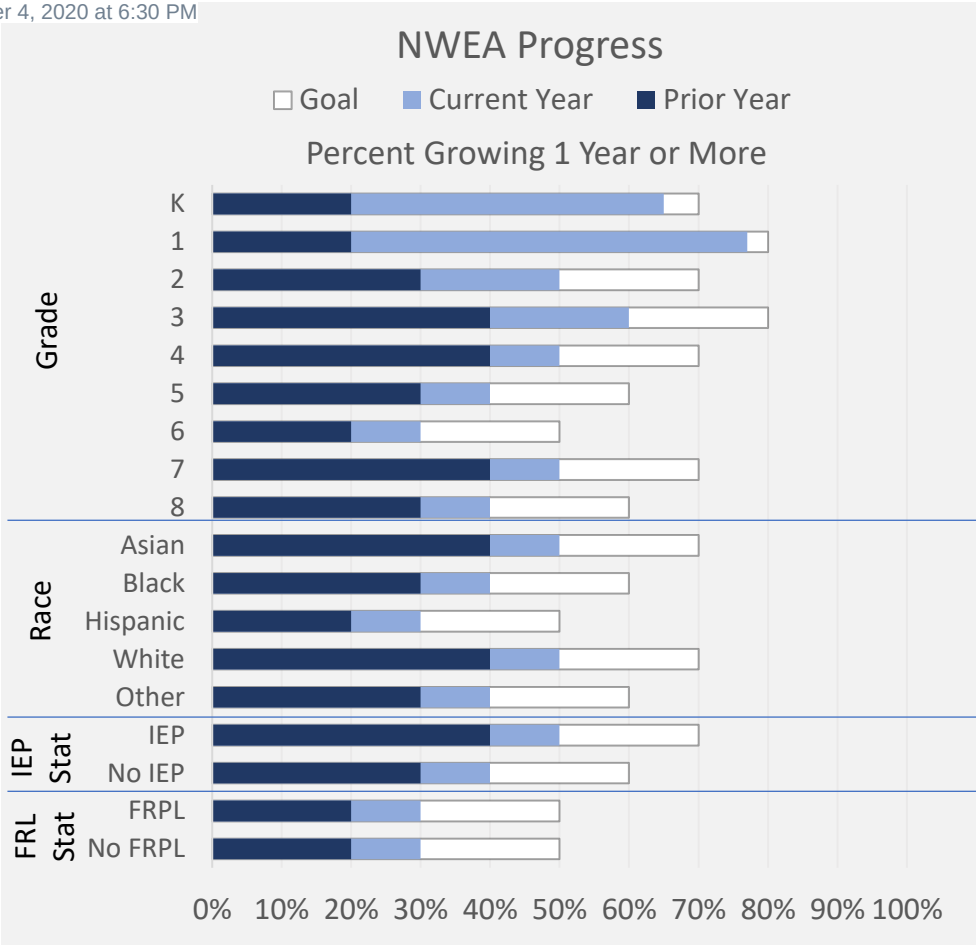
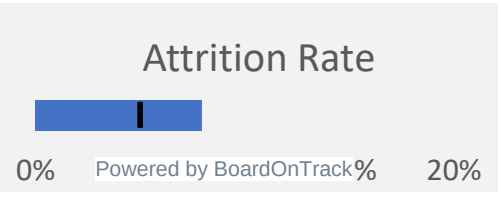
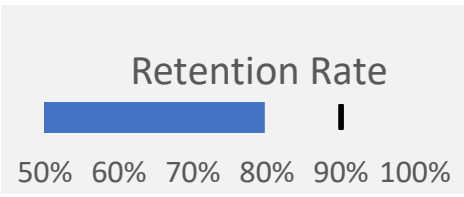
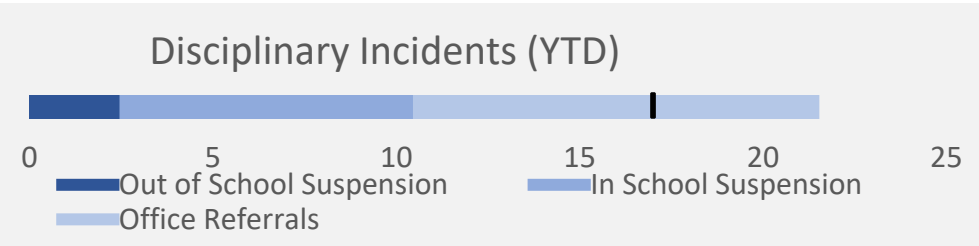
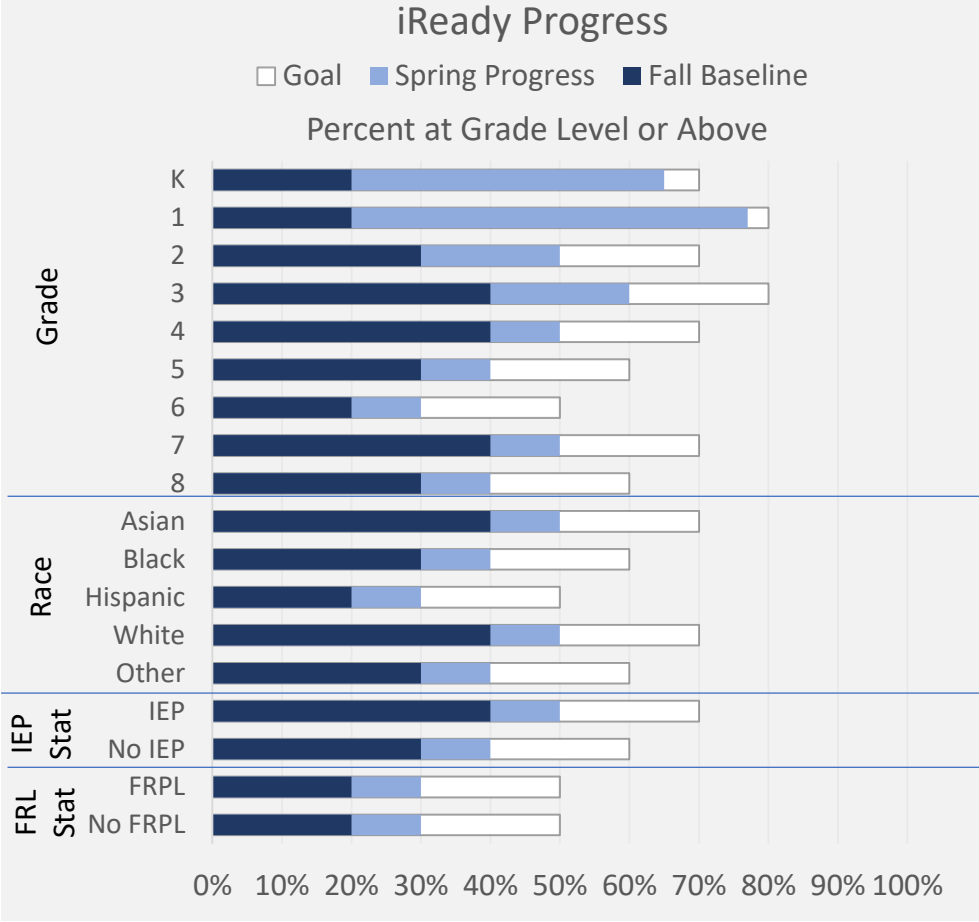
- Create CG family, staff and student survey in Google Forms and send to Committee for feedback
- Create video and send with e-mail and survey week of Nov 2
- Explore how to automate checking addresses for location within catchment areas and add to website
- Discuss location of potential new neighborhoods during next Committee meeting on Nov 16

CG Dashboard

As of October 27, 2020



City Garden Montessori School - Board Meeting - Agenda - Wednesday November 4, 2020 at 6:30 PM



Cover Sheet

Preschool Growth

Section:	III. Information Items
Item:	F. Preschool Growth
Purpose:	Discuss
Submitted by:	
Related Material:	Preschool Growth_11-2020.pdf

City Garden Montessori School
Proposal to Expand the Early Childhood Education, or Primary, Program
October 29, 2020

Proposal

City Garden Montessori School is proposing to add 73 seats for three and four-year-old children in the 2021-22 school year.

The following table outlines the plan for growth of preschool:

2019-20 Preschool Enrollment (3 and 4 year-olds)	2020-21 Preschool Enrollment (3 and 4 year-olds)*	2021-22 Preschool Enrollment (3 and 4 year-olds)
52	26 due to COVID-19; 52 normal enrollment	125

*Due to COVID-19, we are currently operating at half capacity. This proposal assumes that we will resume full capacity. If we are unable to resume full capacity, we will make contingency plans.

Our goal is to offer 50% of these seats to low-income, or under-resourced, students, and that 50% or more of our preschool students will identify as Students of Color. We are working to increase the funding available for low-income students in our Primary program through philanthropy, by becoming a Head Start agency, and joining the St. Louis Preschool Cooperative. We have also received a grant to support the costs related to growing the preschool, including purchase of Montessori materials, furniture, making minor facilities changes, and training teachers.

Rationale

- City Garden’s preschool program is the foundation for City Garden’s success. The earlier our students begin our Montessori program, the more benefits they will gain from the program. Ultimately, a larger preschool program will contribute to City Garden’s overall success, as students who start out in our program as three or four-year-olds show stronger results in later years.
- As documented in an IFF report, [“The First Step to Equity,”](#) St. Louis doesn’t currently have enough high-quality early childhood education slots, particularly for children in families with low incomes. Expanding City Garden’s preschool program will help meet a community need.
- The growth of the preschool will go hand-in-hand with the growth of the charter school, making our Primary program stronger and allowing more children to begin earlier and acting as a “feeder” for the charter school. Adding 73 preschool slots makes the three, four and five-year-old age cohorts closer to the same size and makes it more feasible to integrate three through six-year-olds together for a fully functioning Montessori classroom. We will either have nine classrooms with three to six-year-olds (combining preschool and kindergarten), or six classrooms with three and four-year-olds (preschoolers) and three classrooms with five and six-year-olds (kindergarteners).
- Moving 1st through 8th grade students into the new building at 4209 Folsom opens up space at 1618 Tower Grove Avenue, allowing City Garden to transform the current building into an early

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www.citygardenschool.org

childhood education center. 1618 Tower Grove Avenue will also house the City Garden Montessori Institute and the Center for Equity.

- Though we will have to find new resources to subsidize additional preschool spots for students in families with low incomes, the revenue from additional preschool students will support City Garden's efforts to become more financially sustainable.

What is needed to successfully grow?

We recognize that adding 73 preschool slots, in addition to adding 60 kindergarten slots, is a significant change and will present many new needs. Successful growth will require thoughtful planning and strong project management, input from and collaboration with teachers, staff and parents to make the transition as smooth as possible, additional staffing, training and support for teachers, changes to the facility to make it conducive to smaller children and their needs, and resources to outfit preschool classrooms. As discussed above, we are currently working to increase funding sources for the program through additional philanthropy, Head Start funding, and the STL Preschool Cooperative, and we have received a grant to support a significant portion of the costs.

Background

City Garden was founded in the mid-90's as a high-quality, affordable Montessori early childhood education, or Primary, program in the Forest Park Southeast neighborhood. Our Primary program has been the foundation from which the elementary and junior high programs grew, and it continues to be at the center of our mission: We know that nurturing young children in a diverse, Montessori environment with a focus on equity will not only prepare them to unleash their individual potential, but will have a lasting impact in our neighborhoods and our city, as these children become the adult citizens of tomorrow.

An abundance of research shows that investing in quality early learning programs is the most cost-effective way to positively impact school and life success, promote economic mobility, and reduce social expenditures later. Recent research by Angeline Lillard, professor of psychology at the University of Virginia, also found that **high-fidelity Montessori Primary programs are more effective than other Early Childhood Education programs at elevating the performance of all children**, including low-income children.

City Garden's Primary program addresses children's personal, intellectual, and social needs:

- **The personal objective** of the Montessori Primary program is to strive toward a high personal standard of showing love and concern for all one encounters in one's daily life. The concept of inner peace is concretely fostered in the beauty, serenity, and order of the learning environment. Our goal is that children understand our human responsibility to respect each other and our environment.
- **The intellectual objective** of the Montessori Primary program is to develop each student's intellectual and creative potential to the fullest extent possible. Our focus is to guide the students through an academic curriculum that will provide them with the necessary skills to become high-functioning, contributing members of society. The learning atmosphere balances work and fun, thereby helping students to enjoy what they are learning and create a hunger for more learning.
- **The social objective** is to model a "practice society" in which children are responsible not just for the care of the physical environment, but also the care of the social community. With a focus on

cooperation rather than competition, our goal is to honor the dignity of every child, celebrate differences, model healthy and positive conflict resolution, and build meaningful relationships among children and adults.

Our preschool program does not receive significant public dollars. We offer sliding scale tuition, and we are committed to providing financial assistance to 50% or more of our preschool students, which is supported through City Garden's fundraising efforts as discussed above.

Cover Sheet

2021-22 Staffing Plan and Hiring Calendar

Section:	III. Information Items
Item:	G. 2021-22 Staffing Plan and Hiring Calendar
Purpose:	FYI
Submitted by:	
Related Material:	Draft 2021-22 Staffing Plan and Hiring Calendar.pdf

City Garden Montessori School
DRAFT of Staffing Plan and Hiring Calendar for 2021-22 School Year

Current Staffing

- All currently occupied staff positions will remain the same.

New Positions in Fall, 2021 (Proposed)

- Director of Early Childhood Education – will lead and oversee the Primary program
- Six new Primary Lead Guides (We currently have three)
- Six new Primary Assistant Guides
- Two building support assistants – one for 1618 Tower Grove, one for 4209 Folsom Avenue
- Receptionist (so that there is one person at each building to answer phones and welcome students and visitors)
- Full-time maintenance/custodian to support both buildings
- Part-time IT Coordinator to support both buildings

Still To Be Determined, based on staff input, budget, and needs assessment

- Dean of Students and Families – will report to the principal and will lead student and family support (social-emotional support, health and mental health, wrap-around supports), community building, community outreach, recruitment and outreach, and will supervise student and family support staff.
- Additional Academic Support Staff (special education guide, reading specialist, etc.)
- Additional specials guides (Music, PE, Spanish, Outdoor Education, etc.)
- Before and Aftercare Staff
- ABAR Program Director
- Volunteer and Community Outreach Coordinator
- Chief Academic Officer

Hiring Timeline

November

- Post Primary positions, conduct outreach
- Interview for Director-in-Residence of Early Childhood Education (this was posted over the summer and applications have been reviewed); if there is a qualified candidate, make hire by November 30
- Conduct phone interviews with Primary lead and assistant candidates

December

- Continue outreach
- Host virtual information session for prospective City Garden employees
- Conduct phone interviews with Primary lead and assistant candidates

- If there are viable candidates, conduct full interviews with Primary lead and assistant guides; offer contracts to selected candidates
- Send out Intent to Return letters to current staff

January

- Continue outreach for Primary lead and assistant guides
- Host virtual information session for prospective City Garden employees
- Conduct phone interviews with Primary lead and assistant candidates
- Conduct full interviews with Primary lead and assistant guides; offer contracts to selected candidates
- Post open positions, based on Intent to Return letters, as well as all other open positions (building support assistants, receptionist, custodian/maintenance, IT coordinator, etc)
- Begin interview process for open positions; offer contracts to selected candidates

February

- Continue outreach for all positions
- Conduct interview process for open positions; offer contracts to selected candidates
- Draft of Fiscal Year 2022 budget is approved
- Issue contracts to returning staff

March

- Continue outreach for all positions
- Conduct interview process for open positions; offer contracts to selected candidates

April

- Finalize hiring for 2021 (to the greatest extent possible)

Cover Sheet

Preparation for Growth - Milestones and Roadmap

Section:	III. Information Items
Item:	H. Preparation for Growth - Milestones and Roadmap
Purpose:	FYI
Submitted by:	
Related Material:	Preparation for Growth_Milestones and Roadmap.pdf

City Garden Montessori School
Preparation for Growth in Fall, 2021
Milestones and Roadmap

This is a living document and will continue to be updated and revised.

October	November	December	January	February	March
Open enrollment begins, student recruitment and outreach	4209 Folsom financing secured - Begin recruiting for Primary lead and assistant guides - Make plans for Primary guide Montessori training and state certification support - Map out 1618 Tower Grove facility needs/changes	- Hire Director-in-Residence of Early Childhood Education - Recruit and interview for Primary lead and assistant guides - Map out Primary classroom materials, furniture and supplies needs	- Close on financing for 4209 Folsom - Recruit and interview for all open positions	- Kindergarten application deadline – have 90 K applicants - Recruit and interview for all open positions	- Kindergarten lottery – enroll 90 K students - Preschool deadline – have 125 preschool applicants - Recruit and interview for all open positions

April	May	June	July	August	September
- Have hiring for 2021 completed - Begin community building and orientation with new families	Community building and orientation with new families	Primary guides participate in Montessori training	- Primary guides participate in Montessori training - CGMI Elementary Teacher Education Program Summer Intensive - Complete construction of 4209 Folsom - Renovations at 1618 Tower Grove are completed - Classroom and building materials are delivered/received - Prepare for move	- Move lower elementary, upper elementary and junior high into 4209 Folsom - Transition 1618 Tower Grove into Primary/Early Childhood center and Institute	

Cover Sheet

Included in Packet as Reading Materials

Section:	III. Information Items
Item:	K. Included in Packet as Reading Materials
Purpose:	FYI
Submitted by:	
Related Material:	12020_10_06_academic_excellence_committee_meeting_minutes.pdf 22020_10_13_governance_committee_meeting_minutes.pdf 32020_10_14_development_committee_meeting_minutes.pdf 42020_10_15_building___grounds_committee_meeting_minutes.pdf 52020_10_21_finance_committee_meeting_minutes).pdf CGM Institute AEC Report 10-26-2020.pdf Development Report for Board 110420.pdf ZBoard of DirectorsSchedule 2020-21.pdf

DRAFT



City Garden Montessori School

Minutes

Academic Excellence Committee Meeting

Date and Time

Tuesday October 6, 2020 at 3:00 PM

Via Zoom Meeting

Committee Members Present

B. Thomas (remote), C. Huck (remote), J. Martinez-Woods (remote), M. Flohr (remote), M. Howard (remote), S. Chung (remote), S. Shelton-Dodge (remote)

Committee Members Absent

I. Pollack, J. Dixon

Guests Present

C. Isom (remote), D. Fox, G. Ritter (remote), L. deLearie (remote)

I. Opening Items

A. Welcome and Introductions

B. Record Attendance

C. Call the Meeting to Order

C. Huck called a meeting of the Academic Excellence Committee of City Garden Montessori School to order on Tuesday Oct 6, 2020 @ 3:00 PM.

D. Land Acknowledgement

E. School Update

II. Action Items

A. Approve Minutes from the May Meeting

S. Shelton-Dodge made a motion to approve the minutes from Academic Excellence Committee Meeting on 05-05-20.

B. Thomas seconded the motion.

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

B. Review Fall, 2020 Academic Data

iReady testing completed for 1st - 8th; Kindergarten will be tested in October

- Reading results stronger than Math
- Many students tested one-grade level behind in Math, so opportunity for these students to get up to grade level

Mike Flohr is providing PD to LE & UE

This committee will help determine if City Garden will continue to use NWEA going forward so we can continue to compare annual growth

From the Montessori Standpoint:

- A Montessorian looks at students on a continuum and not at a specific grade level
- We are confident that as City Garden more fully implements Montessori instruction, we will see increased growth
- Great teachers can make a big difference and that the Montessori Institute is VERY important; Montessori teachers typically get up to speed in three years; whole child is the “invisibility of possibility”

From Saint Louis University's Standpoint:

- As a sponsor SLU is MOST interested in whether students are meeting their individual growth goals
- SLU is holding City Garden accountable for defining Montessori learner outcomes; we can use Panorama to measure these

III. Information Items

A. Review proposed Academic Dashboard outline and content

Key Attributes Outlined:

- Enrollment, Attendance and Demographic Data
- Special Education Data
- Discipline Data
- Montessori Learner Outcomes
 - Panorama Survey Tool
 - Transparent Classroom
- Nationally-normed Academic Assessment Data

Discussion:

- How would this be integrated into school culture and provided resources for Network Improvement Communities, that could be paired with Academic dashboards?
 - <https://www.carnegiefoundation.org/blog/why-a-nic/>

- <https://www.carnegiefoundation.org/blog/five-essential-building-blocks-for-a-successful-networked-improvement-community/>
- The dashboard would be integrated into the teacher education program
- JH students had always done student lead conferences
- The Wellington Engagement INDEX was recommended as a resource for this:
 - https://www.essdack.org/171668_2
 - <https://clever.com/app-gallery/wei>

B. Institute Update - Launch of City Garden's Montessori Teacher Education Program

- We have five Adult Learners in the Elementary Teacher Training Program, including Crystal + four CG lead teachers!
- All adult learners are excelling
- City Garden will pursue accreditation for the Institute through both *Montessori Accreditation Council for Teacher Education (MACTE)* and *American Montessori Society (AMS)*
- No guidance from either of these accrediting bodies on DEI, so City Garden is forging new ground here

C. Review 2019-20 SLU evaluation

Testing Overview and Timing:

- Missouri Assessment Program (MAP) is point in time proficiency measure affected by school and home environment
- MAP testing not completed in Spring 2020; will be tested in Spring 2021
- NWEA & iReady are nationally normed tests that measure growth
- NWEA tested Winter 2020; will be tested Winter 2021
- iReady tested Fall 2020; will be tested March 2021

SLU evaluation considered growth as determined from NWEA Winter 2019 and Winter 2020

- Normal yearly growth = 0
- School-wide Conditional Growth Index (CGI) for Reading for 2019-20 was 0.07, lower than the 0.25 average for of three most recent years.
- School-wide Black Subgroup CGI for Reading for 2019-20 was -0.32, lower than the -0.13 average for of three most recent years.
- School-wide CGI for Math for 2019-20 was -0.18, lower than the -0.06 average of the three most recent years.
- School-wide Black Subgroup CGI for Math for 2019-20 was -0.53, lower than the -0.40 average for of three most recent years.

Discussion:

- Montessori Elementary curriculum is well-aligned
- Last school year was chaotic and this certainly contributed to falling test scores
- SLU is considering modified targets for both NWEA & MAP: Students should either meet target goals OR exceed average results from past three years
- City Garden's 2020/21 NWEA Growth and MAP goals are aggressive
- City Garden is providing individualized online instruction through iReady (this was not previously provided) and this will help students achieve the targets

D. Developing the Academic Excellence Committee's 2020-21 goals and roadmap

The committee was asked to please e-mail Christie your feedback about goals and roadmap for this committee.

E. Coordination and Leadership of the Academic Excellence Committee

The committee was asked to please e-mail Christie your feedback about goals and roadmap, and leadership for this committee.

IV. Closing Items

A. Upcoming Meetings and Events

B. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 4:40 PM.

Respectfully Submitted,
L. deLearie

DRAFT



City Garden Montessori School

Minutes

Governance Committee Meeting

Date and Time

Tuesday October 13, 2020 at 8:30 AM

Zoom Virtual Conference

Committee Members Present

A. Beasley (remote), C. Huck (remote), D. Fox (remote), M. Gleason (remote), S. Harris (remote)

Committee Members Absent

D. Smith, M. Farrell Khazaeli, M. Grossmann, P. Ruger

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 Oct 13, 2020 @ 8:35 AM.

It was determined that there were not enough committee members present for a quorum. We will forgo agenda items, and discuss areas that need attention and bring Michelle up-to-date on the committee's objectives for this school year.

C. Land Acknowledgement

Christie presented the Land Acknowledgement.

D. Board Update

All members present were at the board meeting, and the update was not necessary.

E. School Update

Christie shared an update about the catchment area discussions. There is a team of staff, parents, and board members that has been convened to establish a new catchment area for student enrollment for the school expansion - 2021-22 school year and beyond:

- The discussion raised good ideas/points about the process
- It was determined that a thorough review of the IFF and other data was necessary
- It was also determined that the review should not be rushed simply to meet next year's enrollment deadlines

This enrollment season, we will use current policy and alter the procedure a bit to that:

- Free and reduced lunch (FRL) preference in the lottery will be extended first to families in the 1st Catchment area, and second to families in the 2nd Catchment area before we open the spots up to non-FRL applicants in both catchment areas.

II. Action Items

A. Approve Minutes

Tabled until there is a quorum present.

B. Update- MODEL VIRTUAL EDUCATION DELIVERY POLICY

The staff is reviewing the policy and that review will be completed on Monday, October 19. This committee will vote on the revised policy via email, so that the board will be able to approve the policy at their November meeting.

III. Information Items

A. 2020-21 Board Governance Goals and Road Map

The updated, and board approved, goals and road map were shared, with Governance items highlighted. In addition to policy and board recruitment initiatives, the committee has been charged with overseeing the City Garden Montessori Institute governance. We have been asked to review the Institute's Teacher Education Program Handbook.

B. Updated Policy Matrix

The next step is to compare the MCPSA list to determine which policies we currently have (the smaller MCPSA recommended policies may be embedded in larger CG policies), and which policies we need to adopt this school year.

C. Board Recruitment

- The committee will review/revise the current general board member "job description"
- The committee will create job descriptions for board officers
- Next step will be to finalize attributes for board members to be used to recruit new members
- Shanika, Christie and Deb will meet with consultant Jo Pang to discuss how he can work with the committee to help create an inclusive, transparent and effective board recruitment process

D. Update on City Garden Foundation

Tabled

E. Review Draft of CGM Institute Handbook

The committee will be asked to review pages 35-54 (non academic portion) of the handbook to provide feedback regarding Institute policies to determine:

- Should the policies in this handbook stand apart and alone from the general organizational policies (where applicable), or?
- Should the handbook be revised to adopt current standing CG organizational policies?

We also need to have someone review the handbook from an ABAR aspect.

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 9:40 AM.

Respectfully Submitted,
D. Fox

DRAFT



City Garden Montessori School

Minutes

Development Committee Meeting

Date and Time

Wednesday October 14, 2020 at 5:30 PM

Via Zoom Meeting

Committee Members Present

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

Committee Members Absent

L. Carroll, S. Gordon

Guests Present

C. Flynn (remote), C. Huck (remote), D. Fox, Dan Reynolds (remote), Jarel Loveless (remote), 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 Oct 14, 2020 @ 5:32 PM.

Introductions were made and guests Jarel Loveless and Dan Reynolds were welcomed to the meeting.

C. Board and School Update

- Christie gave an update including how in-building and remote learning is going for students and teachers and explained the rationale for remaining as is through this semester
- The renovation of 4209 Folsom is progressing, tax credits moving into place; lead campaign gift asks beginning.
- Admissions season kicked off; and Principal Isom implemented Fab Friday's sessions, in-kind support always welcome.

D. Campaign Planning & Feasibility Study Report

- Campaign consultant Dan Reynolds reported via a Power Point presentation on the method, findings and recommendations from the feasibility study.
- Committee questions included whether top prospects/lead donors identified; gather sense of giving communities' authenticity and commitment to ABAR; opportunity for partnerships, particularly with SLU; how political gifts may affect campaign gifts, and how national foundations fit into the plan.

II. Action Items

A. Approve Minutes

L. Fathman made a motion to approve the minutes from Development Committee Meeting on 09-09-20.

R. D'Souza Siebert seconded the motion.

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

B. Communications Update

- Cassidy shared several updates including drafting the Campaign brochure piece, the student mural for a groundbreaking ceremony, details forthcoming; working with PAC on webpages, Humans of City Garden project forthcoming to tell stories of the City Garden community, particularly our families.
- School-related communications including creating a virtual tours video series to accompany Open House on Nov, 8 and design of Open House marketing materials.

C. Bloom reimagined: online campaign & event

- Deb shared overall plans for the new combined event including the timing and plans for the 24-hour online fundraiser with celebratory virtual event; the need to transfer Gala sponsorships to this project and invited feedback on sponsor benefits. Committee members offered suggestions from things they've experienced as successful with online events and campaigns.
- Committee members were asked to serve as Team Leaders who will solicit friends and colleagues for support; an organized method to facilitate Team Leaders' efforts will be implemented

III. Updates

A. Donations - FY21 through September 30

The FY21 through September 30 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 6:57 PM.

Respectfully Submitted,
D. Flores

DRAFT



City Garden Montessori School

Minutes

Building & Grounds Committee Meeting

Date and Time

Thursday October 15, 2020 at 9:00 AM

Via Zoom Meeting

Committee Members Present

B. Feld (remote), J. Steinmann, J. Zade, K. Burkholder, M. Guymon, S. Wehe

Committee Members Absent

A. Brooks, D. Orwick, J. Sharp

Guests Present

D. Blank, T. Whitlock Murphy

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

J. Steinmann called a meeting of the Building & Grounds Committee of City Garden Montessori School to order on Thursday Oct 15, 2020 @ 9:06 AM.

C. Land Acknowledgement

D. School and Board Update

- City Garden has committed to virtual learning until the end of the semester. The decision about the second half of the school year will be made in November.
- We have begun to implement a new testing model (iReady) which is both an assessment and curriculum model.

- Some larger HVAC repairs happened early fall.
- Board meeting focused on iReady, curriculum and virtual learning support.

II. Action Items

A. Approve Minutes from the previous meeting

M. Guymon made a motion to approve the minutes from Building & Grounds Committee Meeting on 08-27-20.

J. Zade seconded the motion.

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

III. Information Items

A. Current Building Updates

- Small repairs have happened this fall
- We have secured a new grounds company for the outdoor space

B. 2020-21 Board Goals and Road Map

- This committee should align discussion and decision making regarding B&G with the annual board goals so that the board can move forward with their goals in the timeline expected
- The Building Project team will utilize the expertise on the B&G team as often as needed

C. Expansion Project Update

Kirby Burkholder from IFF gave an update on financing:

- Currently securing new market tax credit partners. Thus far we have secured 5 million in tax credits with positive leads for more funding.
- We are looking for additional community development entities allocations from another non-bank source
- We seeking bank community development entities as well
- Conversations with Investors are happening concurrently

David's update:

- The appraiser will be at the new building this week and will give us three values:
 - The building's value as is
 - The building's value after outdoor work and abatement is completed, and
 - The building's value when the project is complete.
- The hope is to all have financing completed by January, with March as the drop-dead goal
- The Capital Campaign is in full swing
- In the next month the abatement will be completed, paint stripping is currently being completed and grouting is underway

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 9:41 AM.

Respectfully Submitted,
T. Whitlock Murphy

DRAFT



City Garden Montessori School

Minutes

Finance Committee Meeting

Date and Time

Wednesday October 21, 2020 at 5:30 PM

Virtual Meeting via Zoom

Committee Members Present

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

Committee Members Absent

A. DeZego

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 Oct 21, 2020 @ 5:40 PM.

C. Land Acknowledgement

D. School and Board Update

School update:

- There are now about 56 children on campus. One new Lower Elementary assistant has been hired and has a classroom of 6 children.

- Still awaiting our large Chromebook order but everyone who wants a device currently has a device.
- Staff surveys are administered weekly and in general, staff feel things are going pretty well.
- Open enrollment process is under way and we are recruiting students actively.

Board update:

- The last board meeting focused on board goals and academic results of the students.
- SLU shared out the annual evaluation - from a finance committee perspective the school met the goals and criteria set forth for them.

II. Action Items

A. Approve minutes from the previous meeting

J. Schier made a motion to approve the minutes from Finance Committee Meeting on 09-16-20.

S. Buchheit seconded the motion.

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

B. Review and Approve September Financial Documents

Revenue gains were large this month. This is in part due to:

- Our September WADA payment was an inflated number because of some COVID shutdown recording errors and this will even out over the next few months.
- We received a large donation that was scheduled to arrive in October.

Expense

- We have had some staff resignations since the beginning of the fiscal year, therefore salaries are lower than budgeted originally.
- iReady is being used by the faculty for student testing. There is a cost associated with switching to a more robust assessment program but it felt prudent to make the switch since all children are using the virtual learning platform this year.

J. Fouse made a motion to Approve September 2020 financials.

J. Schier seconded the motion.

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

III. Information Items

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

- Sysco presented the road map that has been set forth by the board for the finance committee. It is the calendar and action items asked for by the board from each of the committees.
- The auditors may be a bit later this year getting us the audit due to COVID timing issues. Finance may need to convene again to review finished audit prior to it being presented to the board. **If completed audit is not ready by next finance meeting David will include last years audit as well as this years draft in the Nov packet for reference.**

B. Update Building Expansion Project

- The funds received from Arch to Park and IFF are being used for tuck pointing, abatement, paint stripping, water proofing, and a repour to the upper floor to fix the imperfections in the flooring.
- We have secured federal historic tax credits, waiting on word for state historic tax credits and currently getting commitments for new market tax credits.
- We plan to get final financing completed by mid-January. If needed, we will seek bridge financing to fill the gap until financing is complete so the project is not stalled.
- There will be a community groundbreaking/reveal on Nov 19
- The official capital campaign kick-off is beginning soon.

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 5:50 PM.

Respectfully Submitted,
T. Whitlock Murphy



CGM Institute AEC/BOARD Report October 26, 2020

HIGHLIGHTS:

- METTC and City Garden Montessori Institute have partnered to collaborate on ABAR Montessori Philosophy Album in exchange for the licensing of their Elementary Albums until we create our own. Mike has received the Albums.
- Mike shared updated information contained in Sponsorship Agreements and address cohort concerns.
- We have CGM Lead Guides in both 6-9 and 9-12 programs in cohort 2020
- We have hired 2 more Guides for next school year, one in 6-12 and one in 6-9.
- Deb Fox and Lynn DeLearie are supporting Institute with policy alignment and editing of Handbook & MACTE Documents
- Jori, Mike and Susie participated in a National AMS TEP Diversity Training lead by Koren Clark.
- Maati Wafford, one of our Instructors, was named to AMS to lead Diversity, Equity and Inclusion work within the organization

KEY INFORMATION:

- The DRAFT Adult Learner Handbook was reviewed by the Governance Committee and initial edits have been made.
- Deb Fox meet with Institute staff to align CGM policies with those of the Institute
- The Early Childhood Overview course is running now through November 8. Our 2 new hires have begun the EC Overview and are ready to begin TEP Enrollment process
- The Institute participated in the Staff Summit Decision Making PD
- Mike completed his 2nd monthly on-campus planning session with Institute Director, School Principal and Christie.
- Jori and Mike attended the TOT Mid-Year review meeting which focused on the dashboard and the Institute prepared an update on the goals set by TOT focusing on curriculum codification and an update on the TEP
- Jori meets with David Blank on 20/29 to set up financial planning process for the Institute.
- Jori and Mike have prepared a pathway to AMS Elementary Montessori Certification specifically tailored to certifying our principal, Crystal Isom.
- Jori has submitted the first draft of the Institute Strategic Plan for the 2020-21 year.

SUMMARY:

Since the end of September, Jori and Mike have worked weekly to complete the Adult Learner handbook, outline our coaching model, codify the Montessori curriculum, develop Transparent Classroom, develop school wide professional development at the direction of the Principal, Crystal. Mike is taking the 1-day Crossroads training on October 31. Jori continues to meet with Christie weekly in the onboarding process, to develop an evaluation tool, bring her up to date on budget and strategic planning documents, and setting the stage to do the annual goal setting for the Institute. With regards to the EC Overview course, this course is an entirely online asynchronous course. With the course modules completed in CANVAS, the TEP has their first fully developed course under their belt. This course is the TEPs to enact whenever we have an EC Overview course scheduled and allows us to quickly onboard respective faculty. Jori and Mike are working primarily on the MACTE documents to be uploaded into the portal by 11/24.

LEARNINGS AND REFLECTIONS...

- A fully trained Montessori Principal will have a powerful impact on our entire codification process & growth.
- Collaborating on an ABAR Philosophy Album will bring many important alliances within the national community.
- 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.



City Garden Board of Directors Development Report – November 4, 2020

Annual Fund and General Development

- Board members' gifts and pledges through October 28, 2020:
 - 62% of members have made or pledged gifts equaling \$29,000.
- See FY21 Status Report for YTD Fundraising Income, included.
- Appeals during the first semester:
 - Fall Appeal
 - Continued online solicitation
 - Segmented solicitation to Kindergarten families
 - 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, \$21,320 raised in gifts and pledges toward the match pool

Bloom Anew: City Garden's Virtual Campaign & Celebration

- New fundraising event, comprised of a 24-hour online campaign ending with a 1-hour virtual online event celebration.
- Wednesday, March 3, Noon to Thursday, March 4 Noon for online solicitation campaign; then 1-hour virtual Celebration March 4 evening.
- Recruit Team Leaders to assist fundraising by requesting support from their network of colleagues, friends and family and committing to a team goal.
 - Request all Board Members, Development Committee members and other Board committee members to serve as Team Leaders.
 - Distributed flyer and talked with families who attended Trunk or Treat, Oct. 24.
- Sponsorship levels and benefits created and solicitations begun to secure former Gala sponsors to contribute to matching gift pool.

Development Committee of the Board

- See draft of October 14, 2020 Committee Meeting Minutes, included.
- Feasibility Study Preliminary Report to Development Committee at October 14, 2020 meeting.
- Assist with Bloom Anew planning and efforts.
- Jarel Loveless, a development consultant, is joining the Development Committee.

Capital and Growth Campaign - *Ready to Flourish: Growing a World of Justice and Possibility*

Consultant: Dan Reynolds with Holmes, Radford & Reynolds

- Dan Reynolds will present to the Board his Feasibility Study Preliminary Report at the December 2nd Board meeting. See the Report included in Nov. 4 Board packet.
- Feasibility Study Preliminary Report to Development Committee of the Board at October 14 meeting.
- Draft Campaign Brochure to market to donors and the wider community.
- Pursue lead gifts to support \$1.2M bridge financing by November/December.
- Reconvene the Feasibility Study Committee on October 30 to deliver Feasibility Study Preliminary Report, receive input and thank for contributions to the process.
- Develop Naming Opportunities for donor consideration at various levels.
- Plan Groundbreaking Celebration.

Communications

- Planning and strategizing for a COVID-19 safe, in-person Groundbreaking Celebration (Phase 4 of 4209 Folsom Communications Plan).
- Facilitating the development and creation of a community painted mural, to be revealed at the Groundbreaking Ceremony.
- Ongoing development of Case for Support Brochure for *Ready to Flourish Campaign*.
- Preparing for calendar year-end donor stewardship efforts.
- Ongoing facilitation of website updates.
- Draft special solicitation communications to Kindergarten families.
- Facilitate deep communications and systems support with Catchment Expansion efforts.
- Facilitate deep communications support with our Enrollment and Recruitment efforts.
- Brand and content development for *Bloom Anew: City Garden's Virtual Fundraiser & Celebration*.
- Providing deep communications and systems support with Virtual Open House Video and in-person open house, *The Taste of the Garden*.

Corporate & Foundation Grants

- Charter School Growth Fund – after materials and video submissions, and multiple interviews with administration and guides on October 21, received notification that City Garden is a finalist for a \$500,000 grant from CSGF. City Garden's submission will be recommended for approval to their Board in December.
- Submissions currently pending:
 - Bellwether Foundation – Preschool program: \$15,000
 - Boeing Employee Community Fund – Preschool program: \$19,000
 - John Allan Love Charitable Foundation – Preschool program: \$10,000
 - ITEF Catapult Grants – Growth/expansion technical needs: up to \$30,000

**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
12/21 to 1/4 Winter Break

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

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

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

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
3/10 Development Committee, 5:30 PM
3/24 Finance Committee, 5:30 PM
3/25 Building and Grounds Committee, 9:00 AM
3/22 to 3/26 Spring Break

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
4/14 Development Committee, 5:30 PM
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