



City Garden Montessori School

Board Meeting

Date and Time

Wednesday December 2, 2020 at 6:30 PM CST

Via Zoom Webinar:

<https://us02web.zoom.us/j/89785080078?pwd=Y1g4U0htVG9yZ1ZFUjhVMW1yaENSZz09>

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 November 2020 Meeting	Approve Minutes		4 m
Approve minutes for Board Meeting on November 4, 2020			
B. October Financials	Vote	Sisouphanh (Sysco) Deuanephenh	7 m
C. Expenditures Over \$5,000	Vote	Christie Huck	5 m
D. Financing for 4209 Folsom - Board Resolution to Approve Leverage Loan		Jarrod Sharp	10 m
E. Preschool Growth	Vote	Christie Huck	10 m
F. 2021-22 Staffing Plan and Hiring Calendar	FYI	Christie Huck	5 m

III. Information Items**7:20 PM**

A. 5-year Budget Forecast	FYI	David Blank	5 m
B. Capital Campaign Plan and Feasibility Study Report	FYI	Dan Reynolds	30 m
C. City Garden Montessori Institute Teacher Education Program Handbook	FYI	Shanika Harris	5 m

The handbook may be downloaded at this [LINK](#).

D. Board Goals and Roadmap Update	FYI	Donna Smith	5 m
E. CEO Report	FYI	Christie Huck	10 m
F. Principal Update	FYI	Crystal Isom	10 m
G. 4209 Folsom Project Update	FYI	David Blank	5 m
H. Questions and Comments	Discuss	Donna Smith	3 m
I. Reflection: Meeting Agreement	Discuss	Donna Smith	5 m
J. Included in Packet as Reading Materials	FYI		

- Development Report
- Institute Report
- November Meeting Minutes:
 - Academic Excellence
 - Governance
 - Development
 - Building and Grounds
 - Finance
- 2020-21 Board Meeting Schedule

IV. Upcoming Events and Initiatives**8:38 PM**

A. Upcoming Board/Committee Meetings	FYI
Board and Committee Meetings (All virtual via Zoom until further notice):	

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
 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

V. Closing Items

8:38 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 November 2020 Meeting

Section:	II. Action Items
Item:	A. Approve Minutes from November 2020 Meeting
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Board Meeting on November 4, 2020

DRAFT



City Garden Montessori School

Minutes

Board Meeting

Date and Time

Wednesday November 4, 2020 at 6:30 PM

Via Zoom Webinar:

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

Passcode: 465967

Directors Present

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

Directors Absent

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

Guests Present

C. Huck (remote), C. Isom (remote), D. Blank (remote), D. Flores (remote), D. Fox (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 Nov 4, 2020 @ 6:36 PM.

- Christie presented the Land Acknowledgement
- Sherita read the Board Agreements

B. Record Attendance and Guests

C. Mission Statement

Shanika recited the Mission Statement.

D. Introductions and Public Comment

There was no public comment and with one attendee in the webinar.

II. Action Items

A. Approve Minutes from October 2020 Meeting

S. Harris made a motion to approve the minutes from Board Meeting on 10-07-20.

S. Deuanephenh seconded the motion.

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

B. September Financials

A. Beasley made a motion to approve the September financials.

J. Fouse seconded the motion.

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

C. Approval of Expenditures Over \$5,000

S. Haigler made a motion to approve the \$28,000 expenditure for the Kumon math tutoring program.

S. Deuanephenh seconded the motion.

- For extra academic help for 28 students who tested two grade levels below
- The board asked for updates about how the program is faring

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

S. Deuanephenh made a motion to approve up to \$55,000 for New Market Credit origination fees for the 4209 project.

S. Haigler seconded the motion.

To be paid to BMO Harris and the St Louis Development Corporation. The board **VOTED** unanimously to approve the motion.

D. Virtual Education Observation Policy

S. Shelton-Dodge made a motion to approve the Virtual Education Observation Policy.

S. Deuanephenh seconded the motion.

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

III. Information Items

A. Board Goals and Roadmap Update

- The group reviewed the status of the roadmap and goals
- It was requested that the format remain the same from month to month to aid with ease of review

B. SLU Performance Contract

Steve Sanchez presented the updated performance contract. Areas tracked are:

- Academic achievement
- Curriculum and instruction
- Operations and compliance
- Budget and finance

- Governance

C. Principal Update

- Crystal shared Kindergarten and disaggregated school i-Ready scores
- Kindergarten scores were especially strong, with 82% of students on or above grade level in both reading and math

D. 4209 Folsom Project Update and Financing

- The outside and abatement work on the building is ongoing
- A new appraisal of the property is due back soon, and the hope is that it will be assessed at a higher value than the original \$1M purchase price
- We have been assessed \$14M in New Market Tax credits, which will net the project \$2-3M
- We are at the tail end of the State/Federal Historic Credit process. Our thanks for Kirby Burkholder and IFF for their assistance with this.
- We need to close larger financing deal by January 15th
- Additional New Market Tax Credits may open up for us since projects elsewhere are being delayed due to COVID-19

E. CEO Report

COVID-19 Update

- In November, we will be reviewing things and soliciting feedback for our plan for the second semester
- Staff has been engaged, and will discuss as a group on November 20th
- Parents have been asked to fill out a survey. There are plans to schedule time with parents/guardians
- More information will be shared at the December board meeting

Academic Dashboard

- The Academic Excellence committee is shepherding the process
- The information on the draft version is static, and we realize that we need to incorporate some changing (trends) data as well
- The dashboard needs to evolve within the committee before it can be shared with the board

Admissions

- The admissions season has officially have begun
- There is a group focusing on defining the expansion catchment area, and they are taking more time to do a thorough assessment
- For this year, the order for the lottery will be:
 1. 1st Catchment Free and Reduced Lunch (FRL) eligible
 2. 2nd Catchment Free and Reduced Lunch (FRL) eligible
 3. 1st Catchment - all others
 4. 2nd Catchment - all others
- This Sunday, there will be a Virtual Open House and a Taste of City Garden outdoor, socially distanced recruitment event
- There are already 37 Kindergarten applicants and 22 Primary applicants

F. Preschool Growth

- We will be readying spots to serve 60 more Kindergarten students as planned
- We hope to increase the number of Primary spots from our current 52 to 125, with sequenced enrollment to ramp up gradually
- We are exploring a possible collaboration with Head Start, who will administer their program for us
- The board recommends that we do more parent/guardian communication and engagement around the issue before bringing it for vote

G. 2021-22 Staffing Plan and Hiring Calendar

Christie shared the 2021-22 staffing plan with the board, and is requesting feedback, questions.

H. Preparation for Growth - Milestones and Roadmap

Christie shared the milestones and roadmap leading up to next year's move to 4209 by 1-8 grades, and renovation/ transition of 1618 Tower Grove into Primary/Early Childhood center and CGM Institute.

I. Questions and Comments

J. Reflection: Meeting Agreement

Tabled this month.

K. Included in Packet as Reading Materials

IV. Closing Items

A. Adjourn Meeting

S. Shelton-Dodge made a motion to adjourn the meeting.

A. Beasley 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 8:34 PM.

Respectfully Submitted,

D. Fox

B. Adjourn to Closed Session

S. Shelton-Dodge made a motion to convene a closed session to discuss personnel issues (RSMo 610.021.3).

A. Beasley seconded the motion.

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

Roll Call

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

S. Haigler Aye

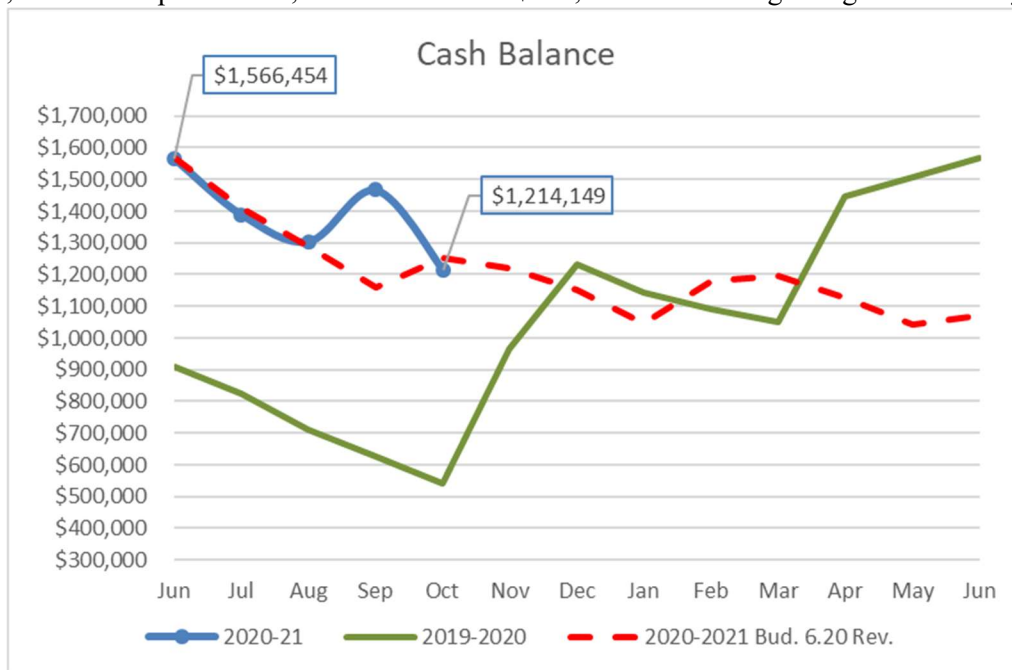
Cover Sheet

October Financials

Section:	II. Action Items
Item:	B. October Financials
Purpose:	Vote
Submitted by:	
Related Material:	City Garden 10.31.2020 Financial Statements.pdf

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

The period ending October 31, 2020 had a cash balance of \$ 1,214,149. This is a decrease of \$252,449 from September 30, and a decrease of \$352,305 from the beginning of the fiscal year.



Highlights of Financial Statements and Budget:

- Revenue:
 - o State \$43K above monthly expectations due to higher than expected per WADA amount and higher than expected ADA.
 - o Prop C \$5K above budget due to higher than budgeted per ADA amount.
 - o Federal Funding \$73k below budget due to timing of reimbursement. \$60K for Federal Grant and \$12K for Title, Sped, and lunch, timing.
 - o Fundraising \$9K above than budgeted due to better than budgeted receipts, timing.
 - o Preschool \$7.5K below budget due to 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 \$459K for 4209 Folsom development.
- Expenses:
 - o Salary \$35k below budget due to unexpected turnover and unfilled positions.
 - o Benefits \$21K 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 \$14.2 above budget due to PreK purchase of cubbies and tables, \$
- 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	\$ 985,868	\$ 200,000	\$ 459,000	\$ 1,644,868
Expense	1,331,096	166,392	522,000	2,019,488
Net Income \ (Loss)	(345,227)	33,608	(63,000)	(374,619)
Beginning Fund Balance	888,024	532,194	998,702	2,418,920
Net Income \ (Loss)	(345,227)	33,608	(63,000)	(374,619)
Ending Fund Balance	\$ 542,797	\$ 565,802	\$ 935,702	\$ 2,044,301

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.
- Net \$0 change to allow Kumon math.
 - o Increase professional service \$29K for Kumon math.
 - o Reduce Wages and Benefits \$15K from tutoring budget.
 - o Reduce Professional Development \$10K.
 - o Reduce Supplies \$4K.

City Garden Finance Dashboard

Budget

Revenue				
Source	Actual October 2019- YTD	Actual October 2020- YTD	Budget 20-21 YTD	Variance to Budget
State	\$ 718,721	\$ 660,004	\$ 616,722	\$ 43,283
Federal	22,123	45,320	106,740	(61,420)
Prop C	78,282	77,114	72,000	5,114
Intercompany	84,596	84,596	84,596	-
Donations	72,630	313,980	295,020	18,960
Fundraising	-	-	10,000	(10,000)
Preschool Tuition	91,319	24,500	32,000	(7,500)
Other	55,275	461,668	3,800	457,868
Total	\$ 1,122,947	\$ 1,667,183	\$ 1,220,878	\$ 446,306

Expenses				
Category	Actual October 2019- YTD	Actual October 2020- YTD	Budget 20-21 YTD	Variance to Budget
Salaries	\$ 747,899	\$ 704,542	\$ 739,822	\$ (35,280)
Benefits	243,779	239,555	261,427	(21,872)
Purchased Services	369,955	438,649	416,386	22,263
Supplies	75,861	89,362	72,900	16,462
Capital/Debt Services	46,666	547,379	4,800	542,579
Total	\$ 1,484,161	\$ 2,019,488	\$ 1,495,335	\$ 524,153
Net Income\Loss	\$ (361,214)	\$ (352,305)	\$ (274,457)	\$ (77,848)

Financial Health Check

Category	FY 18-19	FY19-20	Actual October 2020- YTD	Budget FY 20-21
Ending Cash Fund Balance	\$ 908,227	\$ 1,566,454	\$ 1,214,149	\$ 971,375
Cash Days on Hand*	62	126	76	58
State Reimbursement per WADA	\$ 8,271	\$ 8,972	\$ 9,094	\$ 7,961
Revenue per Student*	\$ 15,565	\$ 15,805	\$ 6,821	\$ 15,955
Cost per Student*	\$ 14,222	\$ 14,380	\$ 8,340	\$ 17,674
Excess/(Deficit) Per Student	\$ 1,343	\$ 1,425	\$ (1,519)	\$ (1,719)

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

Accountability Plan

Measure	FY17-18	YTD October 2019	Budget FY19-20	Measure Met?
Debt to Asset Ratio < 0.9	0.5	0.34	0.6	Yes
Enrollment Variance >= 95%	99%	84.4%	N/A	No
Fund Balance >= 10% Unrestricted	34%	20%	16%	Yes

Annual Trends

Revenue				
Source	Actual FY 18-19	Actual FY 19-20	Forecast FY 20-21	Budget FY 20-21
State	\$ 2,137,749	\$ 2,034,497	\$ 1,863,000	\$ 1,772,000
Federal	177,279	169,458	703,800	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	\$ 4,739,154	\$ 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	\$ 2,323,377	\$ 2,206,469	\$ 2,364,316
Benefits	655,090	762,687	744,091	803,254
Purchased Services	1,388,074	1,176,260	1,426,087	1,436,087
Supplies	166,750	225,709	530,500	510,500
Capital Outlay/Debt Services	1,362,658	158,567	1,117,221	923,788
Total Expenses	\$ 5,499,003	\$ 4,646,601	\$ 6,024,368	\$ 6,037,945
Net Income\Loss	\$ 370,684	\$ 1,510,693	\$ (1,285,214)	\$ (1,396,538)

School Stats

Category	FY 18-19	FY 19-20	10/31/2020	Original FY20-21 Budget
Charter School Enrollment	224	218	206	223
Pre-School Enrollment	52	52	26	52
Average Daily Attendance - Charter	212	206.01	194.67	211.85
Free & Reduced Lunch Count - Charter	87	85	82	85
Free & Reduced Lunch % - Charter	39%	39%	40%	38%
Weighted Average Daily Attendance	237.1	223.25	219	225

Points to Note- October

State and Prop C Funding Above Budget due to higher per pupil amounts and higher than expected WADA, timing for now.

Federal below budget due to timing of reimbursement requests \$60K Fed Grant, \$14K Title, Sped, FRL- timing

Donations-Collections slightly ahead of budget.

Salaries and Benfits below due to unexpected staff Turnover and unfilled positions, most is permanent

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 October 2020- YTD

Revenue				
Source	School Operations	Strategic Plan	New Building	Total
State	\$ 660,004			\$ 660,004
Federal	45,320			45,320
Prop C	77,114			77,114
Intercompany	84,596			84,596
Donations	113,980	200,000		313,980
Fundraising	-			-
Preschool Tuition	24,500			24,500
Other	2,668		459,000	461,668
Total	\$ 1,008,183	\$ 200,000	\$ 459,000	\$ 1,667,183

Expenses				
Category	School Operations	Strategic Plan	New Building	Total
Salaries	\$ 627,730	\$ 76,812		\$ 704,542
Benefits	214,975	24,580		239,555
Purchased Services	373,649	65,000	-	438,649
Supplies	89,362			89,362
Capital/Debt Services	21,379	4,000	522,000	547,379
Total	\$ 1,327,096	\$ 170,392	\$ 522,000	\$ 2,019,488
Net Income\Loss	\$ (318,913)	\$ 29,608	\$ (63,000)	\$ (352,305)

Beginning Fund Balance	\$ 888,024	\$ 532,194	\$ 998,702	\$ 2,418,920
Net Income\Loss	\$ (318,913)	\$ 29,608	\$ (63,000)	\$ (352,305)
Ending Balance	\$ 569,111	\$ 561,802	\$ 935,702	\$ 2,066,615

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

	<u>as of 10/31/2019</u>	<u>as of 10/31/2020</u>
Assets		
Operating Account- Commerce	\$ 33,994	\$ 15,894
Operating Account- Reliance	-	-
Operating Account- Simmons	278,002	502,029
PPP Account- Simmons	-	-
MMA Account	18,280	441,495
Upper School Account	22,546	24,497
4209 Folsom Account	13,394	19,862
4202 Folsom Account	5,058	5,058
US Bank	8,037	9,934
Edward Jones	167,066	195,381
Cash	<u>546,378</u>	<u>1,214,149</u>
Undeposited Funds	(204)	-
Note Receivable	382,164	-
Real Estate	1,319,974	1,778,959
Leashold Improvements	-	122,889
Total Assets	<u>\$ 2,248,312</u>	<u>\$ 3,115,997</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	-	1,049,389
Liabilities	<u>1,702,138</u>	<u>1,049,389</u>
Fund Balance Prior YE	908,227	2,418,913
Income/(Loss)	(362,054)	(352,305)
Current Fund Balance	546,174	2,066,608
Total Liabilities & Net Assets	<u>\$ 2,248,312</u>	<u>\$ 3,115,997</u>

City Garden Montessori

Unaudited

2020-21 Revenue & Expenses as of 10/31/2020 Compared to Annual Budget

		Actual YTD 10/31/2019	Actual YTD 10/31/2020	Amended 6/2020 Budget YTD 10/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
Revenues								
5100	Local	\$ 382,103	\$ 1,307,769	\$ 497,416	\$ 810,353	\$ 2,162,003	\$ (854,234)	60%
5300	State	718,721	314,093	616,722	(302,628)	1,772,000	(1,457,907)	18%
5400	Federal	22,123	45,320	96,740	(51,420)	656,404	(611,084)	7%
5899	GRAND TOTAL REVENUES	1,122,947.12	1,667,183	1,210,878	456,306	4,590,407	(2,923,224)	36%
Expenditures								
1111	Classroom Instruction	442,932	411,302	445,253	(33,951)	1,667,934	(1,256,632)	25%
1221	Special Programs	75,625	68,071	69,522	(1,450)	226,095	(158,024)	30%
1251	Culturally Different	50,703	45,831	43,935	1,897	131,932	(86,101)	35%
1411	Student Activity-Extracurricular	-	-	-	-	-	-	-
1999	TOTAL INSTRUCTION	569,259	525,205	558,709	(33,504)	2,025,961	(1,500,757)	26%
2111	Support Services-Pupils	37,249	26,381	42,147	(15,766)	144,762	(118,381)	18%
2134	Nursing Services	-	4,329	-	4,329	-	4,329	-
2213	Professional Development	-	11,827	24,600	(12,773)	89,360	(77,532)	13%
2219	Training Center	-	98,658	88,542	10,116	210,571	(111,913)	47%
2321	Executive Administration Services.	163,074	187,717	159,631	28,085	521,408	(333,692)	36%
2411	Building Principal Services	90,453	80,862	81,909	(1,047)	245,827	(164,965)	33%
2511	Business Support Services	59,903	60,830	60,538	292	184,130	(123,300)	33%
2541	Operation of Plant Services	202,308	159,936	181,410	(21,475)	570,137	(410,201)	28%
2562	Food Services	31,378	4,413	12,920	(8,507)	100,670	(96,257)	4%
2661	Technology Services	8,708	7,255	5,800	1,455	14,840	(7,586)	49%
2998	TOTAL SUPPORT SERVICES	593,073	642,208	657,499	(15,291)	2,081,706	(1,439,498)	31%
3901	Community/Resource Development	77,366	127,185	142,206	(15,021)	500,358	(373,173)	25%
3905	Preschool	135,251	143,514	133,718	9,795	417,534	(274,020)	34%
3906	After Care Program	11,427	7,765	10,550	(2,786)	40,247	(32,482)	19%
3912	Parental Involvement	13,019	26,233	16,644	9,588	48,352	(22,119)	54%
3999	TOTAL COMMUNITY SERVICES	237,062	304,696	303,119	1,577	1,006,490	(701,795)	30%
4011	Facility Acquisition/Improvement	46,666	547,379	4,800	542,579	923,788	376,408	59%
4999	TOTAL FACILITY ACQUISITION	46,666	547,379	4,800	542,579	923,788	376,408	59%
9999	GRAND TOTAL EXPENDITURES	1,446,061	2,019,488	1,524,127	495,361	\$ 6,037,945	(3,265,641)	33%
Total Revenue Over/(Under) Total Expenses		(323,114)	(352,305)	(313,249)	(39,056)	(1,447,538)	342,417	
Beginning Fund Balance, July 1		519,504	2,418,913	2,418,913		2,418,913		
Ending Fund Balance, October 31		\$ 196,390	\$ 2,066,608	\$ 2,105,664		\$ 971,375		

City Garden Montessori

Unaudited

2020-21 Revenue as of 10/31/2020 Compared to Annual Budget

Revenue	Actual YTD 10/31/2019	Actual YTD 10/31/2020	Amended 6/2020 Budget YTD 10/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
5100 Local Revenue							
5113 Prop C	78,282	\$ 77,114	\$ 72,000	\$ 5,114	216,000	\$ (138,886)	36%
5141 Interest	9,928	1,291	800	491	2,400	(1,109)	54%
5151 Student Food Sales	4,344	245	500	(255)	10,000	(9,755)	2%
5172 Student Activity - JRH	2,900	-	500	(500)	5,500	(5,500)	-
5178 Student Activity-Club	-	-	-	-	-	-	-
5179 Student Activity-Field Trips	6,585	-	2,000	(2,000)	6,000	(6,000)	-
5188 Facility Rental	1,438	-	-	-	1,538	(1,538)	-
5191 Intercompany - PS to Charter	84,596	84,596	84,596	-	253,788	(169,192)	33%
5192 Fundraising/Special Events	-	-	10,000	(10,000)	248,676	(248,676)	-
5194 Donations	72,630	113,980	95,020	18,960	656,501	(542,521)	17%
5195 Donations-Restricted	-	200,000	200,000	-	410,000	(210,000)	-
5196 Preschool Tuition	91,319	24,500	32,000	(7,500)	276,600	(252,100)	9%
5197 After Care Tuition	20,088	232	-	232	50,000	(49,768)	0%
5197.1 Before Care Tuition	3,197	-	-	-	15,000	(15,000)	-
5199 Debt Proceeds	-	459,494	-	459,494	-	459,494	-
5198 Other	6,796	406	-	406	10,000	(9,594)	4%
5100 Total Local Revenue	382,103	961,858	497,416	464,442	2,162,003	(1,200,145)	44%
5300 State Revenue							
5311-19 Basic Formula/CTF	718,721	660,004	616,722	43,283	1,772,000	(1,111,996)	37%
5333 Food Service-State	-	-	-	-	-	-	-
5300 State Revenue	718,721	660,004	616,722	43,283	1,772,000	(1,111,996)	37%
5400 Federal Revenue							
5124 Medicaid Admin Billing	-	-	-	-	12,000	(12,000)	-
5420 CARES Act	-	22,315	10,000	12,315	51,000	(28,685)	44%
5499 Federal Grant	-	-	60,000	(60,000)	485,000	(485,000)	-
5441 Special Ed Part B	-	1,368	8,000	(6,632)	38,000	(36,632)	4%
5445 Lunch Program	11,393	-	2,000	(2,000)	32,004	(32,004)	-
5446 Breakfast Program	2,064	-	700	(700)	7,608	(7,608)	-
5448 Snack Program	246	-	40	(40)	1,392	(1,392)	-
5451-66 Consolidated Federal Funds	8,420	21,638	26,000	(4,362)	80,400	(58,762)	27%
5451-66 Consolidated Federal Funds	-	-	-	-	-	-	-
5400 Federal Revenue	22,123	45,320	106,740	(61,420)	707,404	(662,084)	6%
5899 GRAND TOTAL REVENUES	1,122,947	1,667,183	1,220,878	446,306	4,641,407	(2,974,224)	36%

City Garden Montessori

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2020-21 Expenses as of 10/31/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 10/31/2019	Actual YTD 10/31/2020	Amended 6/2020 Budget YTD 10/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
1111 Classroom Instruction							
6100 Salaries	\$ 306,325	\$ 270,362	302,477	\$ (32,115)	958,585	(688,223)	28%
6200 Benefits	106,743	89,713	113,408	(23,695)	340,223	(250,510)	26%
6300 Purchased Services	8,241	21,425	11,508	9,917	43,511	(22,086)	49%
6400 Supplies & Materials	21,622	29,802	17,860	11,942	325,615	(295,813)	9%
Total Classroom Instruction	442,932	411,302	445,253	(33,951)	1,667,934	(1,256,632)	25%
1221 Special Programs							
6100 Salaries	52,689	48,772	43,404	5,368	121,202	(72,430)	40%
6200 Benefits	18,413	16,330	13,918	2,413	41,754	(25,423)	39%
6300 Purchased Services	4,319	2,969	12,000	(9,031)	62,740	(59,771)	5%
6400 Supplies & Materials	204	-	200	(200)	400	(400)	-
Total Special Programs	75,625	68,071	69,522	(1,450)	226,095	(158,024)	30%
1251 Culturally Different							
6100 Salaries	35,707	32,206	32,212	(6)	96,964	(64,758)	33%
6200 Benefits	14,965	13,626	11,523	2,103	34,568	(20,942)	39%
6400 Supplies & Materials	32	-	200	(200)	400	(400)	-
Total Title I	50,703	45,831	43,935	1,897	131,932	(86,101)	35%
2111 Support Services-Pupils							
6100 Salaries	23,067	13,939	23,589	(9,650)	70,176	(56,237)	20%
6200 Benefits	7,402	4,213	7,788	(3,575)	23,364	(19,151)	18%
6300 Purchased Services	3,229	8,050	9,600	(1,550)	38,480	(30,430)	21%
6400 Supplies & Materials	3,552	179	1,170	(991)	12,742	(12,563)	1%
Total Support Services-Pupils	37,249	26,381	42,147	(15,766)	144,762	(118,381)	18%
2134 Nursing Services							
6300 Purchased Services	-	4,329	-	4,329	-	4,329	-
Total Nursing Services	-	4,329	-	4,329	-	4,329	-
2213 Professional Development							
6300 Purchased Services	35,537	11,357	23,800	(12,443)	84,700	(73,343)	13%
6400 Supplies & Materials	2,564	471	800	(329)	4,660	(4,189)	10%
Total Professional Development	38,101	11,827	24,600	(12,773)	89,360	(77,532)	13%

City Garden Montessori

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2020-21 Expenses as of 10/31/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 10/31/2019	Actual YTD 10/31/2020	Amended 6/2020 Budget YTD 10/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
2219 Training Institute							
6100 Salaries	-	21,250	-	21,250	77,917	(56,667)	-
6200 Benefits	-	7,731	-	7,731	27,654	(19,923)	-
6300 Purchased Services	-	62,380	48,000	14,380	80,000	(17,620)	-
6400 Supplies & Materials	-	7,297	11,750	(4,453)	25,000	(17,703)	-
Total Executive Admin Services	-	98,658	59,750	38,908	210,571	(111,913)	-
2321 Executive Administration Services							
6100 Salaries	92,932	69,399	86,409	(17,010)	259,227	(189,828)	27%
6200 Benefits	29,835	33,402	33,057	344	90,492	(57,090)	37%
6300 Purchased Services	22,993	76,612	34,265	42,347	148,926	(72,314)	51%
6400 Supplies & Materials	17,315	8,304	5,900	2,404	22,764	(14,460)	36%
Total Executive Admin Services	163,074	187,717	159,631	28,085	521,408	(333,692)	36%
2411 Building Principal Services							
6100 Salaries	68,224	60,297	60,936	(639)	182,808	(122,510)	33%
6200 Benefits	22,229	20,565	20,773	(208)	62,319	(41,754)	33%
6300 Purchased Services	-	-	-	-	-	-	-
6400 Supplies & Materials	-	-	200	(200)	700	(700)	-
Total Building Principal Services	90,453	80,862	81,909	(1,047)	245,827	(164,965)	33%
2511 Business Support Services							
6100 Salaries	43,899	44,119	44,123	(4)	132,370	(88,250)	33%
6200 Benefits	13,957	14,015	14,915	(900)	44,746	(30,730)	31%
6300 Purchased Services	2,047	2,695	1,500	1,195	7,015	(4,320)	38%
6400 Supplies & Materials	-	-	-	-	-	-	-
Total Business Support Services	59,903	60,830	60,538	292	184,130	(123,300)	33%
2541 Operation of Plant Services							
6100 Salaries	8,347	8,230	7,670	560	23,010	(14,780)	36%
6200 Benefits	2,800	2,830	2,656	173	7,969	(5,139)	36%
6300 Purchased Services	168,677	126,969	146,884	(19,915)	450,986	(324,017)	28%
6400 Supplies & Materials	22,483	21,907	24,200	(2,293)	88,172	(66,265)	25%
Total Operation of Plant Services	202,308	159,936	181,410	(21,475)	570,137	(410,201)	28%

City Garden Montessori

Unaudited

2020-21 Expenses as of 10/31/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 10/31/2019	Actual YTD 10/31/2020	Amended 6/2020 Budget YTD 10/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
2562 Food Services							
6100 Salaries	3,622	1,922	3,874	(1,952)	13,876	(11,954)	14%
6200 Benefits	277	147	446	(299)	1,339	(1,192)	11%
6300 Purchased Services	26,305	2,112	8,000	(5,888)	81,461	(79,348)	3%
6400 Supplies & Materials	1,174	232	600	(368)	3,994	(3,762)	6%
Total Food Services	31,378	4,413	12,920	(8,507)	100,670	(96,257)	4%
2660 Technology Services							
6300 Purchased Services	3,747	125	2,500	(2,375)	10,240	(10,115)	1%
6400 Supplies & Materials	4,961	7,130	3,300	3,830	4,600	2,530	155%
Total Technology Services	8,708	7,255	5,800	1,455	14,840	(7,586)	49%
3901 Community/Resource Development							
6100 Salaries	51,789	71,763	80,603	(8,840)	241,808	(170,045)	30%
6200 Benefits	15,064	22,411	27,270	(4,859)	81,810	(59,398)	27%
6300 Purchased Services	7,988	31,262	30,733	529	100,491	(69,229)	31%
6395 Special Events	2,276	1,749	3,000	(1,251)	73,750	(72,001)	2%
6400 Supplies & Materials	248	-	600	(600)	2,500	(2,500)	-
Total Community/Resource	77,366	127,185	142,206	(15,021)	500,358	(203,128)	25%
3905 Preschool							
6100 Salaries	42,755	42,622	38,520	4,102	131,579	(88,957)	32%
6200 Benefits	7,003	8,316	9,582	(1,267)	28,747	(20,432)	29%
6300 Purchased Services	84,596	84,596	84,596	-	253,788	(169,192)	33%
6400 Supplies & Materials	897	7,980	1,020	6,960	3,419	4,561	233%
Total Preschool	135,251	143,514	133,718	9,795	417,534	(274,020)	34%
3906 Before/After Care Program							
6100 Salaries	9,107	5,722	7,376	(1,654)	29,500	(23,778)	19%
6200 Benefits	1,986	2,043	3,174	(1,131)	9,523	(7,480)	21%
6400 Supplies & Materials	334	-	-	-	1,224	(1,224)	-
Total Befoe/After Care Program	11,427	7,765	10,550	(2,786)	40,247	(32,482)	19%

City Garden Montessori

Unaudited

2020-21 Expenses as of 10/31/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 10/31/2019	Actual YTD 10/31/2020	Amended 6/2020 Budget YTD 10/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
3912 Parental Involvement							
6100 Salaries	9,438	13,939	8,629	5,310	25,296	(11,357)	55%
6200 Benefits	3,106	4,213	2,915	1,298	8,746	(4,533)	48%
6300 Purchased Services	-	2,020	-	2,020	-	2,020	-
6400 Supplies & Materials	475	6,060	5,100	960	14,310	(8,250)	42%
Total Parental Involvement	13,019	26,233	16,644	9,588	48,352	(22,119)	54%
4011 Facility Acquisition/Improvement							
6500 Capital Outlay	35,717	539,028	-	539,028	902,000	(362,972)	-
6600 Interest	10,949	8,352	4,800	3,552	21,788	(13,436)	38%
Total Facility Acquisition	46,666	547,379	4,800	542,579	923,788	(376,408)	59%
GRAND TOTAL EXPENDITURES	\$ 1,484,161	\$ 2,019,488	\$ 1,495,335	\$ 524,153	\$ 6,037,945	\$ (4,018,457)	33%

City Garden Montessori

2020-21 Purchased Services as of 10/31/2020 Compared to Annual Budget

Purchased Services by Function	Actual YTD 10/31/2020	Amended 6/2020		Amended 6/2020	
		Budget YTD 10/31/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)
1111 Classroom Instruction					
6311-C Online Learning Subscriptions	8,732	5,000	3,732	6,121	2,612
6311-D Summer School	202	-	202	2,040	(1,838)
6311-E NWEA/Iready Testing	10,250	3,148	7,102	3,247	7,003
6311-G Substitutes	-	1,000	(1,000)	23,943	(23,943)
6311 Instructional Services	19,184	9,148	10,036	35,350	(16,166)
6334 Rental Equipment	2,241	2,360	(119)	8,160	(5,920)
6343 Travel	-	-	-	-	-
6371 Dues & Memberships	-	-	-	-	-
6391 Other Purchased Services	-	-	-	-	-
Total Classroom Instruction	21,425	11,508	9,917	43,511	(22,086)
1221 Special Programs					
6311 Instructional Services	2,969	12,000	(9,031)	62,740	(59,771)
Total Special Programs	2,969	12,000	(9,031)	62,740	(59,771)
2111 Support Services-Pupils					
6319-A Student Information System	1,299	-	1,299	5,000	(3,701)
6319-B E-mail/Website	-	-	-	2,040	(2,040)
6319 Professional & Technical Services	1,299	-	1,299	7,040	(5,740)
6341 McKinney-Vento Student Transport.	537	2,000	(1,463)	10,600	(10,063)
6391 Other Purchased Services	6,214	7,600	(1,386)	20,840	(14,627)
Total Support Services-Pupils	8,050	9,600	(1,550)	38,480	(30,430)
2134 Nursing Services					
6313 Nursing Services	4,329	-	4,329	-	-
Total Nursing Services	4,329	-	4,329	-	-

City Garden Montessori

2020-21 Purchased Services as of 10/31/2020 Compared to Annual Budget

Purchased Services by Function	Amended 6/2020			Amended 6/2020	
	Actual YTD 10/31/2020	Budget YTD 10/31/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)
2214 Professional Development					
6312-A Montessori Training	(605)	6,000	(6,605)	26,700	(27,305)
6312-B Common Training	11,395	7,200	4,195	21,500	(10,106)
6312-C Outside Training	-	-	-	-	-
6312-D Administrative Staff	552	10,600	(10,048)	32,500	(31,948)
6312 Instructional Improvement	11,341	23,800	(12,459)	80,700	(69,358)
6343 Travel	15	-	15	4,000	(3,985)
Total Professional Development	11,357	23,800	(12,443)	84,700	(73,343)
2219 Training Center					
6391- Consulting Fees	62,380	48,000	14,380	80,000	(17,620)
Total Professional Development	62,380	48,000	14,380	80,000	(17,620)
2321 Executive Administration Services					
6315 Audit Services	4,300	4,200	100	12,300	(8,000)
6317 Legal Fees	7,020	7,500	(481)	9,946	(2,926)
6319 Professional Services/Board Develop	41,851	2,944	38,907	75,100	(33,249)
6343 Travel	-	-	-	-	-
6352 Liability Insurance	4,499	6,000	(1,501)	14,537	(10,038)
6361 Communication	1,263	-	1,263	-	1,263
6362 Advertising	2,140	700	1,440	3,271	(1,132)
6371 Dues & Memberships	4,257	4,121	136	4,630	(373)
6391-Other Purchase Services	10,710	-	10,710	-	10,710
6391-A Fingerprinting	-	-	-	22	(22)
6391-B Other Purchased Services	-	8,400	(8,400)	28,120	(28,120)
6391 Other Purchased Services	10,710	8,400	2,310	28,142	(17,432)
6392- Admin Fees	573	400	173	1,000	(427)
Total Executive Administration Serv	76,612	34,265	42,347	148,926	(72,314)
2511 Business Support Services					
6319 Professional & Technical Services	-	1,400	(1,400)	6,115	(6,115)
6392 Admin Fees	2,695	100	2,595	900	1,795
Total Business Support Services	2,695	1,500	1,195	7,015	(4,320)

City Garden Montessori

2020-21 Purchased Services as of 10/31/2020 Compared to Annual Budget

Purchased Services by Function	Actual YTD 10/31/2020	Amended 6/2020		Amended 6/2020	
		Budget YTD 10/31/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)
2541 Operation of Plant Services					
6331 Cleaning Services	6,126	7,000	(874)	36,600	(30,474)
6332-A Building Maintenance	4,762	2,200	2,562	17,320	(12,558)
6332-B HVAC Maintenance	5,657	1,600	4,057	5,110	547
6332-C Repairs	4,154	2,200	1,954	12,800	(8,646)
6332 Maintenance	14,573	6,000	8,573	35,230	(20,657)
6333 Building Rent	90,063	106,023	(15,960)	318,911	(228,848)
6336 Trash Removal	922	716	206	4,300	(3,378)
6339-A Extermination	450	867	(417)	2,600	(2,150)
6339-B Security	1,016	883	132	2,650	(1,634)
6339-C Lawn & Snow Removal	-	1,000	(1,000)	5,080	(5,080)
6339-D Water/Sewer	1,037	1,440	(403)	4,060	(3,023)
6339 Other Property Services	2,503	4,190	(1,687)	14,390	(11,887)
6351 Property Insurance	3,573	12,955	(9,382)	12,955	(9,382)
6361 Communication	9,079	10,000	(921)	13,000	(3,921)
6391 Other Purchased Services & Prop Tax	130	-	130	15,600	(15,470)
Total Operation of Plant Services	126,969	146,884	(19,915)	450,986	(324,017)
2562 Food Services					
6391 Other Purchased Services	2,112	8,000	(5,888)	81,461	(79,348)
Total Food Services	2,112	8,000	(5,888)	81,461	(79,348)
2661 Technology Services					
6319 Professional & Technical Services	125	2,500	(2,375)	10,240	(10,115)
Total Technology Services	125	2,500	(2,375)	10,240	(10,115)
3901 Community/Resource Development					
6319 Professional Services	22,000	-	22,000	-	22,000
6319-A Development Training	-	22,000	(22,000)	62,000	(62,000)
6319-B Website Development	2,593	-	2,593	-	2,593
6319-C Grant Writing	5,490	6,400	(910)	30,000	(24,510)
6319 Professional & Technical Services	30,083	28,400	1,683	92,000	(61,917)
6362 Advertising	-	-	-	-	-

City Garden Montessori

2020-21 Purchased Services as of 10/31/2020 Compared to Annual Budget

Purchased Services by Function	Amended 6/2020			Amended 6/2020	
	Actual YTD 10/31/2020	Budget YTD 10/31/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)
6371 Dues & Memberships	-	-	-	-	-
6391 Other Purchased Services	-	1,500	(1,500)	5,991	(5,991)
6392 Admin Fees	1,179	833	346	2,500	(1,321)
Total Purchased Services	31,262	30,733	529	100,491	(69,229)
 6395-A Gala	-	-	-	53,750	(53,750)
6395-B Direct Mail	1,584	1,000	584	3,000	(1,416)
6395-C Mid-Level Giving	67	-	67	3,000	(2,933)
6395-D Major Gifts	99	-	99	3,000	(2,901)
6395-E Charidy Campaign	-	-	-	3,000	(3,000)
6395-F Block Party	-	-	-	-	-
6395-G Community Engagement	-	-	-	-	-
6395-H Give STL	-	-	-	3,000	(3,000)
6395-I General	-	-	-	-	-
6395-J	-	-	-	-	-
6395-K	-	-	-	-	-
6395-L Jr High Fundraisers	-	2,000	(2,000)	5,000	(5,000)
6395 Special Events	1,749	3,000	(1,251)	73,750	(72,001)
Total Comm/Res Develop Special Events	33,011	33,733	(722)	174,241	(141,230)
 3905 Preschool					
6391 Other Purchased Services	84,596	84,596	-	253,788	(169,192)
Total Preschool	84,596	84,596	-	253,788	(169,192)
 3912 Parental Involvement					
6391 Other Purchased Services	2,020	-	2,020	-	-
Total Before/After School Care	2,020	-	2,020	-	-
 6399 GRAND TOTAL PURCHASED SERVICES	438,649	416,386	22,263	1,436,087	(1,003,786)

City Garden Montessori

2020-21 Purchased Supplies as of 10/31/2020 Compared to Annual Budget

Supplies & Materials by Function	Actual YTD 10/31/2020	Amended 6/2020 Budget YTD 10/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
1111 Classroom Instruction						
6411-A Art/Music/Spanish Supplies	\$ -	\$ -	\$ -	\$ 450	\$ (450)	0%
6411-B1 · Supplies-B1 Primary 3- Willems	1,047	900	147	3,000	(1,953)	35%
6411-B2 · Supplies-B2 Lower EI 1- Lacey	773	960	(187)	3,200	(2,427)	24%
6411-B3 · Supplies-B3 Lower EI 2-Veresh	851	960	(109)	3,200	(2,349)	27%
6411-B4 · Supplies-B4 Lower EI 3- McDonald	1,668	960	708	3,200	(1,532)	52%
6411-B5 · Supplies-B5 Upper EI 2- Bowers	24	630	(606)	2,100	(2,076)	1%
6411-B6 · Supplies-B6 Uper EI 3- Campbell	50	630	(580)	2,100	(2,050)	2%
6411-B7 · Supplies-B7 JH Garrett	1,405	495	910	1,650	(245)	85%
6411-B8 · Supplies B-8 Upper EI 1- Nelson	45	630	(585)	2,100	(2,055)	2%
6411-B9 · Supplies B-9 JH Denother	1,715	495	1,220	1,650	65	104%
6411-B Classroom Supplies (\$100 per student)	7,579	6,660	919	22,650	(15,072)	33%
6411-C General Instructional Supplies	20,132	4,500	15,632	12,100	8,032	166%
6411-F Summer School	2,092	300	1,792	2,000	92	105%
6411 Homeworks	-	6,000	(6,000)	284,800	(284,800)	0%
6411-G PE & Recreational Supplies	-	-	-	2,720	(2,720)	0%
6411 Outdoor/Stem Education	-	-	-	-	-	0%
641 Technincal	-	400	(400)	1,345	(1,345)	0%
Total Classroom Instruction	29,802	17,860	11,942	325,615	(295,813)	9%
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%
2111 Support Services-Pupils						
6411-A Character Education/ Family Support	-	400	(400)	4,300	(4,300)	0%
6411-B Childcare Events	-	170	(170)	1,700	(1,700)	0%
6411-C Family Events - Parent Advisory Cmmt	-	400	(400)	3,600	(3,600)	0%
6411-D Outreach Supplies	179	-	179	1,942	(1,763)	9%
6411-E SLU/JVC Appreciation	-	-	-	-	-	0%

City Garden Montessori

2020-21 Purchased Supplies as of 10/31/2020 Compared to Annual Budget

Supplies & Materials by Function	Actual YTD 10/31/2020	Amended 6/2020 Budget YTD 10/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
6411-F Volunteer Appreciation	-	200	(200)	1,000	(1,000)	0%
6411-G Affordable Housing	-	-	-	200	(200)	0%
Total Support Services-Pupils	179	1,170	(991)	12,742	(12,563)	1%
2214 Professional Development						
6411-A Books-Montessori Training	-	400	(400)	1,330	(1,330)	0%
6411-B Other	-	200	(200)	2,500	(2,500)	0%
6411-C Staff Resources	471	200	271	830	(359)	57%
Total Professional Development	471	800	(329)	4,660	(4,189)	10%
2219 Montessori Institute						
6411-Montessori Institute Training Supplies	7,297	11,750	(4,453)	25,000	(17,703)	29%
Total Professional Development	7,297	11,750	(4,453)	25,000	(17,703)	29%
2321 Executive Administration Services						
6411-A Board Supplies & Materials	-	200	(200)	1,173	(1,173)	0%
6411-B Office Supplies	7,578	5,000	2,578	17,091	(9,513)	44%
6411-C Staff Appreciation	726	700	26	3,100	(2,374)	23%
6411-D Staff/Board Holiday Party	-	-	-	1,400	(1,400)	0%
Total Executive Administration Serv	8,304	5,900	2,404	22,764	(14,460)	36%
2411 Building Principal Services						
6411-A Supplies & Materials	-	200	(200)	700	(700)	0%
Total Business Support Services	-	200	(200)	700	(700)	0%
2541 Operation of Plant Services						
6411-A Building Supplies	9,862	12,000	(2,138)	50,380	(40,518)	20%
6411-B Outdoor Space	-	600	(600)	2,240	(2,240)	0%
6411-C Other Supplies & Materials	-	300	(300)	800	(800)	0%
6481 Electric	11,790	10,500	1,290	31,282	(19,492)	38%
6483 Natural Gas	255	800	(545)	3,470	(3,215)	7%
Total Operation of Plant Services	21,907	24,200	(2,293)	88,172	(66,265)	25%
2562 Food Services						
6411-A Supplies	232	600	(368)	3,994	(3,762)	6%

City Garden Montessori

2020-21 Purchased Supplies as of 10/31/2020 Compared to Annual Budget

Supplies & Materials by Function	Actual YTD 10/31/2020	Amended 6/2020 Budget YTD 10/31/2020	Variance Over/(Under)	Amended 6/2020 Budget FY20	Variance Over/(Under)	% of Budget
Total Food Services	232	600	(368)	3,994	(3,762)	6%
2661 Technology Services						
6411 General Supplies	7,130	3,300	3,830	4,600	2,530	155%
Total Technology Services	7,130	3,300	3,830	4,600	2,530	155%
3901 Community/Resource Development						
6411-A General Supplies	-	600	(600)	2,500	(2,500)	0%
Total Comm/Res Develop Special Events	-	600	(600)	2,500	(2,500)	0%
3905 Preschool						
6411-A Field Trips	3,990	-	3,990	163	3,827	-
6411-B Professional Development Supplies	3,990	-	3,990	-	3,990	-
6411-C Supplies & Materials	-	1,020	(1,020)	3,256	(3,256)	0%
Total Preschool	7,980	1,020	6,960	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	6,060	5,100	960	14,310	(8,250)	42%
Total Parental Involvement	6,060	5,100	960	14,310	(8,250)	42%
6399 GRAND TOTAL SUPPLIES & MATERIALS	\$ 89,362	\$ 72,900	\$ 16,462	\$ 510,500	\$ (420,738)	18%

Cover Sheet

Financing for 4209 Folsom - Board Resolution to Approve Leverage Loan

Section: II. Action Items
Item: D. Financing for 4209 Folsom - Board Resolution to Approve Leverage
Loan
Purpose:
Submitted by:
Related Material: Form of Board Resolution - Meeting Approval 120220.pdf
New Secretary's Certificate - 120220.pdf

**RESOLUTIONS OF THE BOARD OF DIRECTORS OF
City Garden Montessori School**

The undersigned, being the Secretary of the Board of Directors of City Garden Montessori School a Missouri not for profit corporation (the "Corporation"), by this instrument hereby certifies that the following resolutions were adopted by the Board of Directors at the Corporation's December 2nd , 2020 meeting.

BE IT RESOLVED AS FOLLOWS:

1. That the Corporation construct certain real estate located in St. Louis City, Missouri and more particularly described as 4209 Folsom Ave St. Louis, Missouri 63110 (the "Property") in the amount not-to-exceed \$7,600,000.
2. That the Corporation approves the newly formed Leverage Lender will be a guarantor of the loan and pledge the leverage loan as security for that guaranty. The leverage lender will also receive a separate loan related to the HTC Bridge Loan that will be secured by the leverage loan. That pledge will be fully subordinated to the IFF collateral pledge. No other parties will have a collateral interest in the leverage loan collateral and any other lender would take separate collateral and would not have the right to limit IFF's remedies against its leverage loan collateral in the amount not-to-exceed \$7,600,000 to be made by IFF to the Corporation.
3. That the **[President] [Executive Director]** of the Corporations, City Garden Montessori School shall be, and is, authorized and directed to execute and deliver, for and on behalf of the Corporation, all contracts, agreements, instruments, and documents, including, without limitation, promissory notes and mortgages as such **[President] [Executive Director]** may deem to be necessary or appropriate to carry out the intent and purpose of these resolutions. All of the foregoing documents shall contain the terms and conditions and be in such form as the **[President] [Executive Director]** shall determine, **her** execution thereof being conclusive evidence of the suitability and propriety thereof.
4. That all acts and deeds heretofore done by the **[President] [Executive Director]** or any officer or officers of the Corporation for and on behalf of the Corporation in entering into, executing or delivering any documents, instruments or agreements accruing out the terms and intent of the foregoing resolutions are hereby ratified, approved and confirmed in all respects.
5. That this Consent may be executed in counterparts, each of which shall be deemed an original and all of which, taken together, shall be deemed one and the same document.

Date Signed: _____

[Name of Secretary]
Secretary

CERTIFICATE OF SECRETARY

The undersigned, as the **Secretary** of City Garden Montessori School, an Missouri not for profit corporation (the "Borrower"), does hereby certify as of _____, 2020 as follows:

1. The undersigned is the duly elected **Secretary** of Borrower and is authorized to deliver the attachments to this Certificate.

2. Attached hereto as Attachment A is a true, complete and correct copy of the **Articles of Incorporation** of Borrower, which have not been amended, modified, revoked or further amended and are in full force and effect as of the date hereof.

3. Attached hereto as Attachment B is a true, complete and correct copy of the **By-Laws** of Borrower, which have not been amended, modified, revoked or further amended and are in full force and effect as of the date hereof.

4. Attached hereto as Attachment C is a true, complete and correct copy of corporate resolutions duly adopted on December 2nd, 2020, by the Board of Directors of Borrower, authorizing the execution and delivery of the Loan Documents, which resolutions have not been amended, modified, or further amended and are in full force and effect as of the date hereof.

5. Attached hereto as Attachment D is a Good Standing Certificate of Borrower, certified by the Missouri Secretary of State, dated _____, 2020.

6. Each of the persons listed below are authorized on behalf of the Borrower, either individually or collectively, to execute the Loan Documents on behalf of Borrower. The signature set forth opposite each name is the true signature of such person.

Name and Office

Signature

[at least one officer who is not Sec.]

IN WITNESS WHEREOF, the undersigned has executed this Certificate as of the date first stated above.

Secretary

Attachment A

Articles of Incorporation

Attachment B

By Laws

Attachment C

Resolutions

Attachment D

Good Standing Certificate

Cover Sheet

Preschool Growth

Section:	II. Action Items
Item:	E. Preschool Growth
Purpose:	Vote
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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1618 Tower Grove Ave. · St. Louis, MO 63110 · (314) 664-7646
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:	II. Action Items
Item:	F. 2021-22 Staffing Plan and Hiring Calendar
Purpose:	FYI
Submitted by:	
Related Material:	2021-22_Staffing_Plan_and_Hiring_Calendar.pdf

City Garden Montessori School 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
- 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
- Conduct phone interviews with Primary lead and assistant candidates

December

- Continue outreach for Primary positions
- Interview for Director of Early Childhood Education (this was posted over the summer and applications have been reviewed); if there is a qualified candidate, make hire by December 18
- 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 by December 18, 2020

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
- Draft of Fiscal Year 2022 budget is presented

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

5-year Budget Forecast

Section:	III. Information Items
Item:	A. 5-year Budget Forecast
Purpose:	FYI
Submitted by:	
Related Material:	5_year_Forecast_10.31.2020.pdf

City Garden Montessori

5 year forecast
10.30.2020

	2020-21 Budget	2021-22 Budget	2022-23 Forecast	2023-24 Forecast	24-25 Forecast	25-26 Forecast
Income/Loss- Cash Basis						
By Building						
Tower Grove (PK-K Starting 21-22)						
Revenue- Government/Tuition	\$ 2,474,756	\$ 1,881,351	\$ 1,880,169	\$ 1,918,937	\$ 1,958,520	\$ 1,998,936
Operating Expenses	2,316,671	1,511,741	1,525,316	1,566,934	1,607,955	1,650,031
Tower Grove Oper. Contr/(Deficit) before Building and Startup	158,085	369,610	354,853	352,003	350,566	348,906
Rent	319,699	323,710	323,710	328,750	331,625	334,301
Other Facility Expenses	240,247	170,360	194,405	217,893	241,451	246,880
Tower Grove Oper.Contr/(Deficit) before Startup	(401,860)	(124,459)	(163,262)	(194,640)	(222,510)	(232,276)
Startup costs	300,000	65,000	-	-	-	-
Tower Grove Contribution/(Deficit)	(701,860)	(189,459)	(163,262)	(194,640)	(222,510)	(232,276)
Folsom- 1-8 Starting 20-21						
Revenue- Government/Tuition	-	2,304,905	3,725,415	4,537,563	5,300,427	6,230,535
Operating Expenses	-	2,179,594	2,380,455	2,843,830	3,218,426	3,808,777
Folsom Oper.Contr/(Deficit) Before Building and Startup	-	125,311	1,344,961	1,693,733	2,082,001	2,421,758
Debt Service	21,000	371,680	371,680	371,680	371,698	371,698
Net Capital Project- Exp/(Inc)	-					
Other Facility Expenses		157,207	167,480	204,041	238,377	280,289
Folsom Operating Contribution/(Deficit)	(21,000)	(403,576)	805,801	1,118,012	1,471,926	1,769,771
Start-up / Strat Plan		200,000	90,000	90,000	30,000	60,000
Folsom- Total Operating Contribution/(De	(21,000)	(603,576)	715,801	1,028,012	1,441,926	1,709,771
Pre-Admin Contribution/(Deficit)	\$ (722,860)	\$ (793,036)	\$ 552,539	\$ 833,372	\$ 1,219,416	\$ 1,477,495
Training Institute						
Tuition		100,000	180,000	330,000	330,000	330,000
Operating Expenses	210,571	105,223	141,090	168,730	188,930	188,930
Institute Operating Contribution	(210,571)	(5,223)	38,910	161,270	141,070	141,070
Contribution/(Deficit) before Admin and Strat Plan	(933,431)	(798,259)	591,449	994,642	1,360,486	1,618,565
Network/Admin	\$ 871,577	\$ 901,918	\$ 1,629,851	\$ 2,164,318	\$ 2,301,338	\$ 2,355,011
Strat Plan Spending	443,380	410,000	400,000	-	-	-
Total Excess/Deficit Before Philanthropy	(2,248,389)	(2,110,177)	(1,438,402)	(1,169,676)	(940,852)	(736,446)
Philanthropy- Operational	905,177	995,695	1,010,630	1,025,790	1,041,176	1,167,329
Philanthropy- Strat Plan Committed	410,000	410,000	400,000			
Fed Grant- Institute Committed	185,000	100,000	42,000	27,000		
Fed Grant- Expansion-Committed	300,000	200,000	258,000	273,000		
Subtotal- Committed Grants/Philanthropy	1,800,177	1,705,695	1,710,630	1,325,790	1,041,176	1,167,329
Excess Deficit	\$ (448,212)	\$ (404,483)	\$ 272,228	\$ 156,114	\$ 100,325	\$ 430,883
Enrollment						
PreSchool	27	125	125	125	125	125
Charter	205	294	363	417	464	521
Total Enrollment	232	419	488	542	589	646

Cover Sheet

Board Goals and Roadmap Update

Section:	III. Information Items
Item:	D. Board Goals and Roadmap Update
Purpose:	FYI
Submitted by:	
Related Material:	Board_goals_DRAFT.pdf

BOARD GOALS AND STATUS

GOAL	COMMITTEE	OUTCOME	STATUS	NOTES	DATE
STUDENT SUCCESS					
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.	AE	What is the measurement of success/how will we know we're achieving this goal?	N/A	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.	11/4/2020
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.	AE	How will we monitor and with what frequency?	N/A	Disaggregated data are being presented to the Board and to the Academic Excellence Committee.	11/4/2020
Board will monitor discipline processes and practices.	AE	Monthly? What are we monitoring specifically?	N/A	The monthly principal's report includes discipline data.	11/4/2020
SCHOOL CULTURE					
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).	GC/EC	What is our measure for success?	N/A	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.	11/4/2020
EQUITY					
Board will review its policies and processes to ensure that they are designed to increase equity in our school, organization, and community.	AE/GC	How frequently? How do we ensure success?	N/A	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.	11/4/2020
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.	GC	Will there be a regular, ongoing activity, or will this committee allocate specific time to it? What are the criteria for recruitment and development?	N/A	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.	11/4/2020
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.	GC	Each board member is responsible for this goal, but what counts as accomplished?	N/A	City Garden is working with Crossroads Antiracism Organizing and Training to secure dates for 2021 to offer ABAR training for Board members.	11/4/2020
INSTITUTE					
Board will monitor progress of institute through regular updates.	AE	What sort of progress are we looking at?	N/A	The Board and Academic Excellence Committee are receiving monthly updates from the Institute Director.	11/4/2020

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	Each board member responsible for this; how do we accomplish this during pandemic?	N/A	Classroom observations or video observations will be scheduled in the second semester of the school year.	11/4/2020
Board members will receive basic Montessori philosophy training as part of the onboarding process.	AE	What sort of training? Ongoing? One-time?	N/A	Montessori philosophy training will be provided in the second semester of the school year.	11/4/2020
SUSTAINABILITY AND GROWTH					
Board will monitor and oversee the financial condition of City Garden, ensuring a healthy (10% or higher) fund balance and sufficient operating funds.	FC	This gets reviewed at each meeting	N/A	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%.	11/4/2020
Board will assist with raising funds for proposed growth and expansion and to provide an excellent education to all students.	DC/FB	How do we measure this goal?	N/A	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.	11/4/2020
Board will develop a new process to recruit, select, onboard, evaluate, and professionally develop its board members and committee members.	GC	This is a one-and-done goal -- the measurement of success is the adoption of the process.	N/A	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.	11/4/2020
Board will review and revise its strategic planning greenlighting process.	GC	This is an ongoing goal and one that we review in most board meetings	N/A	The greenlighting process will be reviewed and revised in the second semester of the school year.	11/4/2020
Board will develop any additional policies required and ensure that all policies are updated as needed.	GC	Is this a goal or is it considered a board duty?	N/A	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.	11/4/2020
Board will review employee and student/family handbooks to ensure that they refer to and comport with written policies and procedures.	GC	How frequently will we do this?	N/A	The Governance Committee will be reviewing the employee and student/ family handbooks in the process of reviewing and updating policies.	11/4/2020
Board will require job descriptions for all jobs within City Garden.	GC	Deadline? All jobs? How are we prioritizing these?	N/A	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.	11/4/2020

Board will develop descriptions of board service and committee duties.	GC	One-and-done?	N/A	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.	11/4/2020
Board will develop a succession plan and leadership development plan for the board/committees.	GC/EC	Timing?	N/A	The Board and Governance Committee will work with consultant Jo Pang to develop a succession plan and leadership development plan for the Board/committees.	11/4/2020
Board will oversee facilities development for school expansion.	BG	What is the board's role with respect to this?	N/A	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.	11/4/2020
ROADMAP ACTION ITEMS					
	COMMITTEE ??	OUTCOME??	STATUS??	NOTES	

Do we want to assign these to committees as well? Many of these are yes/no

FY20 Audit
 Permanent financing for 4209 Folsom
 2021-22 Staff Plan, Recruitment, 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
 City Garden Montessori Institute Teacher Education Program Handbook
 Preschool Growth
 Academic dashboard
 Electronic observation policy

Cover Sheet

CEO Report

Section:	III. Information Items
Item:	E. CEO Report
Purpose:	FYI
Submitted by:	
Related Material:	CEO Report to the Board_12-2020.pdf Information for Decision-Making_11-2020.pdf Staff and Family Survey Responses_11-2020.pdf

**Chief Executive Officer Report to the Board Submitted by Christie Huck
November 25, 2020, submitted for the December 2, 2020 Board Meeting**

Dear Board Members,

As many people across the United States and in our own community celebrate Thanksgiving this week, I want to highlight the Land Acknowledgement practice that we have embraced at City Garden, acknowledging the Illiniwek people, who were the original inhabitants and protectors of the land we now call St. Louis. I am grateful for their stewardship of this land and the many gifts they have given to the generations that have come since they first established a community in this area.

As we close out the Fall season in this most unusual year, I also want to extend my gratitude to each of you and the spirit of abundance that you bring to City Garden. We are truly a fortunate community, and it is a gift to have each of you leading our organization.

COVID-19 Update

We stated at the beginning of the school year that in November we would assess what school should look like in January. We will base our decision-making on guidance from health officials, the status of COVID-19 in our community and in St. Louis, student needs, staff feedback, and parent and guardian feedback. Thank you to all of you who have filled out the survey sharing your thoughts and preferences. The City Garden staff met on Friday, November 20th to review all of the feedback we've gathered and to consider and discuss the many factors in this decision. We need a bit more time to make an informed decision for our community, especially with the current rise in COVID-19 cases in St. Louis. Thus, we will not have a decision made about January by November 30th. However, we will be working diligently to come to a decision soon and will provide families with an update the week of December 7th.

Attached you will find staff and family survey data reflecting comfort level with returning to school, as well as a summary of information that informs our decision-making regarding returning to school.

Admissions Update

Recruitment and outreach efforts are in full swing, and, thus far, we have the following number of applicants for the 2021-22 school year:

- 45 Kindergarten applicants (kindergarten enrollment goal = 90)
- 24 Preschool applicants + 27 current students (the number of *new* preschool spots is 73; preschool enrollment goal = 125;)

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 November 4, 2020 regular board meeting.
- **Financials** - You will vote on October, 2020 financial statements.
- **Expenditures Over \$5,000** – You will vote on expenditures over \$5,000. *(Any expenditures needing approval will be added to the board packet by Monday, November 30th.)*
- **Financing for 4209 Folsom** – You will vote on a Board Resolution to Approve Leverage Loan for \$7.6 million with IFF. We are working to finalize all of the financing components for the building project, and this is a major piece.
- **Preschool Growth** – You will vote to approve preschool growth from 52 students to 125 students beginning in Fall, 2021.
- **2021-22 Staffing Plan and Hiring Calendar** – You will vote to approve “phase one” of the staffing plan for 2021-22, which includes the positions that have been identified as essential for the 2021-22 school year. We will continue to evaluate the staffing needs and solicit current staff input regarding the positions that are identified as “Still to Be Determined.”

Information Items:

- **5-year Budget Forecast** – Sysco and David will walk you through the 5-year budget projections, to inform planning and so that you can see the school’s trajectory as we grow
- **Capital Campaign Plan and Feasibility Study Report** – Capital Campaign consultant Dan Reynolds will share the results of the campaign feasibility study as well as the capital campaign plan
- **City Garden Montessori Institute Teacher Education Program Handbook** – Shanika will provide a brief overview of the handbook the Institute is required to submit to the Montessori Accreditation Council for Teacher Education (MACTE), in order to seek accreditation for our teacher training program
- **Board Goals and Roadmap Update** – Donna and Liz will share an update on progress towards our board goals and will walk you through a draft of a monthly board goals report
- **CEO Update** - I will provide a brief update on:
 - COVID-19 impacts and our decision-making process regarding second semester
 - Student recruitment, outreach and admissions
- **Principal Update** – Crystal will share Panorama student survey data and other academic updates.
- **4209 Folsom Project Update and Financing** – David will share a project update.

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

**Information for Decision-Making Regarding the School Model and Plan for
January 2021 through June 2021
Shared with the CG Staff November 20, 2020**

What are some of the mission implications and considerations?

Some of the mission implications and considerations to balance are:

- Our students need intellectual, physical, social-emotional and other support and stimulation *and* our students need to be kept as safe and healthy as possible. There are many real and potential negative impacts, both short-term and long-term, for students if they do come to school physically *and* there are real and potential negative impacts if they do not come to school physically. Weighing the costs and benefits, and pros and cons of the situation with COVID is extremely difficult. There are no easy answers.
- This situation is extremely challenging for parents and families. It is stressful and worrisome to send children to school and worry that they may become sick or that they may bring the virus to school or from school to home. It is also stressful and logistically challenging to have children at home full-time or part-time and to not have child care or the daily support that school provides. For some families, not having their children in school has been devastating and has meant that they have chosen to leave the school. There are other families who do not feel at all comfortable sending their children to school.
- This situation is extremely challenging for guides and staff. It is stressful and worrisome to come to work physically and worry that staff may become sick or that they may bring the virus to school or from school to home. It is also stressful and logistically challenging to teach virtually and to conduct the work of the school virtually.
- City Garden is committed to centering our anti-bias, antiracism (ABAR) commitment and ensure that we are living into our commitments to equity and justice in our decision-making.
- City Garden is committed to centering Montessori in our decision-making and the delivery of our educational program.
- City Garden is committed to the transformational values of both/and thinking, an abundance mindset, collaboration and transparency.
- City Garden is committed to centering our children in all decision-making.

What are some of the financial implications and considerations?

Some of the financial implications to weigh are:

- Without preschool students in the building, we do not receive tuition revenue. This year we are already operating at a \$150,000 deficit for preschool. If we further reduce our preschool program, we will face additional budget shortfalls.
- Some families have chosen to leave City Garden to send their children to in-person schooling—between Fall, 2019 and Fall 2020, we have lost 38 students. 24 of those students are 2nd grade or higher, which means that they will not be replaced, due to our

enrollment policy. For each student enrolled, we receive approximately \$9,400. In the 2020-21 school year, we are being “held harmless,” so we will not lose this revenue this school year. However, losing 24 students who can’t be replaced does result in about \$225,000 less in funding per year for the next several years.

- Operating the school in person with our current model is extremely expensive, primarily from a personnel/ salary perspective:
 - We have one or two staff members staffing classrooms with 3-8 students, which creates a much higher cost per student, since those salaries are not spread out among a whole classroom of students.
 - Hiring a school nurse is a great benefit but is a significant new expense.
 - We have hired several additional hourly employees in order to provide breaks and fill in when in-person staff are out.
 - Staff are out more due to quarantine, which adds expenses when we are paying both the quarantined staff members as well as their replacements (in some cases).
- We have faced significant budget cuts from the state (our June and July state payments were only 40% of what they were supposed to be), while adding significant new expenses (additional staffing, technology, additional supplies, etc.). We have enough funds in reserve to get through this school year operating under our current model, but after this year we will have to make different choices in order to keep revenue and expenses about equal.

What are the personnel considerations?

- We have been striving to be responsive to staff and allow each staff member to make the choice that feels best for them regarding working from home or working in the building. While we have felt good about this approach because it has supported staff in doing what they need to for themselves and their families, it has also presented some challenges:
 - We have had to change our programming and/or hire additional staff when staff members have changed their decision regarding being in the building, which has made it difficult to deliver our program consistently
 - There are some equity implications with this approach—some people end up experiencing higher risk and/ or carrying more or less of the “load,” and there is not an easy and straightforward way to spread out the work
 - We are not able to serve every grade level in the building
 - We are not able to serve all of the students who requested in-person schooling
 - Some staff members have opted to work at home but we still need their duties fulfilled in the building, which has meant paying additional people to perform duties while continuing to pay regular staff.

What are the community and “political” implications?

- Staff members’ feelings about the school’s plan has a significant impact on the success of the plan. Some staff members might be very happy and supportive of a particular

approach, while some staff members might be very dissatisfied and angry about a particular approach. COVID impacts everyone differently, and there is not one approach that meets everyone's needs and preferences. This can lead to staff turnover and conflict.

- Parents' and guardians' feelings about the school's plan also has a significant impact on the success of the plan. Some parents/guardians might be very happy and supportive of a particular approach, while some parents and guardians might be very dissatisfied and angry about a particular approach. This can lead to community conflict and/ or families leaving the school.
- Students' experience of the plan has a strong impact on the success or failure of the plan, since it directly impacts their progress and their overall feelings about school.
- The broader community often has and expresses opinions about our decisions. It is important to be aware of this and to take this information into consideration, while balancing it with all other feedback and information.
- Other schools and school districts' approaches are often referenced and compared—in the news media, among staff and parents, and among St. Louis residents and neighbors. It is important that we stay informed about what other schools are doing, even while we make our own decisions regarding what is best. (There is more information below about what some other schools and districts in the region are doing regarding their school plans.)

What are some of the legal considerations?

- City Garden is not legally liable if a student, staff member or parent/guardian contracts COVID on campus.
- City Garden has the ability, per DESE and the City of St. Louis, to determine a plan that works best for our school community. We do not currently have any in-person attendance requirements. This only applies for the 2020-21 school year, as of now. We *do* have requirements to deliver the Missouri Learning Standards and to ensure consistent student growth.
- City Garden must have a health and safety plan that is in compliance with the City of St. Louis. The requirements of the City of St. Louis are different than the requirements of the State of Missouri, which has made things somewhat confusing. We abide with the City health and safety requirements.
- There are many personnel policy changes due to COVID that we have had to keep up with. Staff members are not penalized if they must quarantine. Staff members can be required to come to work physically; however, we have chosen not to implement this since March, 2020.

Who is ultimately responsible and accountable for the decision regarding the school model and plan for January through June, 2021?

Many schools and districts have had their boards make the decision and/ or approve the school plan during COVID. While we have kept our board closely informed, and our board has shared thoughts and questions, City Garden's board views its role primarily as governance—making sure the overarching structures are in place to implement our mission, that we are accountable and in compliance with all requirements, that we have the resources needed to implement our mission and that we are good stewards of these resources. Our board has viewed our COVID school plans an operational matter, and thus has left the decision-making to the leadership and the staff. Thus, Christie is ultimately responsible and accountable to the board to ensure the health and safety of students, staff and families, and for the delivery of an excellent educational program through COVID (this is one of her performance goals and will be included in her annual evaluation). However, the decision-making regarding our school model has been collaborative and has incorporated staff and families' needs and perspectives, scientific data and information, and operational considerations regarding what is feasible.

What are other schools and districts doing in January?

Some schools and school districts are planning to all or partial resume in-person schooling in January, and others are remaining all or partial virtual. Here is an overview of what some schools and districts are doing:

- St. Louis Public School District was 100% virtual until mid-October, with some schools open as resource centers for students. SLPS brought its preschool and early elementary students back to school physically in late October, while also providing a virtual option. SLPS's middle and high schools have remained 100% virtual. SLPS is tentatively planning to bring everyone who wishes to come back to school in person in January, while continuing to offer a virtual option.
- Other charter schools vary in their approach. All but a couple of charter schools began the school year 100% virtual, and most of them have been working to bring more students back to campus since October. Most charter schools are tentatively planning to bring students back to campus in January.
- School districts in the county have taken different approaches. Some districts—like Rockwood, Parkway, Clayton and Kirkwood—have provided a hybrid model and have worked to increase the number of students coming to school in person throughout the Fall, and are planning to hold in-person school or a hybrid approach in January. The Ferguson-Florissant School District while Ferguson Florissant has been 100% virtual throughout the Fall but is tentatively planning for a return to in-person school January 19th.
- Most private and parochial schools in St. Louis City and County have offered in-person learning or a hybrid approach, with some time at school and some time at home.
- Chesterfield Montessori School is 100% in person.

Staff Surveys – October/November 2020

31 respondents

- 16% B, 3% H, 6% Arab American (AA), 77% W

Return to School (one staff did not answer if they were comfortable returning to campus)

- 10% Very Comfortable - 100% W
- 23% Comfortable - 14% B, 14% AA, 72% W
- 37% Somewhat Comfortable - 27% B, 9% AA, 64% W
- 20% Uncomfortable - 17% B, 17% H, 66% W
- 10% Very Uncomfortable - 100% W

Sample of Comments

- The local infection and hospital rates do not seem very good. I worry this trend will continue into the winter. I am hoping to keep a family member with a health condition as safe as possible.
- I feel comfortable enough with going into school largely because I think our students need in person learning so badly. That being said, I would need very specific protocols in place to go into school in January.
- We would need to do a huge amount of alterations to our classrooms and management of materials would require additional staff to disinfect. If children are not touching materials still, then the hybrid model should continue.
- I've already been working in person since August. The current amount of students is doable. We are able to maintain physical distance during snack, lunch, and recess because of the reduced student attendance. I cannot conceive of how we could continue these practices with more students in the building.

Family Survey October/November 2020

81 respondents

- 17% B, 4% H, 1% A/PI, 1% Native American (NA), 3% prefer not answer (none), 74% W

Return to School

- 10% Very Comfortable - 100% W
- 36% Comfortable - 7% B, 3% H, 3% NA, 87% W
- 23% Somewhat Comfortable - 26% B, 5% A/PI, 5% none, 64% W
- 14% Uncomfortable - 27% B, 18% H, 9% none, 46% W
- 17% Very Uncomfortable - 29% B, 71% W

Distance Learning

- 20% Very Satisfied - 44% B, 6% H, 50%
- 35% Satisfied - 18% B, 7% H, 4% A/PI, 71% W
- 35% Neutral - 7% B, 4% NA, 7% none, 82% W
- 9% Dissatisfied - 100% W
- 1% Very Dissatisfied - 100% W

Analysis

- Demographics of survey respondents not representative of school, as much higher % White families responded
- White families are more comfortable returning to school than families of color
- White families less satisfied with distance learning than families of color

Comments

- Overall, families appreciate teachers and lessons they are providing
- Well organized & good communication
- LOVE Fab Fridays
- Tech has improved
- Parents/guardians are concerned about so much screen time and lack of social interaction with peers, some children feeling very isolated
- Parents/guardians also having difficulty supervising their children and some feel this is necessary to ensure that work is completed
- Many parents/guardians want more opportunities for their children to connect in person, outside

Cover Sheet

Principal Update

Section:	III. Information Items
Item:	F. Principal Update
Purpose:	FYI
Submitted by:	
Related Material:	Principal Report to the Board_12-2020.pdf YPanorama_Survey_Data-2019-20_2020-21 (1).pdf Z19-20-Panorama-student-data-11-23-20 (1).pdf

Highlights regarding academic program and academic progress from the past month:

- **Number of students, demographic data, student participation rate**
City Garden has 203 charter school students; 1 Asian student; 94 African Americans, 1 Pacific Islander, 5 Hispanic, 11 Multi-racial, 110 White
- Number of students with IEP's- 19 students
- Number of disciplinary actions -0
- Panorama Student Survey Results – See attached.
- Kumon Math-twenty-eight students will receive math support. November, 2020-July 2021
Criteria- Students who receive Free and Reduced Lunch, African American Students, and iReady data (One or more year behind in math)
- **Fab Fridays update**
Fab Friday classes meet twice a month.
Guitar Lessons are eight sessions a month.
Parents appear to be pleased with variety of Fab Friday options according to November, 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
- Podcast Club 7 students
- Garden Club 12 students
- Next semester we will offer COCA virtual classes sculpture, theater arts and dance.
We will also offer Japanese, ABAR, African Dance and Yoga class.

Key strengths, opportunities and challenges

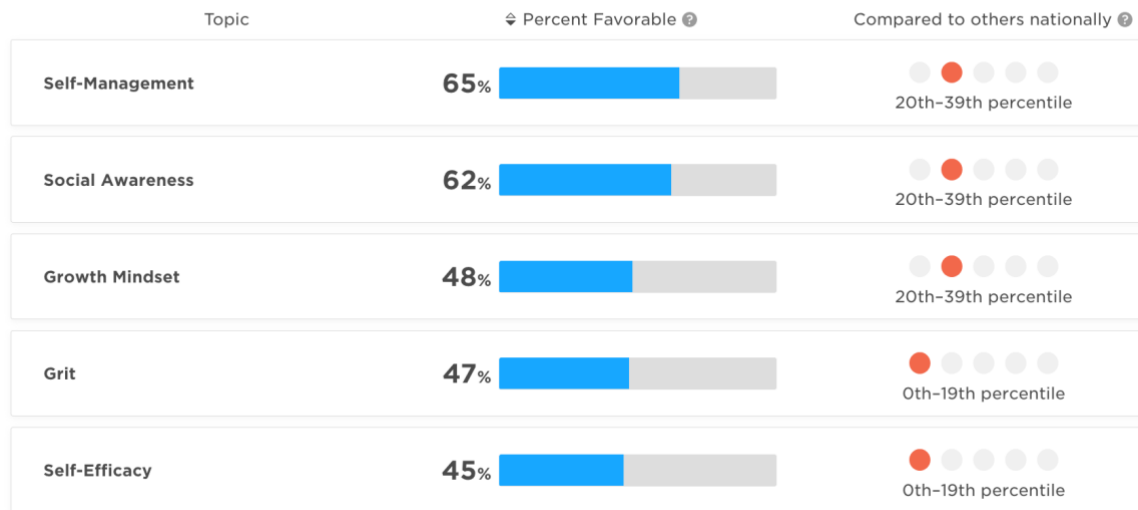
- CG has surveyed parents and staff regarding increasing the number of students participating in on campus learning in January
- Increasing the number of students learning in person is contingent upon the number of COVID cases in the region and local and state guidelines
- Challenge-Ensuring that families are accessing community resources and students are consistently accessing academic lessons

2019/2020 Panorama Student Data

Grades 3-5

78 responses | [show breakdown](#)

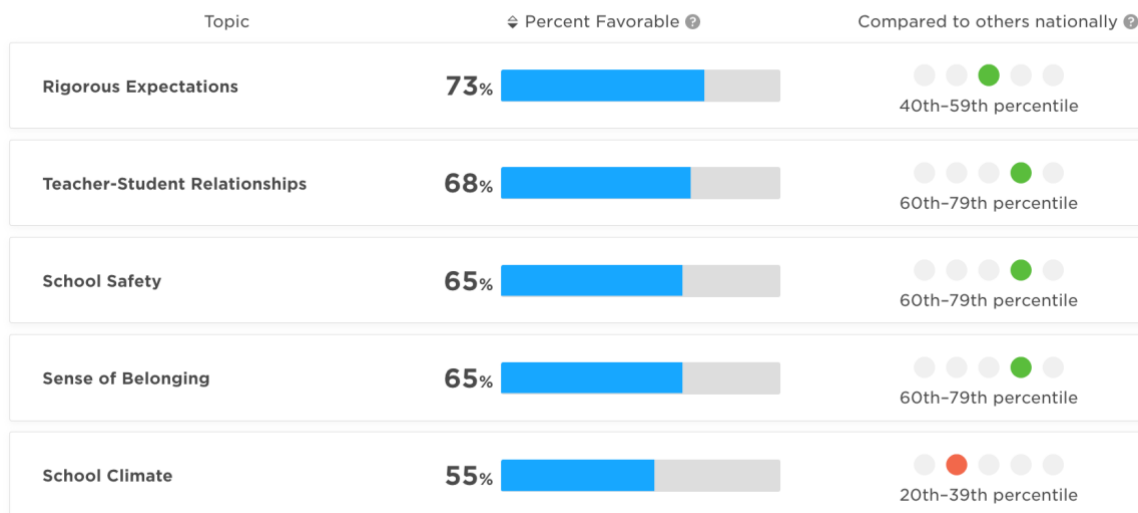
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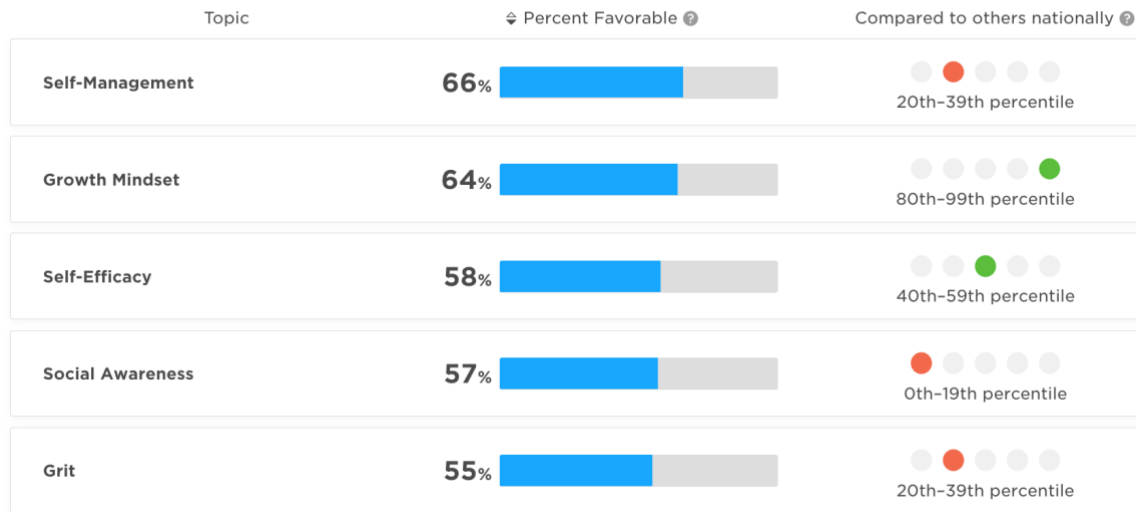
Grades 3-5

78 responses | [show breakdown](#)

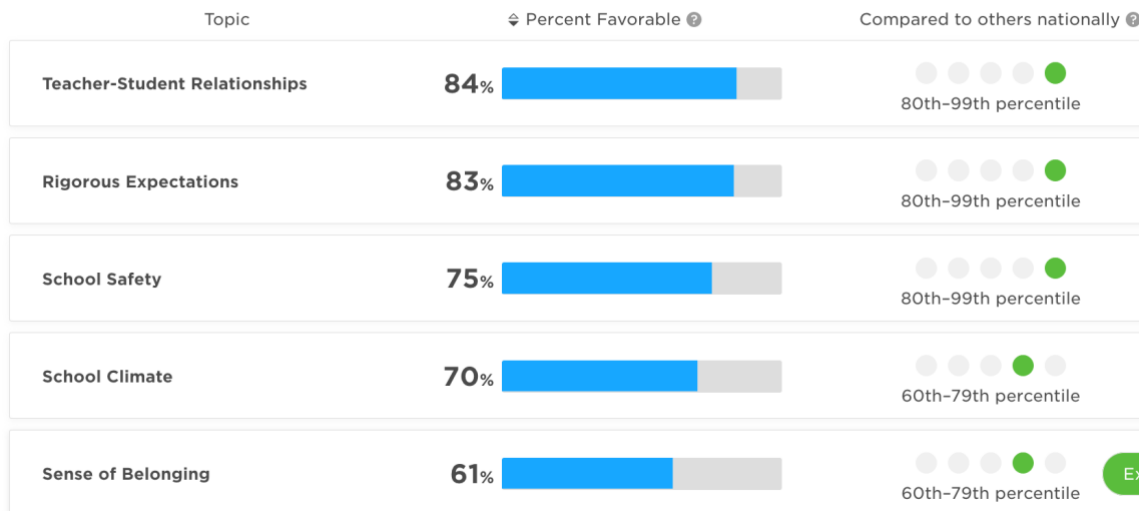
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Grades 6-12

46 responses | [show breakdown](#) Save as

Grades 6-12

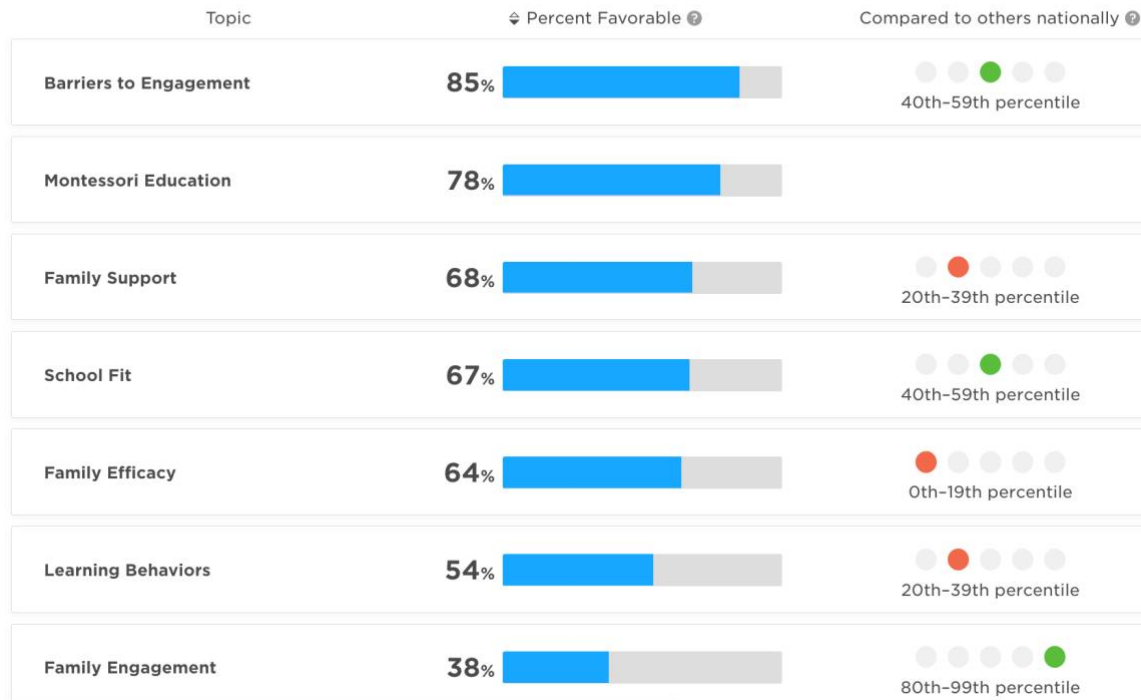
46 responses | [show breakdown](#) Save as

2019/2020 Panorama Family Data

Family Survey

122 responses | [show breakdown](#)

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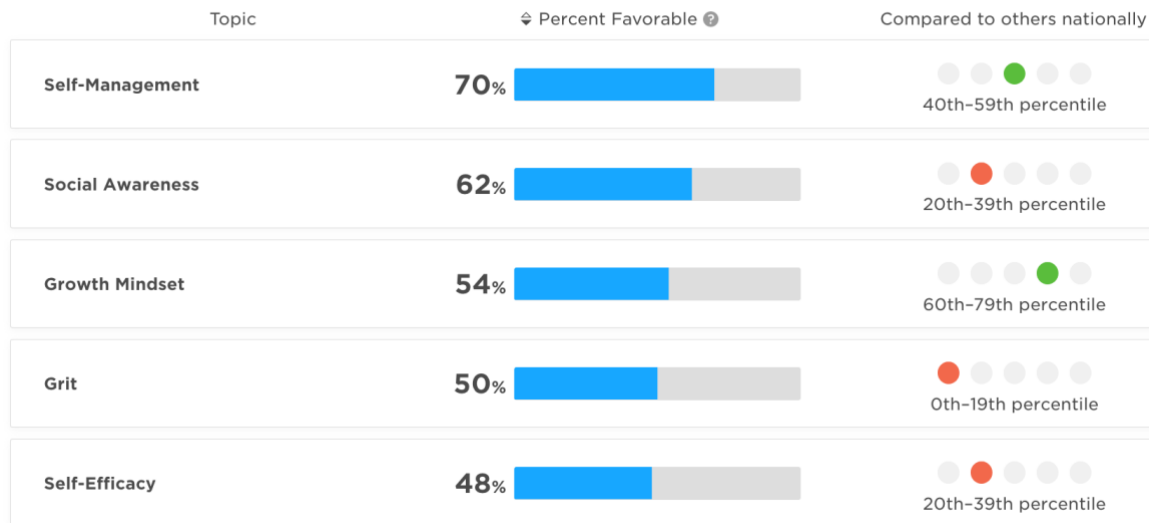


2020/2021 Panorama Student Data

Grades 3-5

56 responses | [show breakdown](#)

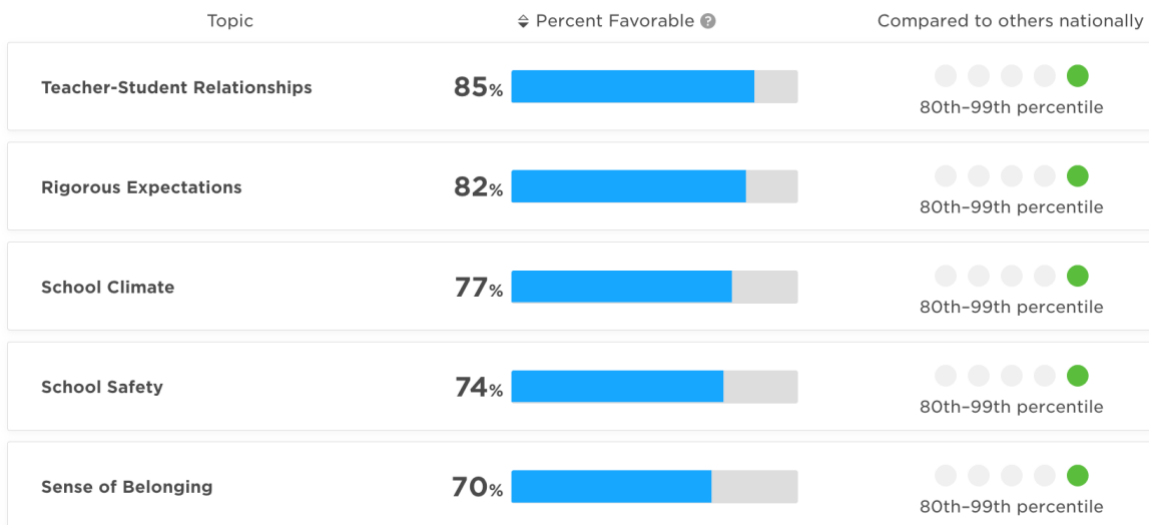
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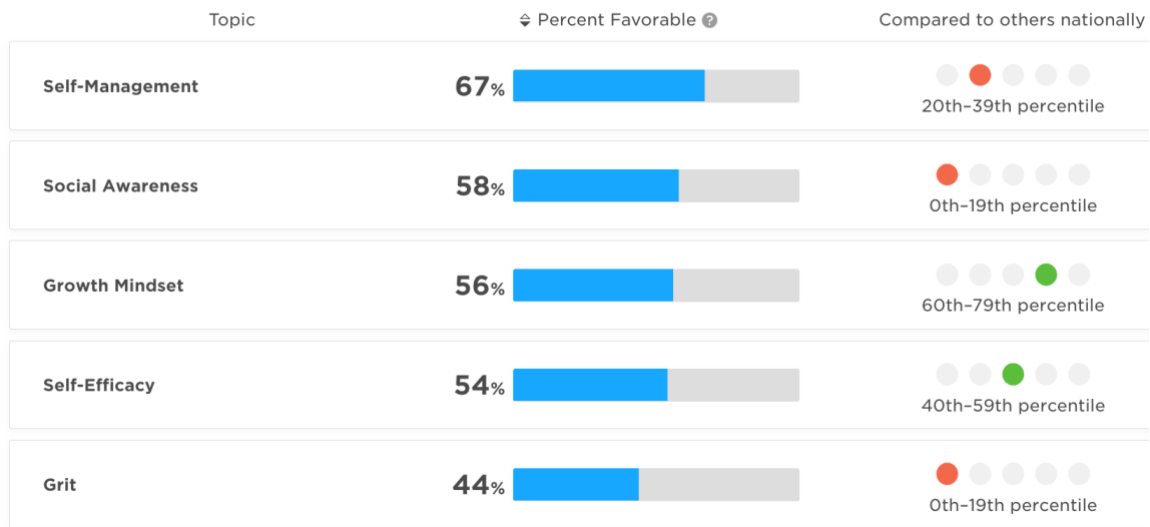
Grades 3-5

48 responses | [show breakdown](#)

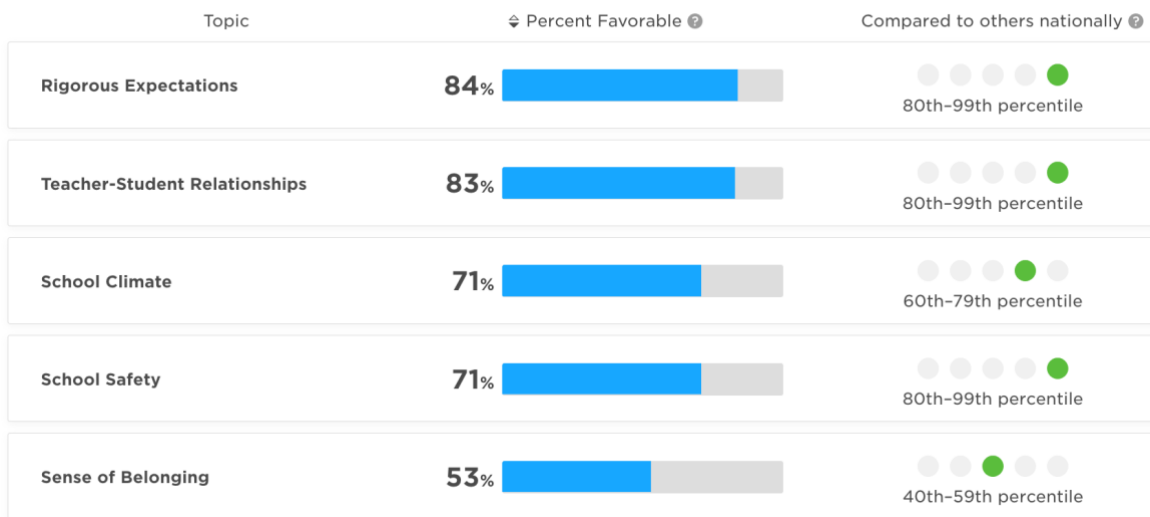
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Grades 6-12

41 responses | [show breakdown](#) Save

Grades 6-12

36 responses | [show breakdown](#) Save as

19-20 Student SEL Data

Student Competency Measures - % Favorable **	Self-Efficacy	Growth Mindset	Grit	Self-Management	Social Awareness	#3-5 students	for CSP AR
All Students	50%	54%	50%	65%	60%	124	Self-Efficacy
Grades 3-5	45%	48%	47%	65%	62%	78	Self-Management
Grades 6-8	58%	64%	55%	66%	57%	46	Rigorous Expectations
Grade 3	50%	55%	48%	66%	60%	34	
Grade 4	45%	41%	45%	70%	66%	28	
Grade 5	38%	47%	46%	54%	59%	16	
Grade 6	58%	47%	56%	56%	48%	16	
Grade 7	49%	77%	48%	69%	58%	13	
Grade 8	64%	71%	60%	72%	65%	17	
Female Students	47%	61%	50%	66%	64%	60	
Male Students	53%	48%	50%	64%	57%	64	
Grades 3-5 F	43%	55%	47%	66%	66%	37	
Grades 3-5 M	48%	42%	46%	64%	58%	41	
Grades 6-8 F	54%	70%	54%	67%	60%	23	
Grades 6-8 M	62%	59%	57%	64%	54%	23	
Black Students	48%	56%	52%	59%	56%	57	
White Students	53%	53%	50%	71%	65%	53	
All Other Race Students	50%	49%	45%	75%	57%	14	
Grades 3-5 Black	47%	51%	49%	61%	59%	41	
Grades 3-5 White	43%	48%	47%	67%	66%	29	
Grades 3-5 Other Races	48%	36%	28%	82%	63%	8	
Grades 6-8 Black	52%	69%	58%	54%	49%	16	
Grades 6-8 White	64%	59%	54%	75%	63%	24	
Grades 6-8 Other Races	52%	67%	68%	65%	50%	6	

** Data from School tab, selecting 2019/20 SEL/ABAR surveys.

All student data calculated using grades 3-5 and grades 6-8 data and # students in those grade ranges

Specific grade level data from clicking "explore" after each measure

19-20 Student SEL Data

Student Supports & Environment - % Favorable ***	Rigorous Expectations	Teacher-Student Relationships	School Safety	Sense of Belonging	School Climate	#3-5 students	
All Students	77%	74%	69%	64%	61%	124	
Grades 3-5	73%	68%	65%	65%	55%	78	
Grades 6-8	83%	84%	75%	61%	70%	46	
Grade 3	73%	68%	59%	64%	56%	34	
Grade 4	66%	70%	76%	71%	61%	28	
Grade 5	83%	63%	59%	59%	42%	16	
Grade 6	71%	71%	62%	54%	59%	16	
Grade 7	85%	86%	72%	50%	69%	13	
Grade 8	94%	93%	90%	75%	81%	17	
Female Students	77%	75%	64%	62%	62%	60	
Male Students	76%	72%	73%	66%	60%	64	
Grades 3-5 F	73%	70%	65%	73%	60%	37	
Grades 3-5 M	72%	66%	65%	59%	51%	41	
Grades 6-8 F	83%	84%	63%	43%	65%	23	
Grades 6-8 M	84%	83%	87%	78%	75%	23	
Black Students	73%	67%	63%	65%	57%	57	
White Students	81%	77%	75%	65%	66%	53	
All Other Race Students	74%	86%	67%	55%	55%	14	
Grades 3-5 Black	70%	66%	58%	61%	51%	41	
Grades 3-5 White	77%	66%	75%	70%	61%	29	
Grades 3-5 Other Races	68%	83%	65%	69%	54%	8	
Grades 6-8 Black	80%	70%	76%	77%	71%	16	
Grades 6-8 White	85%	90%	76%	58%	73%	24	
Grades 6-8 Other Races	83%	90%	70%	36%	57%	6	

*** Data from School tab, selecting 2019/20 SEL/ABAR surveys.

All students data calculated using grades 3-5 and grades 6-8 data and # students in those grade ranges

Specific grade level data from clicking "explore" after each measure

20-21 Student SEL Data

Student Competency Measures - % Favorable **	Self-Efficacy	Growth Mindset	Grit	Self-Management	Social Awareness	# students	for CSP AR
All Students	51%	55%	47%	69%	60%	97	Self-Efficacy
Grades 3-5	48%	54%	50%	70%	62%	56	Self-Management
Grades 6-8	54%	56%	44%	67%	58%	41	Rigorous Expectations
Grade 3	40%	57%	53%	72%	63%	21	
Grade 4	46%	52%	44%	60%	53%	17	
Grade 5	60%	54%	52%	78%	68%	18	
Grade 6	53%	47%	42%	61%	50%	14	
Grade 7	56%	53%	41%	66%	57%	14	
Grade 8	54%	68%	48%	75%	65%	13	

** Data from School tab, selecting Fall Student Survey

All student data calculated using grades 3-5 and grades 6-8 data and # students in those grade ranges

Specific grade level data from clicking "explore" after each measure

Student Supports & Environment - % Favorable ***	Rigorous Expectations	Teacher-Student Relationships	School Safety	Sense of Belonging	School Climate		
All Students	83%	84%	73%	63%	74%	97	
Grades 3-5	82%	85%	74%	70%	77%	56	
Grades 6-8	84%	83%	71%	53%	71%	41	
Grade 3	79%	86%	74%	63%	74%	21	
Grade 4	79%	81%	70%	62%	72%	17	
Grade 5	90%	89%	78%	87%	83%	18	
Grade 6	87%	72%	62%	69%	66%	14	
Grade 7	88%	100%	77%	47%	80%	14	
Grade 8	78%	77%	74%	45%	66%	13	

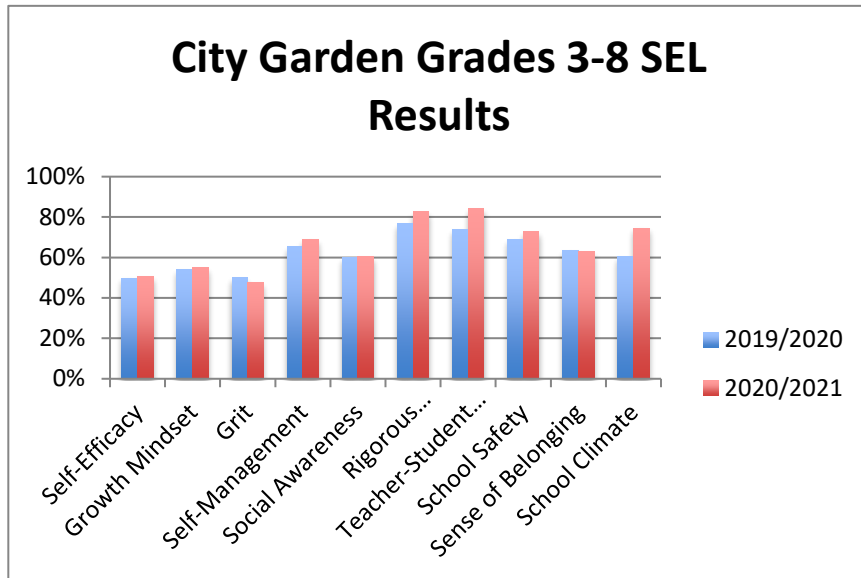
*** Data from School tab, selecting Fall Student Survey

All students data calculated using grades 3-5 and grades 6-8 data and # students in those grade ranges

Specific grade level data from clicking "explore" after each measure

Summary data

2019 / 2020	Self-Efficacy	Growth Mindset	Grit	Self-Management	Social Awareness	Rigorous Expectations	Teacher-Student Relationships	School Safety	Sense of Belonging	School Climate
All Students	50%	54%	50%	65%	60%	77%	74%	69%	64%	61%
Female Students	47%	61%	50%	66%	64%	77%	75%	64%	62%	62%
Male Students	53%	48%	50%	64%	57%	76%	72%	73%	66%	60%
Black Students	48%	56%	52%	59%	56%	73%	67%	63%	65%	57%
White Students	53%	53%	50%	71%	65%	81%	77%	75%	65%	66%
All Other Race St	50%	49%	45%	75%	57%	74%	86%	67%	55%	55%
2020 / 2021	Self-Efficacy	Growth Mindset	Grit	Self-Management	Social Awareness	Rigorous Expectations	Teacher-Student Relationships	School Safety	Sense of Belonging	School Climate
All Students	51%	55%	47%	69%	60%	83%	84%	73%	63%	74%



Cover Sheet

4209 Folsom Project Update

Section:	III. Information Items
Item:	G. 4209 Folsom Project Update
Purpose:	FYI
Submitted by:	
Related Material:	Project Update 11.17.2020.pdf

Project #: 19.001.02

Project: CITY GARDEN MONTESSORI – 4209 FOLSOM RENOVATION

Date Issued: 11.17.20

Meeting Location: By: BF

Project Financing

- 1 Phase One – financing to takeout the leasehold improvement loan on 1618 and the seller financing on 4202 and 4209 Folsom and cover some project related costs. This loan closed in late June.
- 2 Phase Two – 3 draws have been made from Arch to Park loan, totaling \$458,985. Next draw will be \$238,031. Remaining Arch to Park proceeds: \$552,984. A new appraisal has yielded a more favorable number that will allow access to additional bridge loan proceeds if needed (up to \$250,000)
- 3 Phase Three - November 20th is eight weeks before the closing deadline imposed by SLDC one of two NMTC allocatees on the project. BMO Harris and USB CDC join SLDC as allocatee and investor respectively. The team at IFF is work as expeditiously as possible on securing the leverage and bridge loans. They've had conversations with Enterprise Bank and Trust, Simmons Bank, Peoples Bank, Arch to Park, Civic Builders, USB CDC, BMO Harris, Reinvestment Fund and pinged Commerce Bank and a series of tax credit bridge lenders. IFF and Enterprise appear to be the most likely options for the leverage and bridge loans respectively. The most pressing item related to financing at this time is the status of the HTCs. Brian Feld is working closely with the HTC consultant to get as much information as possible and timely updates from the state regarding the status of the credits.

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

Novogradac continues to refine the forecast model with the recent developments in NMTC allocatees and leverage sources. The overall project cost, including all hard and soft costs, sits around \$15.7 million. The project financial model is built around a \$14 million qualified equity investment from the NMTC investor, which will likely require 2 or more CDE's in the deal. As currently modeled, the outside project sources are as follows:

- Federal HTC equity- \$1,621,900
- State HTC equity - \$2,441,672
- NMTC equity - \$3,876,000

The school will be responsible for around \$7 to \$8 million in additional financing, either through a leverage loan, or a combination of leverage loan and capital campaign contributions. Ideally, the goal is to bring as much capital campaign equity to the project to reduce this amount.

The HTC application has been submitted to the Missouri Department of Economic Development and is currently being reviewed. We have responded to SHPO comments and are awaiting confirmation that this is being sent to the National Park Service for their review on the Federal Tax Credit side. We await word from the DED on status of Qualified Census Tract allocation remaining for this cycle.

Project Schedule and Design

- Selective Demolition is nearly complete on the interior.
- The abatement scope will remove all identified asbestos and will remediate lead-based paint on all columns and items that will be exposed. Ceilings testing positive for LBP will be stabilized and encapsulated. The value for this work is \$165,000.
- Lower Level Abatement is complete. Main level abatement and lead stabilization is in progress.
- National Electric has been awarded the Electrical scope, Grasse & Associates has been awarded the Fire Protection Scope and Kammerlen has been awarded the Plumbing and Mechanical scope.
- The Historic Window package shop drawings have been submitted, reviewed and sent to SHPO.

- The estimated GMP (Guaranteed Maximum Price) for construction is \$10,311,300, which includes a \$685,000 construction contingency. Project is tracking at or below this.
- Simms will be tracking MBE/WBE participation and on-site labor numbers as part of each monthly pay application. See below for current breakdown of MBE/WBE billings vs. total to date.
- Brick cleaning and Tuckpointing work is ongoing.

App	Vendor	Amount	Pay App	Amount
01	Smms	\$ 13,018.35	01	\$ 57,326.95
01	New Finish Group	\$ 37,475.10	02	\$ 81,003.39
02	Smms	\$ 47,568.39	03	\$ 163,098.52
02	New Finish Group	\$ 8,730.00	Total	\$ 301,428.86
03	Smms	\$ 19,506.92		
03	New Finish Group	\$ 42,691.50		
03	Cardinal Environ.	\$ 39,006.00		
	MBE/WBE	\$ 207,996.26		

69% of work currently invoiced

Cover Sheet

Included in Packet as Reading Materials

Section:	III. Information Items
Item:	J. Included in Packet as Reading Materials
Purpose:	FYI
Submitted by:	
Related Material:	1Development Report for Board 120220.pdf CGM Institute AEC REPORT 11-24-2020.pdf Nov2020CommMinutes.pdf ZBoard of DirectorsSchedule 2020-21.pdf



City Garden Board of Directors Development Report – December 2, 2020

Annual Fund and General Development

- Board members' gifts and pledges through November 20, 2020:
 - 76% of members have made or pledged gifts equaling \$31,700.
- See FY21 Status Report for YTD Fundraising Income, included.
- Upcoming Appeals:
 - Giving Tuesday – December 1st; messaging surrounds Fab Fridays, Goal = \$8,000
 - End-of-Year Appeal: request Board members and Board Committee members to support match incentive
 - Messaging surrounds wrap around services for students and families
 - Appeal will run throughout December to the 31st
 - To date, \$24,770 raised in gifts and pledges toward the match pool of \$30,000

Bloom Anew: City Garden's Virtual Campaign & Celebration – April 21-22

- Date changed to April 21-22 (from March) to allow most time for optimal success.
- 24-hour online campaign ending with a 1-hour virtual online event celebration.
- 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.
- Sponsorship levels created and solicitations begun to secure former Gala sponsors to contribute to matching gift pool.

Development Committee of the Board

- See draft of November 11, 2020 Committee Meeting Minutes, included.
- Members are calling parents and guardians to encourage participation in Giving Tuesday.
- Assist with Bloom Anew planning and efforts.
- Jarel Loveless, development professional with Annie Malone Children and Family Services, joined 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.

- Draft Campaign Brochure to market to donors and the wider community.
- Build *Ready to Flourish* webpage to accompany community wide announcement.
- Develop Naming Opportunities for donor consideration at various levels.
- Plan Community Reveal Celebration for Saturday, December 12, 11am-1pm, inviting the City Garden community to learn details about the new site at 4209 Folsom, while celebrating this milestone together.
- Commence donor visits in the pursuit of lead gifts to achieve \$1.2M in pledges by December 31.

Communications

- Facilitate the development and creation of a community painted mural, to be revealed at the Community Reveal Celebration for the new building at 4209 Folsom on Saturday, December 12.
- Prepare for calendar year-end donor stewardship efforts.
- Facilitate deep communications and systems support with Catchment Expansion efforts.
- Facilitate deep communications support with our Enrollment and Recruitment efforts.
- Provided 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 – City Garden is a finalist for a \$500,000 grant from CSGF and our submission will be recommended for approval to their Board on December 15.
- 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
 - Frances R. Dewing Foundation – COVID-19 costs for Preschool: \$8,945



Ready to Flourish: Growing a World of Justice and Possibility
 Campaign Progress Update
 November 18, 2020

The campaign feasibility study process for City Garden has concluded and resulted in a focused and strategic campaign plan. City Garden is positioning to move forward with its first priority, which is to raise \$5.1 million in capital.

Key deliverables from the feasibility study process included the validation and identification of top-level donor prospects, including the development of preliminary approach strategies. City Garden is now in the process of reviewing, prioritizing and qualifying its donor prospect list, and leadership is actively soliciting gifts from 18 top prospects who we believe are ready to be asked to contribute. Tailored cultivation and solicitation plans are in development, and meetings are being scheduled to present the value of the school and to request gifts toward the campaign.

City Garden recently learned that it is a finalist for a \$500,000 grant from the Charter School Growth Fund (CSGF). Our submission will be recommended for approval to their Board on December 15th. CSGF is considered the "gold standard" in funding in the charter school world, and receiving approval from them signals to other funders that ours is a noteworthy program. If granted, these resources may be applied to the campaign goal. Several donor prospects have been identified and qualified as "ready" to be asked and are in the process of being solicited:

Gift size	# of Prospects	Total Possible
\$1 million	3	\$3 million
\$750,000	1	\$750,000
\$500,000	2	\$1 million
\$250,000	2	\$500,000
\$100,000	4	\$400,000
\$50,000	6	\$300,000
TOTAL	18	\$5.9 million

We feel somewhat confident about reaching a total of \$1.2 million in pledges by December 31. We will continue to raise funds after that, to reach our total campaign goal of \$5.1 million in capital support, and an additional \$2.5 million to support City Garden's Institute and Center for Equity.



FY21 Status Report for YTD Fundraising Income 11/22/2020

Method of Giving	Dates	FY21 Goal	% Goal Raised	FY21 Pledge Total	FY21 YTD Total
<i>Restricted Giving</i>	N/A	N/A	N/A	\$210,000.00	\$200,000.00
COVID-19 Family Assistance	Fall 2020	N/A	N/A		\$250.00
Enhanced Charidy Campaign	Spring 2021	\$400,000	6%	\$22,500.00	\$0.00
Fall 2020 Reentry Fund	Fall 2020	N/A	N/A		\$3,315.00
Fall Appeal	Fall 2020	\$15,000	79%	\$595.00	\$11,260.00
Give STL Day	Spring 2021	\$2,000	0%		
Giving Tuesday	Fall 2020	\$8,000	0%		
Year End Matching Campaign	Fall 2020	\$50,000	45%	\$15,745.00	\$6,925.00
Unassigned Corp/Found Gifts	N/A	\$370,000	20%		\$74,486.22
Unassigned Recurring Gifts	N/A	\$30,000	61%	\$10,613.31	\$7,793.32
General/Unsolicited Gifts	N/A	\$30,000	139%		\$41,697.98
Total Annual Fund:				\$49,453.31	\$145,727.52
Total Annual Fund with Restricted:				\$259,453.31	\$345,727.52
Total Annual Fund (Raised & Pledged):					\$195,180.83

Source of Giving (Organizations & Individuals)	FY21 Goal	% Goal Raised	FY21 Pledge Total	FY21 YTD Total
Individual Major Giving	\$150,000	53%	\$33,700.00	\$45,900.00
Individual Mid-Level Giving	\$100,000	19%	\$11,070.00	\$8,317.98
Individual Annual Giving	\$55,000	39%	\$4,683.31	\$17,023.32
Corporate Giving	\$300,000	3%	\$5,000.00	\$2,516.22
Foundation Giving	\$300,000	24%		\$71,970.00
Total Annual Fund:			\$54,453.31	\$145,727.52

Source of Giving (Inds by Contact Type)	FY21 Pledge Total	FY21 YTD Total
Alumni Parent		\$10.00
Board	\$12,450.00	\$3,950.00
Current Parent	\$3,470.00	\$7,569.50
Friend	\$17,225.00	\$52,278.48
Graduate		
Grandparent	\$2,990.00	\$5,045.00
Staff	\$13,318.31	\$2,388.32
Total Annual Fund:		\$49,453.31
		\$71,241.30



CGM Institute AEC/BOARD Report November 23, 2020

HIGHLIGHTS:

- We have CGM Lead Guides in both 6-9 and 9-12 programs in Cohort I -2020 and Cohort II-2021
- We have hired 1 more Guide for next school year for 6-12 -she is currently auditing all coursework
- Mike attended the Crossroads Training on Oct. 31.
- Jori attended an Equity Training for Administrators hosted by AMI and facilitated by Amelia Allen, of Elm City Montessori School
- Cassidy and Jori are working diligently to get the Institute Webpage up so that our next cohort can begin the enrollment & application process for 2021. Jori sent the text/copy to Cassidy on November 20.
- Work has begun on the Institute TEP Brochure. Cassidy is formatting the design.
- NCMP's Executive Director, Sara Suchman, has asked Libertas, a TEP within 250 miles, who uses NCMP's Albums to carve out Missouri from their recruitment efforts. Sara has been a longtime supporter and collaborator of CGM.

KEY INFORMATION:

- Deb Fox and Lynn deLearie are supporting Institute with policy alignment and editing of Handbook & MACTE Documents: Governance has reviewed the Handbook, asked for Policy Alignment, we have complied and are resubmitting the Handbook for review on December 7.
- The Institute participated in the Staff Decision Making PD on November 20, 2020.
- Mike completed his 3rd monthly on-campus planning session with Institute Director and School Principal.
- Jori and Mike attended the The Opportunity Trust 1st Quarter review meeting which focused on the dashboard follow-up.
- Jori met with David Blank on 10/29 to set up financial planning process for the Institute.
- Jori has discussed the first draft of the Strategic Plan for the 2020-21 year with Christie.
- Jori has worked with Christie to developing the Director Self-Assessment Evaluation Tool

SUMMARY:

Since the end of October, Jori and Mike have worked weekly to complete the Adult Learner handbook, designed over 20 forms to document our new policies and procedures. We have designed the Adult Learner assessment and evaluation tools for accreditation. Jori and Mike are working primarily on the MACTE documents to be uploaded into the portal by 12/15. We are also creating a new coaching model for our Cohort I to ensure all needs are being met.

LEARNINGS...

- o The Pandemic is asking us to be infinitely creative, patient and humble in all of our Institute Planning and Activities.
- o The Pilot Cohort is a very special group of committed educators. We have worked diligently to support them and show our appreciation of their work and commitment.
- o PD planning during this time must be relevant and timely.

DRAFT



City Garden Montessori School

Minutes

Academic Excellence Committee Meeting

Date and Time

Tuesday November 3, 2020 at 3:00 PM

Via Zoom Meeting

Committee Members Present

B. Thomas (remote), M. Howard (remote), S. Chung (remote), S. Sanchez (remote), S. Shelton-Dodge (remote)

Committee Members Absent

J. Dixon

Guests Present

C. Huck (remote), C. Isom (remote), J. Martinez-Woods (remote), L. deLearie (remote), M. Flohr (remote), irubin@theopportunitytrust.org (remote)

I. Opening Items

- A. Welcome and Introductions
- B. Record Attendance
- C. Call the Meeting to Order
- D. Land Acknowledgement
- E. Updates from Committee Members
- F. School Update
 - COVID Update

- Many schools bringing students back
- CGMS getting some pushback from parents
- In August, we committed to distance learning through December
- We are evaluating community feedback and consulting with health experts in order to plan for January

School Expansion/Admission Update

- Folsom Building is under construction; we will hosts “welcome ceremony” this fall
- Next year, adding 60 Kindergarten seats and 75 pre-K seats
- 1618 Tower Grove will house City Garden Training Institute, pre-K and Kindergarten classrooms
- CGMS hired Katrina Davis as Outreach/Recruitment Coordinator
- CGMS looking at expanding catchments area in order to include percentage of students who qualify for FRL and students of color
- For 2021/22 enrollment, CGMS Catchment Committee recommended staying with current two catchment areas with enrollment preference as follows:
 - FRL from Catchment 1
 - FRL from Catchment 2
 - Non FRL from Catchment 1
 - Non FRL from Catchment 2

II. Action Items

A. Approve Minutes from the October Meeting

B. Thomas made a motion to approve the minutes from Academic Excellence Committee Meeting on 10-06-20.

S. Shelton-Dodge seconded the motion.

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

B. Updated Fall 2020 Academic Data and iReady Demonstration

CGMS will provide additional support to students 2 or more grade levels behind in math

- 14 students have been assessed and an additional 14 students to be assessed
- CGMS will pay for these students to attend Kumon 2 days/week now through May
- Goal is to get students up to grade level
- Parents have been very receptive and have committed to provide transportation
- CGMS will assess the data from this year to determine if we will continue to provide this as an extended learning opportunity going forward

Other Initiatives

- Partnering with Mike Flohr on Montessori lessons and pacing guide; will develop plan from small group instruction
- Will contract to provide literacy PD for coaching and model lessons
- JH beginning to differentiate instruction
 - Using StudySyncELA with grades 7 & 8, very successful
 - Will begin to use with grade 6 on vocab, close reads, more non-fiction to help transition them to JH

III. Information Items

A. Discussion - Draft of Academic Dashboard

Dashboards are typically pulse check used to move towards action; different from report

- CGMS initial dashboard will be developed for Board, including data on enrollment and closing achievement gap
- Race, FRL, IEP and not dynamic, so better suited for a report
- Plan is for Board to view enrollment and attendance monthly, learner outcomes in Fall and Spring
- Achievement gap, accountability to grantors, etc., and dynamic changes over time are most important - Izzy will develop another draft with this in mind

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

- Another teacher education program (METSE) is partnering with CGMS and leasing their teaching albums
 - ABAR lens is not a part of their albums, so as CGMS re-writes these albums, we will restore ABAR as a part of the Montessori pedagogy
 - We are creating an advisory board as we move through this work
- Meeting monthly with the adult learners
 - How are they best internalizing key concepts
 - Where are they making their biggest learnings
 - They are now finishing their ECE pre-requisite course and next week will begin on classroom leadership and curriculum design
- Looking into Transparent Classrooms and pulled the Montessori learner outcomes required for school accreditation
- As Principal of CGMS, it will be difficult for Crystal to complete a one-year practicum, so we are looking into three weeks in the classroom plus additional assignments; this coupled with her work with/expertise in Special Education will be sufficient for her practicum
- Primary focus right now is accreditation by MACTE

C. 2020-21 SLU Performance Contract

Tabled until next meeting.

D. Preschool Growth in 2021

Tabled until next meeting.

E. Academic Excellence Committee's 2020-21 goals and roadmap

Tabled until next meeting.

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 4:30 PM.

Respectfully Submitted,
L. deLearie

DRAFT



City Garden Montessori School

Minutes

Governance Committee Meeting

Date and Time

Tuesday November 10, 2020 at 8:30 AM

The meeting was conducted via Zoom.

Committee Members Present

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

Committee Members Absent

M. Gleason, 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 Nov 10, 2020 @ 8:36 AM.

C. Land Acknowledgement

Christie presented the Land Acknowledgement.

D. Board Update

- The Virtual Education Observation Policy was approved by the board

- Most of the items on the Board Goals list will involve this committee, with objectives across multiple categories

E. School Update

COVID-19

- We are sticking with the current plan until the end of December
- We are gathering feedback from staff and parents about how we should approach January and the rest of the school year
- There has been more pressure to increase the number of in-school students, but that needs to be tempered with the rising number of cases being reported

School Culture

- We conducted a three day summit for staff in August, followed up with two 1/2 day mini summits in September and October
- Staff selected a design team to work with the consultants to develop and propose a decision making process

School Expansion

- The new building is under construction, and we are hoping to have a groundbreaking community reveal on December 12th
- A catchment area committee has been convened with staff and parents to define the new catchment area. For next year, it was decided to not expand the area, but to expand the eligibility for FRL students in both catchment 1 and 2 for enrollment preference.
- Admissions process for next school year kicked off in October

II. Action Items

A. Approve Minutes

D. Smith made a motion to approve the minutes from Governance Committee Meeting on 09-08-20.

A. Beasley seconded the motion.

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

B. Virtual Education Observation Policy

The Virtual Education Observation Policy was approved by the board at their November meeting.

III. Information Items

A. Updated Policy Matrix

- The committee reviewed the updated matrix comparison with MCPSA Model Policy Guide.
- It was determined that the required policies presented in the guide would need to be adopted before the start of the 2021-22 school year
- Debra will use the MCPSA model policies to create CGMS policies for all required that we do not currently have among our approved policies
- The committee will present the new policies in batches to the board for approval after the first of the year

B. Board Recruitment

1. Job Description

- The committee was presented with the 2014 board member job description for review, with a copy of the 2012 job description for reference
- Donna suggested that a third job description document that she has been using for the orientation of new board members be included in the review as well
- Shanika will review the materials and provide the committee with a consolidated job description

2. Board Member Recruitment Process

- A consultant will convene a group at the end of November, including committee and board members, staff and parents, to help create this process
- Donna will follow up with the consultant and loop the committee in

Updates to Board Orientation Materials - it was proposed that we add the following items to the agenda for new board members

- More detail about the funding formula
- Recent legislation that would affect the school
- Major issues specific to CG
- Sunshine law - particularly regarding closed meetings and records laws
- A sample of the Academic Dashboard

C. Board Members - Terms up in 2021

- There are three board members whose terms will expire in June 2021
- The committee would like some guidance regarding board member evaluation tools for next steps

D. Update on Draft of CGM Institute Handbook

- It was explained that the handbook must include specific MACTE and AMS policies which are mandatory for accreditation
- The Institute director and team are redesigning the handbook to identify those policies as mandatory, and to adopt CG policies where applicable
- The committee would like the board to approve the handbook each time prior to it being submitted to the accrediting body(ies).
- Any significant changes required by the accrediting body(ies) will be brought back to the committee/board for approval

E. Update on City Garden Foundation

- The filing as a legal entity is being reviewed by the IRS and should be finalized in the next few months
- The recruitment for Foundation Board (FB) members will be tied to the capital campaign
- The Capital Campaign committee will be the transitional body to determine some FB members

The Governance committee would like some clarification from Donna and Christie about their involvement in the process.

F. Change to Meeting Day and Time

It was determined that the current meeting schedule will be kept for the time being.

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 10:00 AM.

Respectfully Submitted,
D. Fox

DRAFT



City Garden Montessori School

Minutes

Development Committee Meeting

Date and Time

Wednesday November 11, 2020 at 5:30 PM

Via Zoom Meeting

Committee Members Present

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

Committee Members Absent

S. Gordon

Guests Present

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

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

C. Board and School Update

COVID-19

- We are sticking with the current plan until the end of December
- We are gathering feedback from staff and parents about how we should approach January and the rest of the school year

- There has been more pressure to increase the number of in-school students, but that needs to be tempered with the rising number of cases being reported

School Expansion

- The new building is under construction, and we are hoping to have a groundbreaking community reveal on December 12th
- A catchment area committee has been convened with staff and parents to define the new catchment area. For next year, it was decided to not expand the area, but to expand the eligibility for FRL students in both catchment 1 and 2 for enrollment preference.
- Admissions process for next school year kicked off in October

II. Action Items

A. Approve Minutes

L. Fathman made a motion to approve the minutes from Development Committee Meeting on 10-14-20.

L. Carroll seconded the motion.

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

B. Campaign Update Campaign Update

- Dan Reynolds will present to the Board at their December meeting
- Cassidy is working on brochure
- Working on recruiting Campaign Committee of 15-20 ppl; not only lead donors, but members of community so everyone is represented
- Working on Naming Opportunities with Brian Feld of HKW; also lower levels where everyone can participate: benches, bricks, graduate profile wall

Community Reveal and Celebration – Cassidy Flynn

- Communication Plan - items completed:
 - Notice to staff
 - Notice to families
 - Virtual town hall for residents of Folsom & Blaine
- Communication Plan - In process:
 - Public announcement via Community Reveal Event on Saturday Dec 12, 11 AM – 1 PM
 - This will include:
 - 24 x 36 posters
 - 5 x 7 postcard with information
 - Another postcard to be returned “How would you like to see City Garden Flourish?”
 - Student mural that will be part of permanent installation
 - Joy Parade 11-11:30 AM; Walk along side Bldg 11:30 AM – 1:00 PM

C. Bloom Anew

- Blended event, gala + Charity
- Moving to April 21-22 to give us more time to secure sponsors

- Considering honoring City Gardens 1st college graduate

III. Updates

A. Communications Update

- Communication plan for expansion
 - Building eagerness for the case
 - Working on 9 x 12 brochure
- Enrollment communications
 - Community perception is that CGMS is full, so we are reaching out with door hangers, fliers, direct mail, radio spots
 - As of 11/11/20, we already have 41 Kindergarten applications and 29 preK applications
- Website updates
 - Content added to website, including enrollment video, searchable catchment area mapping tool and board policies
- Social Media updates
 - Engaging, positive, joyful content

NEW ITEM - Outreach to All Parents- Deb Flores

- We have already reached out to LYBUNT, SYBUNT and Kindergarten parents
- We want to call all other parents and encouraging them to contribute this school year; focus on having them give on Giving Tuesday with Fab Friday as the focus
- Dev Committee members can help with this; Cassidy will provide script and we ask that you reach out before the TUE B4 Thanksgiving

B. Donations - FY21 through October 31

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 6:34 PM.

Respectfully Submitted,
L. deLearie

DRAFT



City Garden Montessori School

Minutes

Finance Committee Meeting

Date and Time

Wednesday November 18, 2020 at 5:30 PM

Via Zoom Virtual Meeting

Committee Members Present

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

Committee Members Absent

J. Fouse, J. Rolwes

Guests Present

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

I. Opening Items

A. Record Attendance and Guests

B. Call the Meeting to Order

S. Deuanephenh called a meeting of the Finance Committee of City Garden Montessori School to order on Wednesday Nov 18, 2020 @ 5:35 PM.

C. Land Acknowledgement

D. School and Board Update

School:

- The recent spike in COVID-19 cases has impacted the in-person learning, some administration and one classroom have had positive cases. None of these cases

originated at the building and the cases did not spread within the in-person community. The challenge this presented was needing to cover for staff that are quarantining.

- New student recruitment is ongoing, and applications are being accepted for next year. Currently there are about 41 applicants for kindergarten and 30 new applicants for primary.
- We are planning to have a groundbreaking community reveal on December 12th.

Board:

- The board is focused on academic outcomes, fundraising for the growth next year and the expansion.
- Sysco has suggested getting a summary monthly on employee recruitment and fulfillment activity to include which positions are being recruited, being contracted and what new positions will be brought on in 2021-22.

II. Action Items

A. Approve minutes from the previous meeting

J. Schier made a motion to approve the minutes from Finance Committee Meeting on 10-21-20.

B. Kling seconded the motion.

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

B. Review and Approve October Financial Documents

- We are on budget for October as anticipated
 - State revenue is stronger than projected, but we are being cautious with budget projections since we are not certain that the trend will continue.
 - It's the same with Prop C revenue
 - Federal revenue is behind due to timing.
- The state released some added CARES revenue, which was unexpected.
- Supplies expenses are higher this year mostly because of need for materials for home learning students.
- The committee has requested that a fundraising update from Development be added to the meeting packet going forward.
- Christie will give an update on the Capital Campaign at one of the next committee meetings

B. Kling made a motion to Approve the October financials.

A. DeZego seconded the motion.

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

III. Information Items

A. Review the Five Year Forecast

- A sub-committee is going to dig into the forecast numbers to clarify the entries for the board's review. Committee members volunteering for this work will reach out to David.

B. Update Building Expansion Project

Financing:

- We have gotten commitments for the full \$14M federal tax credit allocation. We need to close on this by January 14, so we are seeking a leverage lender, which will most likely be IFF.
- The state tax credits are still being sought. The timing of all tax credits closing simultaneously may be a challenge. Ideally it would be best to have all tax credit allocations close at the same time, but if that is not possible we have other avenues for revenue that are being pursued.
- The committee will need to review the leverage loan, as well as other financing items, before recommending approval from the board.

Construction:

- Phase one is finishing up in the next couple of weeks.
- The building appraised at \$1.4M.

C. Financial Policies Discussion

- MCPSA has shared a sample set of financial policies which are required. Sysco and James will look over our current policies and align them with the template policies. Aligning the policies now will make updates more fluid going forward.

D. Review of Updated Finance Committee's 2020-21 Road Map

- The annual audit has been delayed due to a COVID-19 issues at KEB. Our plan is to have the committee review the audit at the December meeting in order to recommend approval by the board at a special Board meeting in mid-late December. We plan to meet the December 31 deadline.

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 7:00 PM.

Respectfully Submitted,
T. Whitlock Murphy

DRAFT



City Garden Montessori School

Minutes

Building & Grounds Committee Meeting

Date and Time

Thursday November 19, 2020 at 9:00 AM

Via Zoom Meeting

Committee Members Present

A. Brooks (remote), B. Feld (remote), J. Steinmann (remote), J. Zade (remote), M. Guymon (remote), S. Wehe (remote)

Committee Members Absent

D. Orwick, J. Sharp

Guests Present

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

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 Nov 19, 2020 @ 9:04 AM.

C. Land Acknowledgement

D. School and Board Update

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 10-15-20.

J. Zade seconded the motion.

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

III. Information Items

A. Current Building Updates

- There have been a few instances of positive COVID-19 cases, but no spread has happened within the building. When folks are needing to quarantine it does put stress on other staff that work in-person because they are needing to cover those rolls.

B. Expansion Project Update

Construction:

- Masonry is currently finishing.
- Excavating will begin soon for lower level windows (existing openings that were covered up)
- Abatement and lead stabilization are finishing inside the building

Finance

- State historic tax credits are still being sought after. If these are unable to be finalized soon, a funder to fill the gap in financing will be needed for the time being. The Development team is working on this and has had some promising leads.
- The appraisal coming back strong allows us to draw an additional \$250k for the building
- We received \$14M in federal tax credits
- IFF will most likely be our leverage lender

C. 2020-21 Board Goals and Road Map

- One board objective is to consistently use a process in which we vet our vendors with an ABAR lens. The B&G Committee created a process but will take a second look at it, revise and then move it up to the Governance Committee for review. David will send the current process via Google Docs for committee to review and it will be discussed at the next meeting.

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 9:32 AM.

Respectfully Submitted,
T. Whitlock Murphy

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

August

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

September

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

October

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

November

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

December

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