

# City Garden Montessori School

## Board Meeting

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### Date and Time

Tuesday February 17, 2026 at 5:00 PM CST

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**This is an virtual meeting.**

**We will be live streaming the meeting via Zoom webinar at this link:**

<https://us02web.zoom.us/j/88115198576?pwd=Rnl0cWNYaDZsdkdES3o2VE9hQnNMdz09>

The meeting will also be recorded and posted on the City Garden website ([citygardenschool.org/board](http://citygardenschool.org/board))

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### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>5:00 PM</b>
Opening Items			
<b>A.</b> Call the Meeting to Order		Jesse Dixon	1 m
<b>B.</b> Record Attendance and Guests		Sarah Miner	1 m
<b>C.</b> Welcome, Land Acknowledgement, and Board Meeting Agreements		Jesse Dixon	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. Let's give a respectful and brief moment of silence.

#### **Acknowledge Board Meeting Agreements**

	Purpose	Presenter	Time
<ul style="list-style-type: none"> <li>• We prioritize and value our relationships with one another.</li> <li>• We come to meetings prepared and stay present.</li> <li>• We use our meeting time responsibly to focus on what matters most.</li> <li>• We say what needs to be said, directly and with care.</li> <li>• We ask questions for clarity and transparency.</li> <li>• We slow down to ensure we're centering our mission and values.</li> <li>• We acknowledge that disagreement is inevitable, but commit to decisions as a team.</li> <li>• We follow through on our commitments to each other and to City Garden.</li> </ul>			

<b>D. Mission Statement</b>		Jesse Dixon	1 m
<p>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.</p>			

<b>E. Introductions and Public Comment</b>	Discuss	Jesse Dixon	5 m
<ul style="list-style-type: none"> <li>• Public Comment - Each individual will be given three minutes to speak.</li> </ul>			

**II. Action Items 5:10 PM**

<b>A. Approve Minutes from December 2025 Board Meeting</b>	Approve Minutes	Jesse Dixon	1 m
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<b>B. Approve November and December 2025 Financials</b>	Vote	Benjamin Huebner	5 m
<ul style="list-style-type: none"> <li>• The board will review the November and December 2025 financial statements.</li> <li>• <a href="#">Finance Loom Report</a></li> <li>• <a href="#">Fundraising Report</a></li> </ul>			

<b>C. Approve Tuition and Before/After Care Increase for 2026-27 School Year</b>	Vote	Benjamin Huebner	5 m
<p>The board will review and vote on the tuition and before/after care increase for 2026-27</p>			

	Purpose	Presenter	Time
<b>D.</b> Approve Contracts over 10k The Board will review and vote on contracts over \$10k	Vote	Benjamin Huebner	3 m
<b>E.</b> Approve 2026-27 School Calendar	Vote	Christie Huck	3 m
<b>III. Information Items</b>			<b>5:27 PM</b>
<b>A.</b> FY27 Budget Draft <a href="#">Loom Video - Budget Draft 2026-27</a>	FYI	Benjamin Huebner	10 m
<b>B.</b> CEO Report and Strategic Plan Update <a href="#">CEO Report Loom Video</a> <a href="#">Strategic Plan Loom Video</a>	FYI	Christie Huck	5 m
<b>C.</b> Whole Child Success Committee Report  <ul style="list-style-type: none"> <li>• <a href="#">MOY Update on 3 Academic Goals</a></li> <li>• <a href="#">WCSC Board Report: February 2026</a></li> <li>• <a href="#">WCSC Loom Report from Kisha Young</a></li> </ul>	FYI	Mia Howard	5 m
<b>D.</b> Tower Grove Building	FYI	David Blank	5 m
<b>E.</b> Board Fundraising Accountability and Board Chair Report	FYI	Jesse Dixon	7 m
<b>IV. Final Items</b>			<b>5:59 PM</b>
<b>A.</b> Questions and Comments	Discuss	Jesse Dixon	3 m
<b>B.</b> Reading Materials and Links  <ul style="list-style-type: none"> <li>• <a href="#">Link to the 2025-26 City Garden School Calendar</a></li> </ul>	FYI		
<b>V. Upcoming Board/Committee Meetings</b>			<b>6:02 PM</b>
<b>A.</b> Board and Committee Meetings  <b>Board Meeting Schedule</b>	FYI		

Purpose	Presenter	Time
The third Tuesday of every month, except for October 2025, March 2026, and May 2026		
Board Business and Community Engagement is the 4th Friday in October 2025 and May 2026		
Board Retreats - January 10 and June TBD		

**Committee Meeting Schedule**

Finance Committee - Next meeting 2/18/26

Governance Committee - Next meeting 2/23/26

Whole Child Success Committee - Next meeting 3/26/26

**VI. Closing Items**

- A.** Adjourn Meeting Vote

# Coversheet

## Approve Minutes from December 2025 Board Meeting

**Section:** II. Action Items  
**Item:** A. Approve Minutes from December 2025 Board Meeting  
**Purpose:** Approve Minutes  
**Submitted by:**  
**Related Material:** Minutes for Board Meeting on December 16, 2025

**DRAFT**

# City Garden Montessori School

## Minutes

### Board Meeting

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#### Date and Time

Tuesday December 16, 2025 at 5:00 PM

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**This is an virtual meeting.**

**We will be live streaming the meeting via Zoom webinar at this link:**

<https://us02web.zoom.us/j/88115198576?pwd=RnI0cWNYaDZsdkdES3o2VE9hQnNMdz09>

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#### Directors Present

B. Huebner (remote), J. Dixon (remote), K. Shaffer (remote), L. Vowell (remote), M. Howard (remote), N. Johnson (remote), S. Haigler (remote)

#### Directors Absent

M. Chlebowski

#### Guests Present

A. Boyd (remote), A. Willems (remote), D. Blank (remote), M. Flohr (remote), S. Miner (remote)

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### I. Opening Items

#### A. Call the Meeting to Order

M. Howard called a meeting of the board of directors of City Garden Montessori School to order on Tuesday Dec 16, 2025 at 5:02 PM.

#### B. Record Attendance and Guests

#### C.

## Welcome, Land Acknowledgement, and Board Meeting Agreements

### D. Mission Statement

### E. Introductions and Public Comment

There was no public comment this month.

## II. Action Items

### A. Approve Minutes from November 2025 Board Meeting

J. Dixon made a motion to approve the minutes from Board Meeting on 11-18-25.

B. Huebner seconded the motion.

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

### B. Approve October 2025 Financials

K. Shaffer made a motion to Approve the October 2025 Financials.

S. Haigler seconded the motion.

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

### C. Approve 2024-25 Audit

S. Haigler made a motion to Approve the 2024-25 Audit.

J. Dixon seconded the motion.

- Ben Huebner discussed the footnote insertion on the audit regarding WADA changes. This has been added to all charter schools impacted by the changes.

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

## III. Information Items

### A. Governance Committee Report

- The focus of the Governance Committee has been around Strategic Planning and Board Composition

### B. Whole Child Success Committee Report

- In November, the school's instructional focus centered on three key areas
  - Alignment between teaching assessment and data use
  - Bi-weekly coaching cycles focused on strong planning.
  - Instructional presence and walkthroughs that allowed the team to highlight trends and focus areas, and strengthen leadership calibration and alignment.
- ELA

- Strength Areas
  - High guide engagement
  - Strong foundational growth in ECEC (especially kindergarten)
  - Strong implementation of the Montessori Reading Remediation pathway (Pre-K–3)
  - Strong modeling of the teach–analyze–reteach cycle in junior high.
- Growth Areas
  - More consistent foundational literacy and word study in grades 4–8
  - Stronger alignment between training and classroom practice, particularly for new guides.
- Math
  - Strength Areas
    - Effective WIN (What I Need) groups in kindergarten in the form of differentiated math instruction
    - Strong collaboration among guides
    - Increasing alignment, between standards and conceptual frameworks through iReady implementation in K-6.
    - Visible student confidence and enthusiasm in math learning in upper elementary and junior high
  - Growth Areas
    - Guides are still learning how to integrate assessment and common formative assessment structures
    - Lack of clarity on appropriate interventions for students with high IEP minutes
- Problems of Practice
  - ECEC: Teacher capacity and resources for intervention
  - EAEC: Building investment around guide mentorship in the adult culture

#### IV. Closing Items

##### A. Adjourn Meeting

J. Dixon made a motion to Adjourn the December 2025 Board Meeting.

B. Huebner 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 5:15 PM.

Respectfully Submitted,

S. Miner

# Coversheet

## Approve November and December 2025 Financials

<b>Section:</b>	II. Action Items
<b>Item:</b>	B. Approve November and December 2025 Financials
<b>Purpose:</b>	Vote
<b>Submitted by:</b>	
<b>Related Material:</b>	Nov 2025 Financials and Notes.pdf Dec 2025 Financials and Notes.pdf

### Actual and Budget

Revenue				
Source	Actual November 2024 YTD	Actual November 2025 YTD	Budget 25-26 YTD	Variance to Budget
State	\$ 2,933,352	\$ 3,386,898	\$ 3,726,733	\$ (339,835)
Federal	349,551	189,404	182,970	6,434
Prop C	347,421	325,173	327,083	(1,910)
Annual Fund Philanthropy	34,174	222,915	250,000	(27,085)
Restricted/Capital Philanthropy	136,180	-	-	-
Preschool Tuition	198,734	194,372	130,000	64,372
Other	143,082	181,153	145,087	36,066
<b>Total</b>	<b>\$ 4,142,494</b>	<b>\$ 4,499,916</b>	<b>\$ 4,761,873</b>	<b>\$ (261,957)</b>

Expenses				
Category	Actual November 2024 YTD	Actual November 2025 YTD	Budget 25-26 YTD	Variance to Budget
Salaries	\$ 2,228,229	\$ 2,367,775	\$ 2,502,804	\$ (135,029)
Benefits	753,924	798,991	880,987	(81,996)
Purchased Services	515,749	976,427	786,791	189,637
Supplies	223,302	246,118	111,586	134,532
Occupancy	524,038	604,820	546,933	57,887
Capital/Debt Services	272,296	236,291	252,706	(16,415)
<b>Total</b>	<b>\$ 4,517,537</b>	<b>\$ 5,230,422</b>	<b>\$ 5,081,806</b>	<b>\$ 148,616</b>
<b>Net Income\Loss</b>	<b>\$ (375,043)</b>	<b>\$ (730,507)</b>	<b>\$ (319,933)</b>	<b>\$ (410,573)</b>

### Financial Health Check

Category	FY 23-24	FY 24-25	Actual November 2025 YTD	Budget FY 25-26
Ending Cash Fund Balance	\$ 1,138,259	\$ 1,791,648	\$ 1,127,023	\$ 1,920,726
Cash Days on Hand*	39	57	33	56
State Reimbursement per WADA	\$ 11,994	\$ 14,699	\$ 15,456	\$ 15,075
Revenue per Student*	\$ 18,152	\$ 20,006	\$ 7,353	\$ 19,493
Cost per Student*	\$ 17,747	\$ 19,435	\$ 8,546	\$ 19,291
Excess/(Deficit) Per Student	\$ 405	\$ 571	\$ (1,194)	\$ 201

### Accountability Plan

202-23

Measure	FY 24-25	YTD November 2025	Budget FY-25-26	Measure Met?
Debt to Asset Ratio < 0.9	0.82	0.86	0.82	Yes
Enrollment Variance >= 95%	93.2%	95.5%	95.5%	Yes
Fund Balance >= 10% Unrestricted	16.0%	9.1%	10.3%	No

### Annual Trends

Revenue				
Source	Actual FY 23-24	Actual FY 24-25	Forecast FY 25-26	Budget FY 25-26
State	\$ 6,208,853	\$ 7,547,011	\$ 8,585,000	\$ 9,222,558
Federal	980,074	1,125,687	781,768	757,600
Prop C	552,361	726,475	803,000	785,000
Annual Fund Philanthropy	825,930	789,396	962,947	962,947
Restricted/Capital Philanthropy	1,009,490	561,860	-	-
Preschool Tuition	573,039	494,764	544,950	544,950
Other	324,224	358,239	221,700	221,700
<b>Total Revenue</b>	<b>\$ 10,473,971</b>	<b>\$ 11,603,432</b>	<b>\$ 11,899,365</b>	<b>\$ 12,494,755</b>

Expenses				
Category	Actual FY 23-24	Actual FY 24-25	Forecast FY 25-26	Budget FY 25-26
Salaries	\$ 5,032,529	\$ 5,324,856	\$ 6,088,000	\$ 6,188,562
Benefits	1,702,215	1,763,641	2,113,000	2,178,373
Purchased Services	1,351,495	1,843,410	1,956,226	1,856,226
Supplies	360,212	469,540	320,047	250,047
Occupancy	1,126,711	1,261,250	1,328,979	1,285,979
Capital Outlay/Debt Services	667,818	609,611	606,490	606,490
<b>Total Expenses</b>	<b>\$ 10,240,980</b>	<b>\$ 11,272,308</b>	<b>\$ 12,412,742</b>	<b>\$ 12,365,677</b>
<b>Net Income\Loss</b>	<b>\$ 232,991</b>	<b>\$ 331,124</b>	<b>\$ (513,377)</b>	<b>\$ 129,078</b>

### School Stats

Category	FY 23-24	FY 24-25	November 2025	FY25-26 Budget
Charter School Enrollment	450	482	518	541
Pre-School Enrollment	118	98	94	100
Average Daily Attendance - Charter # / %	415.0639 / 92.2%	454.8339 / 93.2%	474.2163 / 93.4%	506 / 93.5%
Free & Reduced Lunch Count - Charter	223	239	275	271
Free & Reduced Lunch % - Charter	50%	50%	53%	50%
Weighted Average Daily Attendance	479.01	527.06	536.8183	606.6

\*\* Per current Payment

### Points to Note- November

State below budget due to SLPS Data issue and reduced per student amount.
Philanthropy below budget due to timing of receipts
Wage and Benefits under budget due to open positions and timing of hiring
Service over due to timing of 24-25 bill payments, substitutes, and timing of Strat plan prof fees
Supplies over due to timing of remaining purchases for two additional classrooms.
Occupancy over due to final payment for uncovered flood expense, rent payable to 4209 Folsom Entities

## City Garden Montessori Charter School Statement of Financial Position

As of November 30, 2025

	Total	
	As of Nov 30, 2025	As of Nov 30, 2024 (PY)
<b>ASSETS</b>		
<b>Current Assets</b>		
<b>Bank Accounts</b>		
1000 Cash on Hand	200	200
1113 Simmons Operating 9865	784,366	366,947
1115 US Bank 1830	1,352	1,387
1118 Simmons-4200 Folsom 9012	4,683	4,803
1120 Simmons- MM 8644	202,647	302,750
1122 Simmons- Junior High 8636	14,603	13,483
1130 USB Blocked Account FBO IFF-3851	2,715	105
1131 USB Interest Reserve-4222	0	25,306
1149 Edward Jones Investment 0317	116,458	101,101
<b>Total Bank Accounts</b>	<b>\$ 1,127,023</b>	<b>\$ 816,082</b>
<b>Other Current Assets</b>		
1199 Undeposited Funds	12,597	0
1205 Note Receivable	10,408,800	10,408,800
1210 Accrued Interest Receivable	17,348	17,348
1215 Due to/From 4209 Folsom Owner	13,481	119,017
1217 Due To/From 4209 Managing Member	(118)	
1230 Debt Issuance Costs	180,259	211,859
1231 Accumulated Amortization-Debt Issuance Costs	(114,123)	(117,378)
1245 Investment in 4209 Folsom Managing Member, LLC	2,668,639	2,668,639
<b>Total Other Current Assets</b>	<b>\$ 13,186,884</b>	<b>\$ 13,308,284</b>
<b>Total Current Assets</b>	<b>\$ 14,313,907</b>	<b>\$ 14,124,366</b>
<b>Fixed Assets</b>		
1511 Fixed Assets- Land	50,000	50,000
1521 Fixed Assets- Building	233,487	233,487
1531 Leasehold Improvements	475,268	475,268
1539 Accum. Depreciation- Leasehold Improvements	(304,412)	(275,580)
<b>Total Fixed Assets</b>	<b>\$ 454,343</b>	<b>\$ 483,175</b>
<b>TOTAL ASSETS</b>	<b>\$ 14,768,249</b>	<b>\$ 14,607,541</b>
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Credit Cards</b>		
2150 CreditOne Card	0	0
2152 School Credit Card	(176)	(176)

## City Garden Montessori Charter School Statement of Financial Position

As of November 30, 2025

	Total	
	As of Nov 30, 2025	As of Nov 30, 2024 (PY)
2155 Ramp Card	(9,228)	(2,250)
<b>Total Credit Cards</b>	<b>\$ (9,404)</b>	<b>\$ (2,426)</b>
<b>Other Current Liabilities</b>		
2200 Payroll Clearing	0	2,282
2210 Payroll Tax Payable	(67)	0
2220 Payroll Clearing- Retirement	47,727	0
2230 Other Current Liabilities	7,797	0
<b>Total 2200 Payroll Clearing</b>	<b>\$ 55,457</b>	<b>\$ 2,282</b>
2240 Other Current Liabilities	8,309	12,500
2242 Accrued Rent Payable	72,404	72,026
2245 Accrued Interest Payable	153,260	125,446
<b>Total Other Current Liabilities</b>	<b>\$ 289,430</b>	<b>\$ 212,253</b>
<b>Total Current Liabilities</b>	<b>\$ 280,026</b>	<b>\$ 209,828</b>
<b>Long-Term Liabilities</b>		
2130 Note Payable-IFF Source Loan	7,160,853	7,160,853
2131 Note Payable-Catalytic Holdings-Fed Bridge	0	1,057,620
2132 Note Payable-4209 Folsom Mngng Mbr-State Source Loan	2,136,418	2,136,418
2133 Note Payable 4209 Prime Tenant- Fed Source Loan	1,483,302	306,662
2134 Note Payable-IFF Close-Out Loan	1,875,000	1,875,000
<b>Total Long-Term Liabilities</b>	<b>\$ 12,655,573</b>	<b>\$ 12,536,553</b>
<b>Total Liabilities</b>	<b>\$ 12,935,598</b>	<b>\$ 12,746,381</b>
<b>Equity</b>		
3111 Fund Balance	1,675,923	1,354,313
3119 Fund Balance- 4209 Project	889,934	908,296
Net Revenue	(733,207)	(401,449)
<b>Total Equity</b>	<b>\$ 1,832,651</b>	<b>\$ 1,861,160</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 14,768,249</b>	<b>\$ 14,607,541</b>

**City Garden Montessori**  
 Revenue - Actual vs. Budget  
 2025-2026  
 11/30/2025

		November			November YTD			Notes
		Actual	Budget	Variance	Actual	Budget	Variance	
Prop C	Prop C	64,850	65,417	(567)	325,173	327,083	(1,910)	
Interest	Interest	8,677	8,667	10	69,549	43,333	26,216	
Student Food Sales	Student Food Sales	6,773	4,580	2,193	20,707	18,320	2,387	
Student Activity - JRH	Activity Fee/JH Fundraising	-	1,000	(1,000)	3,029	6,000	(2,971)	
Student Activity-Club/Athletics	Activity Fee/JH Fundraising	-	200	(200)	-	4,197	(4,197)	
Student Activity-Field Trips	Activity Fee/JH Fundraising	-	-	-	2,165	26,000	(23,835)	Likely perm.
Facility Rental	Other	-	-	-	-	-	-	
Donations	Philanthropy	51,982	50,000	1,982	222,915	250,000	(27,085)	Timing
Donations-Restricted Capacity	Philanthropy	-	-	-	-	-	-	
Preschool Tuition	Preschool Tuition	41,883	30,000	11,883	194,372	130,000	64,372	Timing of Tuition payments
After Care Tuition	Before and After Care	16,895	9,230	7,665	60,033	27,690	32,343	
Before Care Tuition	Before and After Care	4,626	3,460	1,166	15,709	10,380	5,329	
Institute Tuition	Institute Tuition	-	-	-	-	5,000	(5,000)	
Other	Other	1,967	833	1,134	9,961	4,167	5,794	
<b>Total Local Revenue</b>		<b>197,653</b>	<b>173,387</b>	<b>24,266</b>	<b>923,614</b>	<b>852,170</b>	<b>71,444</b>	
<b>State Basic Formula/CTF</b>	State	<b>822,962</b>	785,547	<b>37,415</b>	<b>3,386,898</b>	<b>3,726,733</b>	<b>(339,835)</b>	SLPS Data issue causing lower per student amount.
Medicaid Admin Billing	Federal	-	-	-	47,363	7,500	39,863	Perm.
CARES Act	Federal	-	-	-	-	-	-	
Preschool Expansion Grant	Federal	-	-	-	-	-	-	
Federal Grant	Federal	-	-	-	5,952	-	5,952	Timing
Special Ed Part B	Federal	30,303	25,983	4,320	30,303	51,967	(21,664)	Timing
Special Ed Early Childhood	Federal	-	8,750	(8,750)	-	8,750	(8,750)	Timing
Lunch Program	Federal	19,778	15,111	4,667	56,067	48,222	7,845	Timing
Breakfast Program	Federal	5,269	3,133	2,136	11,195	12,067	(872)	Timing
Snack Program	Federal	-	1,315	(1,315)	3,239	4,796	(1,557)	Timing
Other Federal	Federal	-	-	-	-	-	-	
Consolidated Federal Funds	Federal	35,285	23,418	11,867	35,285	49,668	(14,383)	Timing
<b>Federal Revenue</b>		<b>90,635</b>	<b>77,710</b>	<b>12,925</b>	<b>189,404</b>	<b>182,970</b>	<b>6,434</b>	
<b>Total Revenue</b>		<b>1,111,250</b>	<b>1,036,644</b>	<b>74,606</b>	<b>4,499,916</b>	<b>4,761,873</b>	<b>(261,957)</b>	

**City Garden Montessori School**

Wage and FTE Summary

11/30/2025

	2025-2026 Actual		2025-2026 Budget	Variance
	Wages	FTE	Wages	Over/(Under) Bud Wages
Lead Guide	\$ 527,340	21.0	\$ 603,492	\$ (76,152)
Assistant Guide	335,415	21.3	309,348	26,066
Other Instruction	178,647	8.0	176,672	1,975
School Support	205,728	11.4	184,396	21,332
SPED Instruction	142,932	5.2	152,480	(9,548)
SPED Support	131,296	6.0	97,614	33,682
<b>Instruction</b>	<b>\$ 1,247,130</b>	<b>61.7</b>	<b>\$ 1,273,908</b>	<b>\$ (26,778)</b>
Before/After Care	\$ 4,673	0.9	\$ 27,821	\$ (23,148)
Network Admin	446,309	13.0	481,269	(34,960)
School Admin	312,469	11.3	373,214	(60,745)
Summer School	82,967	-	96,499	(13,532)
<b>Total Wages</b>	<b>\$ 2,367,776</b>	<b>98.0</b>	<b>\$ 2,502,804</b>	<b>\$ (135,029)</b>
Benefits	798,991		880,987	\$ (81,996)
<b>Wages and Benefits</b>	<b>\$ 3,166,767</b>		<b>\$ 3,383,791</b>	<b>\$ (217,025)</b>

**City Garden Montessori School**

**Supplies- Actual vs. Budget**

11/30/2025

Cost Center

Instruction

Elementary Instruction

JH Instruction

Preschool Instruction

Summer School

SPED

Reading and other Instruction

**Subtotal- Instruction**

**Student and Family Support**

Principal

Student Support

Nurse

Parental Support

Before/Aftercare

Student Activities and Athletics

Transportation

Food

**Subtotal- Student and Family Sup.**

**Admin and Other**

Professionnal Development

Technology

Executive Admin

Business Office

Philanthropy

Institute

**Subtotal- Admin and Other**

**Subtotal- Before Building**

**Building**

**Total**

	Totals			Elementary and Adolescent Education Center			Early Childhood Education Center			4202 Folsom and unallocated		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Elementary Instruction	158,180.29	32,111.27	126,069.02	138,791.02	27,104.19	111,686.83	16,357.76	5,007.09	11,350.67	3,031.51	-	3,031.51
JH Instruction	4,643.43	2,336.58	2,306.85	4,593.03	2,336.58	2,256.45	50.40	-	50.40	-	-	-
Preschool Instruction	428.39	1,812.66	(1,384.27)	-	-	-	428.39	1,812.66	(1,384.27)	-	-	-
Summer School	1,954.85	-	1,954.85	1,083.67	-	1,083.67	871.18	-	871.18	-	-	-
SPED	4,838.58	862.19	3,976.39	2,441.10	570.28	1,870.82	2,397.48	291.91	2,105.57	-	-	-
Reading and other Instruction	3,122.58	584.26	2,538.32	3,122.58	584.26	2,538.32	-	-	-	-	-	-
<b>Subtotal- Instruction</b>	<b>173,168.12</b>	<b>37,706.97</b>	<b>135,461.15</b>	<b>150,031.40</b>	<b>30,595.31</b>	<b>119,436.09</b>	<b>20,105.21</b>	<b>7,111.66</b>	<b>12,993.55</b>	<b>3,031.51</b>	<b>-</b>	<b>3,031.51</b>
<b>Student and Family Support</b>												
Principal	14,536.09	9,638.36	4,897.73	11,840.71	5,841.31	5,999.40	2,695.38	3,797.05	(1,101.67)	-	-	-
Student Support	4,172.83	243.41	3,929.42	1,487.73	243.41	1,244.32	699.10	-	699.10	1,986.00	-	1,986.00
Nurse	426.48	712.74	(286.26)	221.14	475.01	(253.87)	205.34	237.73	(32.39)	-	-	-
Parental Support	3,923.65	3,756.85	166.80	2,791.65	2,389.93	401.72	1,132.00	1,366.92	(234.92)	-	-	-
Before/Aftercare	11,385.14	481.57	10,903.57	11,385.14	242.97	11,142.17	-	238.60	(238.60)	-	-	-
Student Activities and Athletics	305.98	4,937.61	(4,631.63)	-	4,937.61	(4,937.61)	305.98	-	305.98	-	-	-
Transportation	-	-	-	-	-	-	-	-	-	-	-	-
Food	4,488.87	7,881.20	(3,392.33)	2,341.98	5,891.13	(3,549.15)	2,146.89	1,990.08	156.82	-	-	-
<b>Subtotal- Student and Family Sup.</b>	<b>39,239.04</b>	<b>27,651.73</b>	<b>11,587.31</b>	<b>30,068.35</b>	<b>20,021.36</b>	<b>10,046.99</b>	<b>7,184.69</b>	<b>7,630.37</b>	<b>(445.68)</b>	<b>1,986.00</b>	<b>-</b>	<b>1,986.00</b>
<b>Admin and Other</b>												
Professionnal Development	2,620.24	97.45	2,522.79	955.87	59.43	896.44	351.47	38.02	313.45	1,312.90	-	1,312.90
Technology	6,845.70	16,688.30	(9,842.60)	6,546.00	-	6,546.00	-	-	-	299.70	16,688.30	(16,388.60)
Executive Admin	9,777.74	11,575.56	(1,797.82)	294.00	-	294.00	-	-	-	9,483.74	11,575.56	(2,091.82)
Business Office	3,955.78	243.41	3,712.37	1,177.72	-	1,177.72	-	-	-	2,778.06	243.41	2,534.65
Philanthropy	9,492.03	10,709.44	(1,217.41)	207.84	-	207.84	-	-	-	9,284.19	10,709.44	(1,425.25)
Institute	6,957.09	6,912.82	44.27	2,790.53	-	2,790.53	-	-	-	4,166.56	6,912.82	(2,746.26)
<b>Subtotal- Admin and Other</b>	<b>39,648.58</b>	<b>46,226.98</b>	<b>(6,578.40)</b>	<b>11,971.96</b>	<b>59.43</b>	<b>11,912.53</b>	<b>351.47</b>	<b>38.02</b>	<b>313.45</b>	<b>27,325.15</b>	<b>46,129.53</b>	<b>(18,804.38)</b>
<b>Subtotal- Before Building</b>	<b>252,055.74</b>	<b>111,585.67</b>	<b>140,470.07</b>	<b>192,071.71</b>	<b>50,676.10</b>	<b>141,395.61</b>	<b>27,641.37</b>	<b>14,780.04</b>	<b>12,861.33</b>	<b>32,342.66</b>	<b>46,129.53</b>	<b>(13,786.87)</b>
<b>Building</b>	<b>98,875.82</b>	<b>103,743.01</b>	<b>(4,867.19)</b>	<b>64,054.69</b>	<b>63,290.72</b>	<b>763.97</b>	<b>32,222.00</b>	<b>36,705.44</b>	<b>(4,483.44)</b>	<b>2,599.13</b>	<b>3,746.86</b>	<b>(1,147.73)</b>
<b>Total</b>	<b>350,931.56</b>	<b>215,328.69</b>	<b>135,602.87</b>	<b>256,126.40</b>	<b>113,966.82</b>	<b>142,159.58</b>	<b>59,863.37</b>	<b>51,485.48</b>	<b>8,377.89</b>	<b>34,941.79</b>	<b>49,876.38</b>	<b>(14,934.59)</b>

**City Garden Montessori School**

**Services- Actual vs. Budget**

11/30/2025

Cost Center

Instruction

Elementary Instructioin

JH Instruction

Preschool Instruction

Summer School

SPED

Reading and other Instruction

**Subtotal- Instruction**

**Student and Family Support**

Principal

Student Support

Nurse

Parental Support

Before/Aftercare

Student Activities and Athletics

Transportation

Food

**Subtotal- Student and Family Sup.**

**Admin and Other**

Professional Development

Technology

Executive Admin

Business Office

Philanthropy

Institute

**Subtotal- Admin and Other**

**Subtotal- Before Building**

**Building**

**Total**

	Totals			Elementary and Adolescent Education Center			Early Childhood Education Center			4202 Folsom and unallocated		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Elementary Instructioin	188,511.11	80,408.50	108,102.61	120,977.33	56,936.25	64,041.08	67,533.78	23,472.25	44,061.53	-	-	-
JH Instruction	32,370.21	2,320.83	30,049.38	32,370.21	2,320.83	30,049.38	-	-	-	-	-	-
Preschool Instruction	-	4,270.42	(4,270.42)	-	-	-	-	4,270.42	(4,270.42)	-	-	-
Summer School	33,022.58	4,223.75	28,798.83	15,523.86	2,831.25	12,692.61	17,498.72	1,392.50	16,106.22	-	-	-
SPED	36,955.15	71,103.33	(34,148.18)	31,755.15	53,244.58	(21,489.43)	4,200.00	17,858.75	(13,658.75)	1,000.00	-	1,000.00
Reading and other Instruction	-	92.92	(92.92)	-	92.92	(92.92)	-	-	-	-	-	-
<b>Subtotal- Instruction</b>	<b>290,859.05</b>	<b>162,419.75</b>	<b>128,439.30</b>	<b>200,626.55</b>	<b>115,425.83</b>	<b>85,200.72</b>	<b>89,232.50</b>	<b>46,993.92</b>	<b>42,238.58</b>	<b>1,000.00</b>	<b>-</b>	<b>1,000.00</b>
<b>Student and Family Support</b>												
Principal	1,311.44	12,694.58	(11,383.14)	1,311.44	9,909.58	(8,598.14)	-	2,785.00	(2,785.00)	-	-	-
Student Support	78,029.75	52,820.42	25,209.33	37,961.49	47,223.33	(9,261.84)	21,758.26	5,597.08	16,161.18	18,310.00	-	18,310.00
Nurse	4,000.00	27,680.83	(23,680.83)	-	17,683.75	(17,683.75)	-	9,997.08	(9,997.08)	4,000.00	-	4,000.00
Parental Support	536.50	3,448.33	(2,911.83)	50.00	1,260.00	(1,210.00)	-	2,188.33	(2,188.33)	486.50	-	486.50
Before/Aftercare	16,107.03	893.33	15,213.70	16,107.03	446.67	15,660.36	-	446.67	(446.67)	-	-	-
Student Activities and Athletics	3,125.00	4,641.25	(1,516.25)	3,125.00	4,641.25	(1,516.25)	-	-	-	-	-	-
Transportation	-	15,320.42	(15,320.42)	-	11,725.00	(11,725.00)	-	3,595.42	(3,595.42)	-	-	-
Food	132,130.99	97,239.58	34,891.41	86,292.35	57,789.58	28,502.77	45,826.64	39,450.00	6,376.64	12.00	-	12.00
<b>Subtotal- Student and Family Sup.</b>	<b>235,240.71</b>	<b>214,738.75</b>	<b>20,501.96</b>	<b>144,847.31</b>	<b>150,679.17</b>	<b>(5,831.86)</b>	<b>67,584.90</b>	<b>64,059.58</b>	<b>3,525.32</b>	<b>22,808.50</b>	<b>-</b>	<b>22,808.50</b>
<b>Admin and Other</b>												
Professional Development	60,522.46	60,343.33	179.13	25,381.11	52,585.00	(27,203.89)	7,236.39	7,758.33	(521.94)	27,904.96	-	27,904.96
Technology	46,879.70	37,131.67	9,748.03	32,696.50	25,063.75	7,632.75	10,000.00	12,067.92	(2,067.92)	4,183.20	-	4,183.20
Executive Admin	180,197.01	238,776.17	(58,579.16)	16,192.51	-	16,192.51	336.00	-	336.00	163,668.50	238,776.17	(75,107.67)
Business Office	66,674.52	28,418.33	38,256.19	9,197.00	-	9,197.00	1,000.00	-	1,000.00	56,477.52	28,418.33	28,059.19
Philanthropy	77,061.71	21,357.50	55,704.21	6,725.42	-	6,725.42	-	-	-	70,336.29	21,357.50	48,978.79
Institute	21,694.71	23,605.00	(1,910.29)	11,206.85	-	11,206.85	-	-	-	10,487.86	23,605.00	(13,117.14)
<b>Subtotal- Admin and Other</b>	<b>453,030.11</b>	<b>409,632.00</b>	<b>43,398.11</b>	<b>101,399.39</b>	<b>77,648.75</b>	<b>23,750.64</b>	<b>18,572.39</b>	<b>19,826.25</b>	<b>(1,253.86)</b>	<b>333,058.33</b>	<b>312,157.00</b>	<b>20,901.33</b>
<b>Subtotal- Before Building</b>	<b>979,129.87</b>	<b>786,790.50</b>	<b>192,339.37</b>	<b>446,873.25</b>	<b>343,753.75</b>	<b>103,119.50</b>	<b>175,389.79</b>	<b>130,879.75</b>	<b>44,510.04</b>	<b>356,866.83</b>	<b>312,157.00</b>	<b>44,709.83</b>
<b>Building</b>	<b>505,943.86</b>	<b>443,189.79</b>	<b>62,754.07</b>	<b>246,658.95</b>	<b>227,419.57</b>	<b>19,239.38</b>	<b>205,245.08</b>	<b>204,586.31</b>	<b>658.77</b>	<b>54,039.83</b>	<b>11,183.91</b>	<b>42,855.92</b>
<b>Total</b>	<b>1,485,073.73</b>	<b>1,229,980.29</b>	<b>255,093.44</b>	<b>693,532.20</b>	<b>571,173.32</b>	<b>225,478.38</b>	<b>380,634.87</b>	<b>335,466.06</b>	<b>89,678.85</b>	<b>410,906.66</b>	<b>323,340.91</b>	<b>132,275.58</b>

**City Garden Montessori School**

**Facilities- Actual vs. Budget**

11/30/2025

**Supplies**

	Totals			Elementary and Adolescent Education Center			Early Childhood Education Center			4202 Folsom and unallocated		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Building Supplies	31,035.61	32,327.77	(1,292.16)	20,343.88	17,476.18	2,867.70	9,954.40	13,753.61	(3,799.21)	737.33	1,097.98	(360.65)
Electric	66,360.71	66,649.94	(289.23)	43,478.98	44,459.66	(980.68)	21,466.10	20,488.41	977.69	1,415.63	1,701.87	(286.24)
Natural Gas	1,479.50	4,765.30	(3,285.80)	231.83	1,354.88	(1,123.05)	801.50	2,463.42	(1,661.92)	446.17	947.01	(500.84)
<b>Subtotal- Supplies</b>	<b>98,875.82</b>	<b>103,743.01</b>	<b>(4,867.19)</b>	<b>64,054.69</b>	<b>63,290.72</b>	<b>763.97</b>	<b>32,222.00</b>	<b>36,705.44</b>	<b>(4,483.44)</b>	<b>2,599.13</b>	<b>3,746.86</b>	<b>(1,147.73)</b>

**Rent and Services**

Rent	296,574.19	275,203.33	21,370.86	153,873.19	134,791.67	19,081.52	142,701.00	140,411.67	2,289.33	-	-	-
Cleaning Services	67,398.00	54,124.78	13,273.22	39,750.00	36,511.35	3,238.65	18,948.00	15,783.46	3,164.54	8,700.00	1,829.97	6,870.03
Maintenance	103,326.31	43,837.92	59,488.39	39,443.51	29,040.08	10,403.43	22,581.67	13,425.36	9,156.31	41,301.13	1,372.48	39,928.66
Trash	8,570.88	5,993.14	2,577.74	4,821.86	2,516.20	2,305.66	3,389.88	3,019.45	370.44	359.14	457.49	(98.35)
Other Property Services	17,748.44	11,710.64	6,037.80	5,481.39	6,700.49	(1,219.10)	11,808.53	3,180.18	8,628.35	458.52	1,829.97	(1,371.45)
Property Insurance	3,316.00	31,352.78	(28,036.78)	-	15,572.31	(15,572.31)	3,316.00	13,105.90	(9,789.90)	-	2,674.57	(2,674.57)
Communications	9,010.04	9,695.30	(685.26)	3,289.00	2,287.46	1,001.54	2,500.00	4,662.90	(2,162.90)	3,221.04	2,744.95	476.09
Property Taxes	-	11,271.89	(11,271.89)	-	-	-	-	10,997.40	(10,997.40)	-	274.50	(274.50)
<b>Subtotal- Rent and Services</b>	<b>505,943.86</b>	<b>443,189.79</b>	<b>62,754.07</b>	<b>246,658.95</b>	<b>227,419.57</b>	<b>19,239.38</b>	<b>205,245.08</b>	<b>204,586.31</b>	<b>658.77</b>	<b>54,039.83</b>	<b>11,183.91</b>	<b>42,855.92</b>

**Capital and Debt Service**

Capital Spending	-	-	-	-	-	-	-	-	-	-	-	-
Interest- Cash	224,481.02	218,870.93	5,610.10	224,481.02	218,870.93	5,610.10	-	-	-	-	-	-
Interest- Amortization of Debt Cost	11,810.05	13,000.00	(1,189.95)	11,810.05	13,000.00	(1,189.95)	-	-	-	-	-	-
Depreciation	-	20,835.00	(20,835.00)	-	-	-	-	4,165.00	(4,165.00)	-	16,670.00	(16,670.00)
<b>Subtotal- Capital and Debt Service</b>	<b>236,291.07</b>	<b>252,705.93</b>	<b>(16,414.86)</b>	<b>236,291.07</b>	<b>231,870.93</b>	<b>4,420.15</b>	<b>-</b>	<b>4,165.00</b>	<b>(4,165.00)</b>	<b>-</b>	<b>16,670.00</b>	<b>(16,670.00)</b>

**Total**

<b>841,110.75</b>	<b>799,638.73</b>	<b>41,472.02</b>	<b>547,004.71</b>	<b>522,581.22</b>	<b>24,423.49</b>	<b>237,467.08</b>	<b>245,456.75</b>	<b>(7,989.67)</b>	<b>56,638.96</b>	<b>31,600.77</b>	<b>25,038.19</b>
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## City Garden Montessori Charter School Statement of Activity November 2025

	Total	
	Nov 2025	Jul - Nov, 2025 (YTD)
<b>Revenue</b>		
<b>5100001 Local Revenue</b>		
5113001 Prop C,Local	64,849.83	325,173.31
5141001 Interest,Local	3.39	156.56
5141901 Interest-4209 Project,Local	8,674.00	69,392.00
<b>5180001 Tuition-Pre K, Before/After Care</b>		
5181011 After School Care,Local	16,895.41	60,032.65
5181021 Before School Care,Local	4,626.04	15,709.08
5182P01 Preschool Tuition,Local	44,129.77	187,987.25
5182P21 Preschool Tuition- Deposit,Local		6,538.95
<b>Total 5180001 Tuition-Pre K, Before/After Care</b>	<b>\$ 65,651.22</b>	<b>\$ 270,267.93</b>
5192011 Donations,Local Annual Fund	51,981.55	222,915.46
5198901 Other Income-Local	61.00	235.00
5151001 Student Food Sales,Local	6,773.15	20,707.05
5179001 Activity Fees ,Local		2,165.00
5179J01 Student Activity - JRH,Local		3,029.11
5188001 Facility Rental,Local		100.00
5198001 Other,Local	1,905.52	5,964.06
5198091 Misc Rev-Returned Check,Local		3,662.15
<b>Total 5198901 Other Income-Local</b>	<b>\$ 8,739.67</b>	<b>\$ 35,862.37</b>
<b>Total 5100001 Local Revenue</b>	<b>\$ 199,899.66</b>	<b>\$ 923,767.63</b>
<b>5300003 State Revenue</b>		
5311003 Basic Formula,State	802,700.00	3,269,845.00
5314003 ECSE- STATE		8,820.60
5319003 Classroom Trust,State	20,262.19	107,982.66
5397003 Charter School Closure Refund- State		250.00
<b>Total 5300003 State Revenue</b>	<b>\$ 822,962.19</b>	<b>\$ 3,386,898.26</b>
<b>5400004 Federal Revenue</b>		
5412004 Medicaid Revenue,Federal		47,363.43
5441004 Part B SPED,Federal	30,303.10	30,303.10
5445004 Lunch Program,Fed	19,778.33	56,066.85
5446004 Breakfast Program,Federal	5,268.88	11,194.66
5448004 Snack Program,Federal		3,239.21
5451004 Title I - Revenue,Federal	29,990.29	29,990.29
5461004 Title IV Revenue,Federal	1,989.19	1,989.19
5465004 Title II - Revenue, Federal	3,305.17	3,305.17
5497014 Federal Charter School Expansion		5,952.00
<b>Total 5400004 Federal Revenue</b>	<b>\$ 90,634.96</b>	<b>\$ 189,403.90</b>
Unapplied Cash Payment Revenue	-2,246.50	-154.07
<b>Total Revenue</b>	<b>\$ 1,111,250.31</b>	<b>\$ 4,499,915.72</b>
<b>Gross Profit</b>	<b>\$ 1,111,250.31</b>	<b>\$ 4,499,915.72</b>
<b>Expenditures</b>		
6100000 Salaries		

## City Garden Montessori Charter School Statement of Activity November 2025

	Total	
	Nov 2025	Jul - Nov, 2025 (YTD)
<b>6110000 Certified Salaries</b>		
6111001 FT Cert Salaries,Local	21,053.67	81,947.52
6111003 Full-Time Certified Salaries,State	173,665.84	854,301.17
6111004 FT Cert Salaries,Federal		13,344.00
6121003 Part-Time Certified Salaries,State	4,863.42	36,373.48
<b>Total 6110000 Certified Salaries</b>	<b>\$ 199,582.93</b>	<b>\$ 985,966.17</b>
<b>6150000 Classified Salaries</b>		
6151001 Classified Salaries,Local	16,489.32	77,395.78
6151003 Full-Time Classified Salaries,State	249,141.05	1,197,501.77
6161001 Part-time Classified Salaries,Local		1,453.22
6161003 Part-time Classified Salaries,State	17,843.05	105,458.42
<b>Total 6150000 Classified Salaries</b>	<b>\$ 283,473.42</b>	<b>\$ 1,381,809.19</b>
<b>Total 6100000 Salaries</b>	<b>\$ 483,056.35</b>	<b>\$ 2,367,775.36</b>
<b>6200000 Employee Benefits</b>		
6211001 Retirement- Teachers Local	2,995.30	8,177.98
6211003 Teachers' Retirement,State	24,361.88	116,897.78
6211004 Teachers' Retire,Federal		1,921.72
6221001 Employee Benefits;Non Teaher Retirement, Local	2,200.42	11,271.27
6221003 Non-Teacher Retirement,State	33,764.51	154,048.21
6231001 Social Security,Local	2,444.28	9,844.66
6231003 Social Security,State	27,180.11	134,447.79
6231004 Social Security,Federal		816.64
6232001 Medicare,Local	571.65	2,017.33
6232003 Medicare, State	6,356.63	31,675.95
6232004 Medicare, Federal		191.00
6241001 Employee Insurance,Local	6,333.71	23,930.52
6241003 Employee Insurance,State	58,333.45	275,761.78
6241004 Employee Insur,Federal		2,029.74
6241103 Employee Insurance-ded. Reimb Plan,State	325.50	4,456.00
6241T03 Employee Insurance- Term Empl,State	-32.97	-2,061.03
6261003 Workers' Compensation,State	4,406.00	23,564.00
<b>Total 6200000 Employee Benefits</b>	<b>\$ 169,240.47</b>	<b>\$ 798,991.34</b>
<b>6300000 Purchased Services</b>		
<b>6300B00 Purchase Service- Facilities</b>		
6331003 Cleaning Services-State	7,500.00	67,398.00
6332003 Repairs & Maintenance,State	6,998.60	99,298.92
6332B33 Other Repairs & Maintenance,State		7,278.56
<b>Total 6332003 Repairs &amp; Maintenance,State</b>	<b>\$ 6,998.60</b>	<b>\$ 106,577.48</b>
6332B13 Building Maintenance,State	200.00	2,273.83
6333003 Rent-Building,State	50,493.00	296,678.59
6339003 Other Property Services,State		9,948.00
6334003 Rental Equipment,State	815.68	5,268.51
6336003 Trash Removal,State	1,770.40	9,623.38

## City Garden Montessori Charter School Statement of Activity November 2025

	Total	
	Nov 2025	Jul - Nov, 2025 (YTD)
6339B13 Extermination,State		1,492.91
6339B23 Security,State	25.00	1,050.00
6339B33 Snow Removal,State		1,219.02
6339B43 Water/Sewer	713.61	4,038.51
<b>Total 6339003 Other Property Services,State</b>	<b>\$ 3,324.69</b>	<b>\$ 32,640.33</b>
6351003 Property Insurance,State	3,316.00	3,316.00
<b>Total 6300B00 Purchase Service- Facilities</b>	<b>\$ 71,832.29</b>	<b>\$ 508,884.23</b>
<b>6300D00 Purchase Services- Development</b>		
6319D11 Other Development Consulting/Design	7,743.94	16,879.14
6319D21 Development Consulting	9,571.25	36,202.50
6319D41 Website/Online Resources	1,149.00	3,324.98
6395001 Special Events,Local		6,008.66
6395DG1 Bloomarang, CC fees	212.35	2,989.26
6395DL1 Mid-Level Giving	152.71	152.71
<b>Total 6395001 Special Events,Local</b>	<b>\$ 365.06</b>	<b>\$ 9,150.63</b>
<b>Total 6300D00 Purchase Services- Development</b>	<b>\$ 18,829.25</b>	<b>\$ 65,557.25</b>
<b>6300I00 Purchase Services- Instruction</b>		
6311003 Professional Services,State	1,677.38	63,766.62
6311I13 Physical Education,State		450.52
6311I33 Online Learning Subscriptions,State	1,906.19	3,905.19
6311I43 NWEA/iReady Assesment,State	466.20	37,837.91
6311I53 Substitutes,State	31,163.28	154,134.19
6311I63 Summer School-State		1,477.97
6319I13 Student Information System		20,159.30
6343001 Travel,Local	142.46	11,566.91
<b>Total 6300I00 Purchase Services- Instruction</b>	<b>\$ 35,355.51</b>	<b>\$ 293,298.61</b>
<b>6300S00 Prof. Services- Support</b>		
6319S13 Student Information Systems	370.65	1,413.96
6319S33 Data Managment and Reporting		30,000.00
6341S14 McKinney-Vento Student Transportation,Federal	429.00	1,276.95
6391F13 FoodService, State	-1,597.00	-1,597.00
6391F14 Food Service,Federal	53,431.44	133,712.99
<b>Total 6300S00 Prof. Services- Support</b>	<b>\$ 52,634.09</b>	<b>\$ 164,806.90</b>
<b>6300T00 Purchase Services- Training</b>		
6312T13 Montessori Training,State	150.00	16,955.01
6312T23 Common Core Training,State	450.00	14,238.72
6312T33 Administrative Staff PD,State	2,565.00	6,100.00
6312T91 PD- Outside Facilitation,Local		6,675.00
<b>Total 6300T00 Purchase Services- Training</b>	<b>\$ 3,165.00</b>	<b>\$ 43,968.73</b>
<b>6300X00 Purchase Services- Admin</b>		
6317003 Legal,State	5,256.50	17,261.50
6319003 Other Professional Services,State	37,982.75	200,356.18
6352003 Liability Insurance,State	125.66	42,211.27

## City Garden Montessori Charter School Statement of Activity November 2025

	Total	
	Nov 2025	Jul - Nov, 2025 (YTD)
6361003 Communication,State	2,021.51	11,404.17
6363003 Printng & Copying,State		378.12
6371003 Dues & Memberships,State	390.00	12,206.28
6391003 Other Purchased Services,State	632.04	45,323.84
6343T91 Travel Expense to be Reimbursed		618.10
<b>Total 6391003 Other Purchased Services,State</b>	<b>\$ 632.04</b>	<b>\$ 45,941.94</b>
6392003 Admin Fees,State	1,287.89	4,793.09
<b>Total 6300X00 Purchase Services- Admin</b>	<b>\$ 47,696.35</b>	<b>\$ 334,552.55</b>
6312T43 Missouri Certification Training and Course Work		1,898.00
6312T94 Training Outside Facilitation, Federal	526.50	526.50
6319E03 Online other services	578.94	4,859.71
6341003 Transportation- Other Student, State	170.00	232.34
6341M03 Transportaion- McKinney-Vento,State		250.00
6362E03 Advertising- Employee Recruitment	780.20	2,684.19
6362S03 Advertising for Student Recruitment	29.96	139.78
6391004 Professional Services, Federal	1,045.30	21,060.15
6391A03 HR IS Fees Zenefits/Trinet	36.00	4,346.03
6391A13 Payroll Service Fee Heartland	2,182.70	18,497.91
6391Y004 Consulting Fees, Federal	1,500.00	12,706.85
6392903 Admin Fees, 4209 Folsom Project, State		104.00
6397003 Scabies Costs		4,000.00
<b>Total 6300000 Purchased Services</b>	<b>\$ 236,362.09</b>	<b>\$ 1,482,373.73</b>
6312Y14 Montessori Training,Federal		2,700.00
6400000 Supplies & Materials		
6400B00 Supplies- Facilities		
6411B13 Building Supplies,State	2,304.53	24,278.94
6411B33 Other Supplies,State		615.79
6481003 Electirc,State	7,158.42	66,360.71
6483003 Gas,State	686.22	1,479.50
<b>Total 6400B00 Supplies- Facilities</b>	<b>\$ 10,149.17</b>	<b>\$ 92,734.94</b>
6400I00 Supplies- Instruction		
6411003 General Supplies,State	21,571.14	35,709.15
6411i13F Food and Drink- Staff- Prin. Discretion	5,479.65	15,958.08
6411I33 Outdoor Ed/Stem Supplies,State		1,897.93
6411J13 Supplies-JH 1,State		1,173.38
6411J23 Supplies-JH 2,State		576.75
6411L13 Supplies-Lower EL 1,State		696.57
6411L23 Supplies-Lower EI 2,State		721.47
6411L33 Supplies-Lower EI 3,State	32.62	398.18
6411L83 Supplies-Lower EL 8, State		167.28
6411P33 Supplies-Primary 3,State		290.24
<b>Total 6411003 General Supplies,State</b>	<b>\$ 27,083.41</b>	<b>\$ 57,589.03</b>
6411I13 Instruction Supplies, State	1,823.95	37,725.37

## City Garden Montessori Charter School Statement of Activity November 2025

	Total	
	Nov 2025	Jul - Nov, 2025 (YTD)
6411I23 Physical Ed Supplies,State	57.92	357.60
6411I43 ESL Supplies for Instruction,State		381.57
6411I63 Supplies-Art,State		1,882.89
6411I73 Supplies for Chickens		424.85
6411I93 General Office	1,073.21	12,165.80
6411I93F Staff Food and Beverage-BOM		522.30
6411J33 Supplies JH3		248.80
6411JS3 JH School Store, State		2,556.00
6411P11 Supplies & Materials Preschool,Local		79.33
6411P21 Supplies & Materials Preschool 2,Local	29.41	29.41
6411P31 Supplies & Materials Preschool 3, Local	29.40	29.40
6411P51 Supplies & Materials Preschool 5, Local	29.42	29.42
<b>Total 6400I00 Supplies- Instruction</b>	<b>\$ 30,126.72</b>	<b>\$ 114,021.77</b>
<b>6400S00 Supplies- Support</b>		
6411F14 Food Supplies,Federal		1,883.04
6411S13 Character Ed/Family Support,State		4,065.13
6411S43 Supplies/Outreach,State	1,149.61	4,235.81
6471003 Food Supplies,State	259.08	2,149.33
<b>Total 6400S00 Supplies- Support</b>	<b>\$ 1,408.69</b>	<b>\$ 12,333.31</b>
<b>6400T00 Supplies- Training</b>		
6411T13 Montessori Training Supplies,State		884.56
6411T23 Other Training Supplies	308.06	3,681.09
6411T33 Training-Staff Resources,State		841.88
<b>Total 6400T00 Supplies- Training</b>	<b>\$ 308.06</b>	<b>\$ 5,407.53</b>
<b>6400X00 Supplies- Admin</b>		
6411001 Supplies,Local		2,878.05
6411X13 Board Supplies and Materials,State	40.00	376.65
6411X23 Admin Office Supplies	265.90	5,912.16
6411X33 Staff Appreciation	101.66	5,350.98
6491003 Other Supplies & Materials,State		409.49
<b>Total 6400X00 Supplies- Admin</b>	<b>\$ 407.56</b>	<b>\$ 14,927.33</b>
6411004 Supplies, Federal		891.47
6411a001 Accidental CC usage		418.21
6411D11 Other Supplies-Development,Local	147.71	9,359.33
6411i83 Summer School Supplies		2,052.55
6411IC4 Supplies & Materials		1,039.12
6411iM3 Music Supplies	131.11	773.61
6411IR4 Supplies & Materials-Startup, Federal	5,938.00	80,846.74
6411K23 Supplies- Kindergarten 2, State		290.24
6411K33 Supplies- Kindergarten 3, State	667.57	824.77
6411L43 Supplies-Lower EL 4,State		417.98
6411L63 Supplies-Lower EL 6,State	31.45	734.75
6411L73 Supplies-Lower EL 7,State		523.23

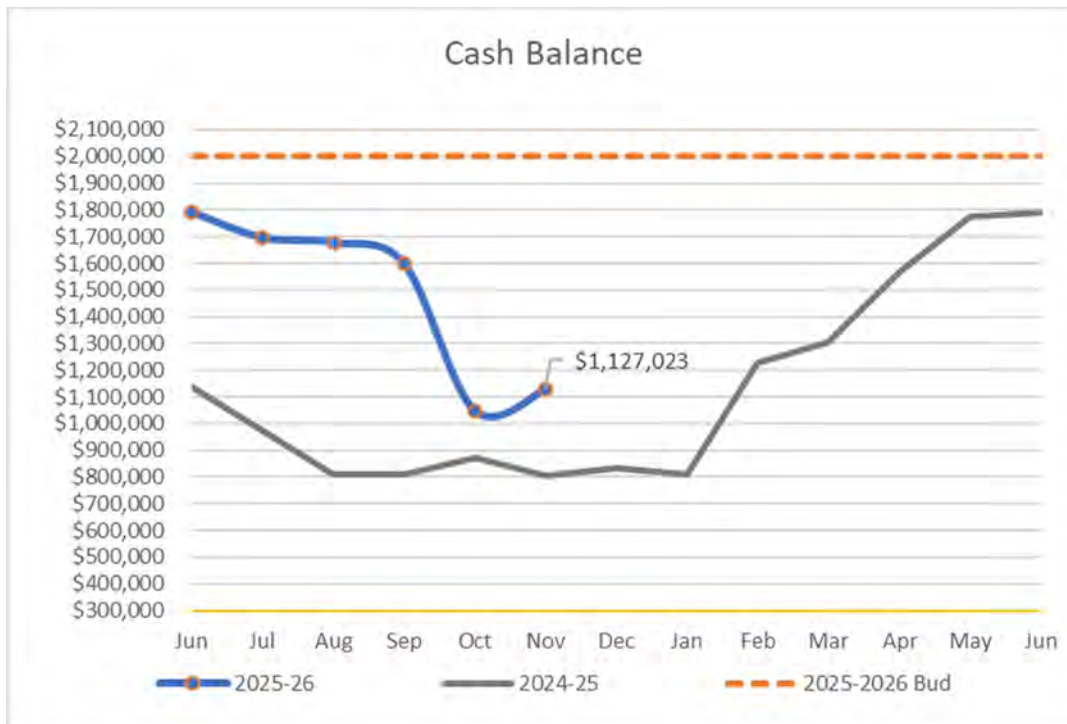
## City Garden Montessori Charter School Statement of Activity November 2025

	Total	
	Nov 2025	Jul - Nov, 2025 (YTD)
6411U13 Supplies Upper EL 1,State		200.03
6411U23 Supplies-Upper EI 2,State		131.06
6411U33 Supplies-Upper EI 3,State		435.46
6411u43 Supplies Upper EL 4,State		371.86
6411U63 Supplies Upper EL 6,State	9.99	1,584.59
6411Y04 Supplies- Institute, Federal		1,500.00
6412004 Supplies Tech,Federal		9,111.68
<b>Total 6400000 Supplies &amp; Materials</b>	<b>\$ 49,326.03</b>	<b>\$ 350,931.56</b>
6624901 Interest- 4209,Local	44,082.13	224,481.02
6624911 Interest-4209 Debt Cost,Local	2,362.01	11,810.05
QuickBooks Payments Fees		-2.60
Unapplied Cash Bill Payment Expenditure	-13,215.80	-5,938.00
<b>Total Expenditures</b>	<b>\$ 971,213.28</b>	<b>\$ 5,233,122.46</b>
<b>Net Operating Revenue</b>	<b>\$ 140,037.03</b>	<b>-\$ 733,206.74</b>
<b>Net Revenue</b>	<b>\$ 140,037.03</b>	<b>-\$ 733,206.74</b>

Thursday, Dec 18, 2025 05:27:48 AM GMT-8 - Cash Basis

City Garden Montessori School  
 Notes Accompanying Financial Statements  
 November 30, 2025

The period ending November 30, 2025 had a cash balance of \$1,127,203. This is a decrease of \$664,625 from June 30, 2025 and an increase of \$ 79,366 from October 31, 2025.



Highlights of Financial Statements and Budget:

Revenue:

- State below budget by \$339.8K due to SLPS data issue and City Garden enrollment below budget by 24 students. Perm.
- Prop C under budget by \$1.9K due to timing.
- Federal over budget by \$6.4K due to timing
- Philanthropy under budget \$27.1K due to timing of donation receipts.
- PreK Tuition over budget by \$64.4K due to timing of tuition receipts.
- 

Expenses:

- Salary under budget by \$135.0K due to open positions and timing of hiring some 12 month roles.
- Benefits under budget by \$82.0K due to timing of benefit payments.
- Purchase Services over budget by \$192.3K due to timing of substitute invoice payment, continued substitute costs, and timing strategic plan payments.
- Supplies over by \$134.6K due to purchases for opening of new classrooms(perm) and beginning of the year spending (timing).
- Facilities over by \$57.8K due to timing of maintenance and rent payments.
- Capital/Debt service under by \$16.4K due to timing of interest payments.

City Garden Montessori School								
Week ending		12/12						
Weekly Enrollment and Attendance								
2025-2026		Enrollment			Attendance			
	Actual	Budget	Variance	Week Ending 12/12	YTD	ADA	CHARTER YTD 90/90	
1	77	82	-5	94.5021	94.351	72.7665	83.0%	
2	74	76	-2	95.1801	95.0742	70.4331		
3	69	66	3	95.2173	94.9857	65.6999		
4	72	76	-4	96.9212	94.8628	69.7832		
5	41	49	-8	94.5934	95.6747	38.7831		
6	31	36	-5	96.6129	92.8534	29.95		
7	34	40	-6	93.7254	94.7601	31.8667		
8	24	26	-2	95.8333	93.8619	23		
PS	41	42	-1					
PK	52	58	-6	92.3618	92.5082	85.8973		
K	93	90	3	94.8832	94.1325	88.2419		
<b>Total Enrollment</b>	<b>608</b>	<b>641</b>	<b>-33</b>	<b>94.8%</b>	<b>94.3%</b>	<b>576.42</b>		
<b>Charter</b>	<b>515</b>	<b>541</b>	<b>-26</b>	<b>95.2%</b>	<b>94.6%</b>	<b>490.52</b>		
				<i>Enrollment Variance</i>	<i>Attendance Variance</i>	<b>Total Variance</b>		
\$ per ADA				14,850	14,850	\$ 14,850	** Most recent per WADA	
Estimated Charter State Annual Revenue				-24.31	5.665	\$ 7,234,772	est.12.2025	
Budget Charter State Annual Revenue (For ADA only)						\$ 7,511,650		
<b>Over/(Short Fall) Total</b>				<b>\$ (361,003.5)</b>	<b>\$ 84,125.2</b>	<b>\$ (276,878)</b>		
<b>RACE</b>								
<b>Charter</b>	<b>#</b>	<b>%</b>	<b>Preschool</b>	<b>#</b>	<b>%</b>	<b>Whole School</b>	<b>#</b>	<b>%</b>
A	6	1.2%	A	1	1.1%	A	7	1.2%
B	240	46.6%	B	41	44.1%	B	281	46.2%
H	39	7.6%	H	10	10.8%	H	49	8.1%
I	2	0.4%	I	0	0.0%	I	2	0.3%
M	61	11.8%	M	14	15.1%	M	75	12.3%
W	167	32.4%	W	27	29.0%	W	194	31.9%
<b>FRL</b>	<b>Free #</b>	<b>Reduced #</b>	<b>Total #</b>	<b>Total %</b>				
<b>Charter</b>	241	36	277	53.8%				
<b>Preschool</b>	45	7	52	55.9%				
<b>Whole School</b>	286	43	329	54.1%				
<b>EAEC</b>	193	30	223	52.8%				
<b>ECEC</b>	93	13	106	57.0%				
<b>IEPs</b>	<b>#</b>	<b>%</b>	<b>504s</b>	<b>#</b>	<b>%</b>			
<b>Charter</b>	68	13%	<b>Charter</b>	16	3%			
<b>Preschool</b>	0	0%	<b>Preschool</b>	0	0%			
<b>Whole School</b>	68	11%	<b>Whole School</b>	16	3%			
<b>ELL</b>	<b>#</b>	<b>%</b>						
<b>Charter</b>	14	3%						
<b>Preschool</b>	0	0%						
<b>Whole School</b>	14	2%						
<b>Discipline</b>	<b>12/12</b>	<b>YTD</b>						
<b>ISS</b>	2	19						
<b>OSS</b>	2	20						

### Actual and Budget

Revenue				
Source	Actual December 2024 YTD	Actual December 2025 YTD	Budget 25-26 YTD	Variance to Budget
State	\$ 3,569,297	\$ 4,151,072	\$ 4,512,279	\$ (361,207)
Federal	541,565	203,902	272,680	(68,778)
Prop C	394,040	390,132	392,500	(2,368)
Annual Fund Philanthropy	110,366	336,278	350,000	(13,722)
Restricted/Capital Philanthropy	141,180	-	-	-
Preschool Tuition	245,547	241,500	160,000	81,500
Other	171,127	204,238	172,057	32,181
<b>Total</b>	<b>\$ 5,173,121</b>	<b>\$ 5,527,123</b>	<b>\$ 5,859,516</b>	<b>\$ (332,393)</b>

Expenses				
Category	Actual December 2024 YTD	Actual December 2025 YTD	Budget 25-26 YTD	Variance to Budget
Salaries	\$ 2,673,013	\$ 2,858,280	\$ 3,022,121	\$ (163,841)
Benefits	899,341	973,363	1,063,787	(90,423)
Purchased Services	677,207	1,166,994	939,567	227,427
Supplies	278,015	278,059	131,366	146,693
Occupancy	672,029	655,554	651,321	4,234
Capital/Debt Services	327,352	284,092	303,247	(19,155)
<b>Total</b>	<b>\$ 5,526,957</b>	<b>\$ 6,216,343</b>	<b>\$ 6,111,408</b>	<b>\$ 104,934</b>
<b>Net Income\Loss</b>	<b>\$ (353,836)</b>	<b>\$ (689,220)</b>	<b>\$ (251,892)</b>	<b>\$ (437,328)</b>

### Financial Health Check

Category	FY 23-24	FY 24-25	Actual December 2025 YTD	Budget FY 25-26
Ending Cash Fund Balance	\$ 1,138,259	\$ 1,791,648	\$ 1,179,872	\$ 1,920,726
Cash Days on Hand*	39	57	34	56
State Reimbursement per Comb WADA and WAM	\$ 11,994	\$ 14,699	\$ 14,850	\$ 15,075
Revenue per Student*	\$ 18,152	\$ 20,006	\$ 9,091	\$ 19,493
Cost per Student*	\$ 17,747	\$ 19,435	\$ 10,224	\$ 19,291
Excess/(Deficit) Per Student	\$ 405	\$ 571	\$ (1,134)	\$ 201

### Accountability Plan

202-23

Measure	FY 24-25	YTD December 2025	Budget FY-25-26	Measure Met?
Debt to Asset Ratio < 0.9	0.82	0.86	0.82	Yes
Enrollment Variance >= 95%	93.2%	94.9%	94.9%	No
Fund Balance >= 10% Unrestricted	16.0%	9.5%	10.4%	No

### Annual Trends

Revenue				
Source	Actual FY 23-24	Actual FY 24-25	Forecast FY 25-26	Budget FY 25-26
State	\$ 6,208,853	\$ 7,547,011	\$ 8,553,839	\$ 9,222,558
Federal	980,074	1,125,687	781,768	757,600
Prop C	552,361	726,475	800,000	785,000
Annual Fund Philanthropy	825,930	789,396	962,947	962,947
Restricted/Capital Philanthropy	1,009,490	561,860	-	-
Preschool Tuition	573,039	494,764	574,950	544,950
Other	324,224	358,239	191,700	221,700
<b>Total Revenue</b>	<b>\$ 10,473,971</b>	<b>\$ 11,603,432</b>	<b>\$ 11,865,204</b>	<b>\$ 12,494,755</b>

Expenses				
Category	Actual FY 23-24	Actual FY 24-25	Forecast FY 25-26	Budget FY 25-26
Salaries	\$ 5,032,529	\$ 5,324,856	\$ 6,044,362	\$ 6,188,562
Benefits	1,702,215	1,763,641	2,097,329	2,178,373
Purchased Services	1,351,495	1,843,410	2,006,226	1,856,226
Supplies	360,212	469,540	320,047	250,047
Occupancy	1,126,711	1,261,250	1,305,979	1,285,979
Capital Outlay/Debt Services	667,818	609,611	596,490	606,490
<b>Total Expenses</b>	<b>\$ 10,240,980</b>	<b>\$ 11,272,308</b>	<b>\$ 12,370,434</b>	<b>\$ 12,365,677</b>
<b>Net Income\Loss</b>	<b>\$ 232,991</b>	<b>\$ 331,124</b>	<b>\$ (505,229)</b>	<b>\$ 129,078</b>

### School Stats

Category	FY 23-24	FY 24-25	December 2025	FY25-26 Budget
Charter School Enrollment	450	482	515	541
Pre-School Enrollment	118	98	93	100
Average Daily Attendance - Charter # / %	415.0639 / 92.2%	454.8339 / 93.2%	490.52 / 94.6%	506 / 93.5%
Free & Reduced Lunch Count - Charter	223	239	277	271
Free & Reduced Lunch % - Charter	50%	50%	54%	50%
Weighted Average Membership	483.30	532.57	571.4508	606.6

\*\* Per current Payment

### Points to Note- December

State below budget due to SLPS Data issue and reduced per student amount and lower than budgeted enrollment
Philanthropy below budget due to timing of receipts
Prek Tuition over budget due to timing of PRK deposits
Wage and Benefits under budget due to open positions and timing of hiring
Service over due to timing of 24-25 bill payments, substitutes, and timing of Strat plan prof fees
Supplies over due to timing of remaining purchases for two additional classrooms.

## City Garden Montessori Charter School Statement of Financial Position

As of December 31, 2025

	Total	
	As of Dec 31, 2025	As of Dec 31, 2024 (PY)
<b>ASSETS</b>		
<b>Current Assets</b>		
<b>Bank Accounts</b>		
1000 Cash on Hand	200	200
1113 Simmons Operating 9865	800,048	500,972
1115 US Bank 1830	1,352	1,382
1118 Simmons-4200 Folsom 9012	4,683	4,791
1120 Simmons- MM 8644	202,648	202,743
1122 Simmons- Junior High 8636	16,205	13,469
1130 USB Blocked Account FBO IFF-3851	28,737	26,127
1131 USB Interest Reserve-4222	0	25,306
1149 Edward Jones Investment 0317	125,999	115,663
<b>Total Bank Accounts</b>	<b>\$ 1,179,872</b>	<b>\$ 890,654</b>
<b>Other Current Assets</b>		
1199 Undeposited Funds	12,340	0
1205 Note Receivable	10,408,800	10,408,800
1215 Due to/From 4209 Folsom Owner	13,481	120,421
1217 Due To/From 4209 Managing Member	(118)	
1230 Debt Issuance Costs	180,259	211,859
1231 Accumulated Amortization-Debt Issuance Costs	(116,485)	(119,740)
1245 Investment in 4209 Folsom Managing Member, LLC	2,668,639	2,668,639
<b>Total Other Current Assets</b>	<b>\$ 13,166,917</b>	<b>\$ 13,289,978</b>
<b>Total Current Assets</b>	<b>\$ 14,346,789</b>	<b>\$ 14,180,631</b>
<b>Fixed Assets</b>		
1511 Fixed Assets- Land	50,000	50,000
1521 Fixed Assets- Building	233,487	233,487
1531 Leasehold Improvements	475,268	475,268
1539 Accum. Depreciation- Leasehold Improvements	(304,412)	(279,699)
<b>Total Fixed Assets</b>	<b>\$ 454,343</b>	<b>\$ 479,066</b>
<b>TOTAL ASSETS</b>	<b>\$ 14,801,131</b>	<b>\$ 14,659,687</b>
<b>LIABILITIES AND EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Total Credit Cards</b>	<b>\$ (10,171)</b>	<b>\$ (7,037)</b>
<b>Other Current Liabilities</b>		
<b>Total 2200 Payroll Clearing</b>	<b>\$ 3,934</b>	<b>\$ 2,282</b>
2240 Other Current Liabilities	8,309	12,500
2242 Accrued Rent Payable	13,701	68,403
2245 Accrued Interest Payable	189,324	164,646
<b>Total Other Current Liabilities</b>	<b>\$ 215,268</b>	<b>\$ 247,831</b>
<b>Total Current Liabilities</b>	<b>\$ 205,097</b>	<b>\$ 240,795</b>
<b>Long-Term Liabilities</b>		
2130 Note Payable-IFF Source Loan	7,160,853	7,160,853
2131 Note Payable-Catalytic Holdings-Fed Bridge	0	1,057,620
2132 Note Payable-4209 Folsom Mngng Mbr-State Source Loan	2,136,418	2,136,418
2133 Note Payable 4209 Prime Tenant- Fed Source Loan	1,483,302	306,662
2134 Note Payable-IFF Close-Out Loan	1,875,000	1,875,000
<b>Total Long-Term Liabilities</b>	<b>\$ 12,655,573</b>	<b>\$ 12,536,553</b>
<b>Total Liabilities</b>	<b>\$ 12,860,670</b>	<b>\$ 12,777,348</b>
<b>Equity</b>		
3111 Fund Balance	1,675,923	1,354,313
3119 Fund Balance- 4209 Project	889,934	908,296
<b>Net Revenue</b>	<b>(625,396)</b>	<b>(380,270)</b>
<b>Total Equity</b>	<b>\$ 1,940,462</b>	<b>\$ 1,882,339</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 14,801,131</b>	<b>\$ 14,659,687</b>

Wednesday, Jan 21, 2026 07:54:13 PM GMT-8 - Cash Basis

**City Garden Montessori**  
 Revenue -Actual vs. Budget  
 2025-2026  
 1/12/31/2025

		December			December YTD			Notes
		Actual	Budget	Variance	Actual	Budget	Variance	
Prop C	Prop C	64,958	65,417	(459)	390,132	392,500	(2,368)	
Interest	Interest	8,917	8,667	250	78,465	52,000	26,465	
Student Food Sales	Student Food Sales	1,766	4,580	(2,814)	22,473	22,900	(427)	
Student Activity - JRH	Activity Fee/JH Fundraising	1,602	-	1,602	4,631	6,000	(1,369)	
Student Activity-Club/Athletics	Activity Fee/JH Fundraising	-	200	(200)	-	4,397	(4,397)	
Student Activity-Field Trips	Activity Fee/JH Fundraising	-	-	-	2,165	26,000	(23,835)	Likely perm.
Facility Rental	Other	-	-	-	-	-	-	
Donations	Philanthropy	113,363	100,000	13,363	336,278	350,000	(13,722)	Timing
Donations-Restricted Capacity	Philanthropy	-	-	-	-	-	-	
Preschool Tuition	Preschool Tuition	46,800	30,000	16,800	241,500	160,000	81,500	Timing of Tuition payments
After Care Tuition	Before and After Care	9,749	9,230	519	69,482	36,920	32,562	
Before Care Tuition	Before and After Care	3,154	3,460	(306)	18,817	13,840	4,977	
Institute Tuition	Institute Tuition	-	-	-	-	5,000	(5,000)	
Other	Other	1,888	833	1,055	8,204	5,000	3,204	
<b>Total Local Revenue</b>		<b>252,197</b>	<b>222,387</b>	<b>29,810</b>	<b>1,172,148</b>	<b>1,074,557</b>	<b>97,591</b>	
<b>State Basic Formula/CTF</b>	State	<b>764,174</b>	785,547	<b>(21,373)</b>	<b>4,151,072</b>	<b>4,512,279</b>	<b>(361,207)</b>	SLPS Data issue causing lower per student amount.
Medicaid Admin Billing	Federal	-	12,000	(12,000)	47,363	19,500	27,863	Perm.
CARES Act	Federal	-	-	-	-	-	-	
Preschool Expansion Grant	Federal	-	-	-	-	-	-	
Federal Grant	Federal	-	-	-	5,952	-	5,952	Timing
Special Ed Part B	Federal	-	25,983	(25,983)	30,303	77,950	(47,647)	Timing
Special Ed Early Childhood	Federal	-	8,750	(8,750)	-	17,500	(17,500)	Timing
Lunch Program	Federal	11,759	15,111	(3,352)	67,826	63,333	4,493	Timing
Breakfast Program	Federal	2,739	3,133	(394)	13,934	15,200	(1,266)	Timing
Snack Program	Federal	-	1,315	(1,315)	3,239	6,111	(2,872)	Timing
Other Federal	Federal	-	-	-	-	-	-	
Consolidated Federal Funds	Federal	-	23,418	(23,418)	35,285	73,086	(37,801)	Timing
<b>Federal Revenue</b>		<b>14,498</b>	<b>89,710</b>	<b>(75,212)</b>	<b>203,902</b>	<b>272,680</b>	<b>(68,778)</b>	
<b>Total Revenue</b>		<b>1,030,869</b>	<b>1,097,644</b>	<b>(66,775)</b>	<b>5,527,123</b>	<b>5,859,516</b>	<b>(332,393)</b>	

**City Garden Montessori School**

Wage and FTE Summary

1'12/31/2025

	2025-2026 Actual		2025-2026 Budget	Variance
	Wages	FTE	Wages	Over/(Under) Bud Wages
Lead Guide	\$ 636,076	21.0	\$ 732,323	\$ (96,248)
Assistant Guide	413,040	21.3	385,855	27,185
Other Instruction	216,454	8.0	215,101	1,353
School Support	252,056	11.4	225,974	26,083
SPED Instruction	173,097	5.2	184,101	(11,003)
SPED Support	166,934	6.0	121,742	45,192
<b>Instruction</b>	<b>\$ 1,517,626</b>	<b>61.7</b>	<b>\$ 1,559,253</b>	<b>\$ (41,627)</b>
Before/After Care	\$ 6,185	0.9	\$ 34,776	\$ (28,591)
Network Admin	531,978	13.0	577,545	(45,567)
School Admin	379,493	11.3	448,206	(68,713)
Summer School	82,967	-	96,499	(13,532)
<b>Total Wages</b>	<b>\$ 2,858,280</b>	<b>98.0</b>	<b>\$ 3,022,121</b>	<b>\$ (163,841)</b>
Benefits	973,363		1,063,787	\$ (90,423)
<b>Wages and Benefits</b>	<b>\$ 3,831,644</b>		<b>\$ 4,085,908</b>	<b>\$ (254,264)</b>

**City Garden Montessori School**

**Supplies- Actual vs. Budget**

1'12/31/2025

Cost Center Instruction	Totals			Elementary and Adolescent Education Center			Early Childhood Education Center			4202 Folsom and unallocated		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Elementary Instruction	165,361.73	38,021.38	127,340.35	145,725.52	32,092.73	113,632.79	16,604.70	5,928.65	10,676.05	3,031.51	-	3,031.51
JH Instruction	4,643.43	2,766.63	1,876.80	4,593.03	2,766.63	1,826.40	50.40	-	50.40	-	-	-
Preschool Instruction	428.39	2,146.28	(1,717.89)	-	-	-	428.39	2,146.28	(1,717.89)	-	-	-
Summer School	1,954.85	-	1,954.85	1,083.67	-	1,083.67	871.18	-	871.18	-	-	-
SPED	4,838.58	1,020.88	3,817.70	2,441.10	675.24	1,765.86	2,397.48	345.64	2,051.84	-	-	-
Reading and other Instruction	3,122.58	691.80	2,430.78	3,122.58	691.80	2,430.78	-	-	-	-	-	-
<b>Subtotal- Instruction</b>	<b>180,349.56</b>	<b>44,646.96</b>	<b>135,702.60</b>	<b>156,965.90</b>	<b>36,226.40</b>	<b>120,739.50</b>	<b>20,352.15</b>	<b>8,420.56</b>	<b>11,931.59</b>	<b>3,031.51</b>	<b>-</b>	<b>3,031.51</b>
<b>Student and Family Support</b>												
Principal	16,256.36	11,412.31	4,844.05	12,803.88	6,916.41	5,887.47	3,452.48	4,495.90	(1,043.42)	-	-	-
Student Support	5,443.45	288.21	5,155.24	1,981.57	288.21	1,693.36	699.10	-	699.10	2,762.78	-	2,762.78
Nurse	426.48	843.92	(417.44)	221.14	562.44	(341.30)	205.34	281.48	(76.14)	-	-	-
Parental Support	4,447.59	4,448.30	(0.71)	3,141.65	2,829.79	311.86	1,132.00	1,618.50	(486.50)	173.94	-	173.94
Before/Aftercare	11,396.79	570.20	10,826.59	11,396.79	287.69	11,109.10	-	282.51	(282.51)	-	-	-
Student Activities and Athletics	636.08	5,846.38	(5,210.30)	330.10	5,846.38	(5,516.28)	305.98	-	305.98	-	-	-
Transportation	-	-	-	-	-	-	-	-	-	-	-	-
Food	5,285.26	9,331.75	(4,046.49)	3,064.65	6,975.40	(3,910.75)	2,220.61	2,356.35	(135.74)	-	-	-
<b>Subtotal- Student and Family Sup.</b>	<b>43,892.01</b>	<b>32,741.05</b>	<b>11,150.96</b>	<b>32,939.78</b>	<b>23,706.31</b>	<b>9,233.47</b>	<b>8,015.51</b>	<b>9,034.74</b>	<b>(1,019.23)</b>	<b>2,936.72</b>	<b>-</b>	<b>2,936.72</b>
<b>Admin and Other</b>												
Professionnal Development	2,620.24	115.39	2,504.85	955.87	70.37	885.50	351.47	45.02	306.45	1,312.90	-	1,312.90
Technology	8,118.70	19,002.55	(10,883.85)	6,546.00	-	6,546.00	1,273.00	-	1,273.00	299.70	19,002.55	(18,702.85)
Executive Admin	20,023.94	13,706.05	6,317.89	294.00	-	294.00	-	-	-	19,729.94	13,706.05	6,023.89
Business Office	5,291.00	288.21	5,002.79	1,177.72	-	1,177.72	-	-	-	4,113.28	288.21	3,825.07
Philanthropy	16,462.45	12,680.52	3,781.93	410.47	-	410.47	-	-	-	16,051.98	12,680.52	3,371.46
Institute	6,957.09	8,185.13	(1,228.04)	2,790.53	-	2,790.53	-	-	-	4,166.56	8,185.13	(4,018.57)
<b>Subtotal- Admin and Other</b>	<b>59,473.42</b>	<b>53,977.84</b>	<b>5,495.58</b>	<b>12,174.59</b>	<b>70.37</b>	<b>12,104.22</b>	<b>1,624.47</b>	<b>45.02</b>	<b>1,579.45</b>	<b>45,674.36</b>	<b>53,862.45</b>	<b>(8,188.09)</b>
<b>Subtotal- Before Building</b>	<b>283,714.99</b>	<b>131,365.86</b>	<b>152,349.13</b>	<b>202,080.27</b>	<b>60,003.08</b>	<b>142,077.19</b>	<b>29,992.13</b>	<b>17,500.32</b>	<b>12,491.81</b>	<b>51,642.59</b>	<b>53,862.45</b>	<b>(2,219.86)</b>
<b>Building</b>	118,759.56	119,492.87	(733.31)	77,861.77	72,614.39	5,247.38	38,042.22	42,509.89	(4,467.67)	2,855.57	4,368.59	(1,513.02)
<b>Total</b>	<b>402,474.55</b>	<b>250,858.73</b>	<b>151,615.82</b>	<b>279,942.04</b>	<b>132,617.47</b>	<b>147,324.57</b>	<b>68,034.35</b>	<b>60,010.22</b>	<b>8,024.13</b>	<b>54,498.16</b>	<b>58,231.04</b>	<b>(3,732.88)</b>

**City Garden Montessori School**

**Services- Actual vs. Budget**

1'12/31/2025

Cost Center	Totals			Elementary and Adolescent Education Center			Early Childhood Education Center			4202 Folsom and unallocated		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
<b>Instruction</b>												
Elementary Instructioin	196,573.88	90,634.00	105,939.88	124,577.07	63,638.50	60,938.57	71,996.81	26,995.50	45,001.31	-	-	-
JH Instruction	32,370.21	2,785.00	29,585.21	32,370.21	2,785.00	29,585.21	-	-	-	-	-	-
Preschool Instruction	-	5,124.50	(5,124.50)	-	-	-	-	5,124.50	(5,124.50)	-	-	-
Summer School	33,127.86	5,068.50	28,059.36	15,629.14	3,397.50	12,231.64	17,498.72	1,671.00	15,827.72	-	-	-
SPED	50,610.00	85,324.00	(34,714.00)	42,410.00	63,893.50	(21,483.50)	7,200.00	21,430.50	(14,230.50)	1,000.00	-	1,000.00
Reading and other Instruction	-	111.50	(111.50)	-	111.50	(111.50)	-	-	-	-	-	-
<b>Subtotal- Instruction</b>	<b>312,681.95</b>	<b>189,047.50</b>	<b>123,634.45</b>	<b>214,986.42</b>	<b>133,826.00</b>	<b>81,160.42</b>	<b>96,695.53</b>	<b>55,221.50</b>	<b>41,474.03</b>	<b>1,000.00</b>	<b>-</b>	<b>1,000.00</b>
<b>Student and Family Support</b>												
Principal	1,370.09	15,233.50	(13,863.41)	1,370.09	11,891.50	(10,521.41)	-	3,342.00	(3,342.00)	-	-	-
Student Support	78,710.59	63,384.50	15,326.09	39,147.99	56,668.00	(17,520.01)	22,132.60	6,716.50	15,416.10	17,430.00	-	17,430.00
Nurse	4,000.00	33,217.00	(29,217.00)	-	21,220.50	(21,220.50)	-	11,996.50	(11,996.50)	4,000.00	-	4,000.00
Parental Support	536.50	4,138.00	(3,601.50)	50.00	1,512.00	(1,462.00)	-	2,626.00	(2,626.00)	486.50	-	486.50
Before/Aftercare	19,232.03	1,072.00	18,160.03	19,232.03	536.00	18,696.03	-	536.00	(536.00)	-	-	-
Student Activities and Athletics	6,125.00	5,569.50	555.50	6,125.00	5,569.50	555.50	-	-	-	-	-	-
Transportation	-	18,384.50	(18,384.50)	-	14,070.00	(14,070.00)	-	4,314.50	(4,314.50)	-	-	-
Food	154,842.63	116,687.50	38,155.13	103,748.99	69,347.50	34,401.49	51,081.64	47,340.00	3,741.64	12.00	-	12.00
<b>Subtotal- Student and Family Sup.</b>	<b>264,816.84</b>	<b>257,686.50</b>	<b>7,130.34</b>	<b>169,674.10</b>	<b>180,815.00</b>	<b>(11,140.90)</b>	<b>73,214.24</b>	<b>76,871.50</b>	<b>(3,657.26)</b>	<b>21,928.50</b>	<b>-</b>	<b>21,928.50</b>
<b>Admin and Other</b>												
Professional Development	64,549.94	72,412.00	(7,862.06)	27,184.54	63,102.00	(35,917.46)	7,236.39	9,310.00	(2,073.61)	30,129.01	-	30,129.01
Technology	53,014.70	44,558.00	8,456.70	36,696.50	30,076.50	6,620.00	12,000.00	14,481.50	(2,481.50)	4,318.20	-	4,318.20
Executive Admin	222,955.27	287,806.00	(64,850.73)	16,299.51	-	16,299.51	392.50	-	392.50	206,263.26	287,806.00	(81,542.74)
Business Office	74,961.94	34,102.00	40,859.94	9,197.00	-	9,197.00	1,035.95	-	1,035.95	64,728.99	34,102.00	30,626.99
Philanthropy	85,539.76	25,629.00	59,910.76	6,725.42	-	6,725.42	-	-	-	78,814.34	25,629.00	53,185.34
Institute	21,714.71	28,326.00	(6,611.29)	11,206.85	-	11,206.85	-	-	-	10,507.86	28,326.00	(17,818.14)
<b>Subtotal- Admin and Other</b>	<b>522,736.32</b>	<b>492,833.00</b>	<b>29,903.32</b>	<b>107,309.82</b>	<b>93,178.50</b>	<b>14,131.32</b>	<b>20,664.84</b>	<b>23,791.50</b>	<b>(3,126.66)</b>	<b>394,761.66</b>	<b>375,863.00</b>	<b>18,898.66</b>
<b>Subtotal- Before Building</b>	<b>1,100,235.11</b>	<b>939,567.00</b>	<b>160,668.11</b>	<b>491,970.34</b>	<b>407,819.50</b>	<b>84,150.84</b>	<b>190,574.61</b>	<b>155,884.50</b>	<b>34,690.11</b>	<b>417,690.16</b>	<b>375,863.00</b>	<b>41,827.16</b>
<b>Building</b>	536,794.85	531,827.75	4,967.10	215,626.78	272,903.49	(57,276.71)	248,853.13	245,503.57	3,349.56	72,314.94	13,420.69	58,894.25
<b>Total</b>	<b>1,637,029.96</b>	<b>1,471,394.75</b>	<b>165,635.21</b>	<b>707,597.12</b>	<b>680,722.99</b>	<b>111,024.97</b>	<b>439,427.74</b>	<b>401,388.07</b>	<b>72,729.78</b>	<b>490,005.10</b>	<b>389,283.69</b>	<b>142,548.57</b>

**City Garden Montessori School**

**Facilities- Actual vs. Budget**

1'12/31/2025

**Supplies**

	Totals			Elementary and Adolescent Education Center			Early Childhood Education Center			4202 Folsom and unallocated		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Building Supplies	43,220.85	38,793.32	4,427.53	28,563.67	20,971.42	7,592.25	13,914.18	16,504.33	(2,590.15)	743.00	1,317.58	(574.58)
Electric	73,775.85	74,981.18	(1,205.33)	48,782.91	50,017.12	(1,234.21)	23,326.54	23,049.46	277.08	1,666.40	1,914.60	(248.20)
Natural Gas	1,762.86	5,718.36	(3,955.50)	515.19	1,625.86	(1,110.67)	801.50	2,956.10	(2,154.60)	446.17	1,136.41	(690.24)
<b>Subtotal- Supplies</b>	<b>118,759.56</b>	<b>119,492.87</b>	<b>(733.31)</b>	<b>77,861.77</b>	<b>72,614.39</b>	<b>5,247.38</b>	<b>38,042.22</b>	<b>42,509.89</b>	<b>(4,467.67)</b>	<b>2,855.57</b>	<b>4,368.59</b>	<b>(1,513.02)</b>

**Rent and Services**

Rent	350,383.19	330,244.00	20,139.19	176,489.19	161,750.00	14,739.19	173,894.00	168,494.00	5,400.00	-	-	-
Cleaning Services	83,150.50	64,949.74	18,200.76	47,250.00	43,813.63	3,436.38	26,900.50	18,940.16	7,960.35	9,000.00	2,195.96	6,804.04
Maintenance	50,110.44	52,605.50	(2,495.06)	(31,451.66)	34,848.10	(66,299.76)	23,496.47	16,110.43	7,386.04	58,065.63	1,646.97	56,418.66
Trash	10,278.94	7,191.77	3,087.17	5,683.70	3,019.45	2,664.26	4,162.91	3,623.33	539.58	432.33	548.99	(116.66)
Other Property Services	27,416.21	14,052.77	13,363.44	12,355.73	8,040.59	4,315.14	14,083.25	3,816.22	10,267.03	977.23	2,195.96	(1,218.73)
Property Insurance	3,316.00	37,623.34	(34,307.34)	-	18,686.78	(18,686.78)	3,316.00	15,727.09	(12,411.09)	-	3,209.48	(3,209.48)
Communications	12,139.57	11,634.37	505.21	5,299.82	2,744.95	2,554.87	3,000.00	5,595.48	(2,595.48)	3,839.75	3,293.94	545.81
Property Taxes	-	13,526.27	(13,526.27)	-	-	-	-	13,196.88	(13,196.88)	-	329.39	(329.39)
<b>Subtotal- Rent and Services</b>	<b>536,794.85</b>	<b>531,827.75</b>	<b>4,967.10</b>	<b>215,626.78</b>	<b>272,903.49</b>	<b>(57,276.71)</b>	<b>248,853.13</b>	<b>245,503.57</b>	<b>3,349.56</b>	<b>72,314.94</b>	<b>13,420.69</b>	<b>58,894.25</b>

**Capital and Debt Service**

Capital Spending	-	-	-	-	-	-	-	-	-	-	-	-
Interest- Cash	269,919.94	262,645.11	7,274.83	269,919.94	262,645.11	7,274.83	-	-	-	-	-	-
Interest- Amortization of Debt Cost	14,172.06	15,600.00	(1,427.94)	14,172.06	15,600.00	(1,427.94)	-	-	-	-	-	-
Depreciation	-	25,002.00	(25,002.00)	-	-	-	-	4,998.00	(4,998.00)	-	20,004.00	(20,004.00)
<b>Subtotal- Capital and Debt Service</b>	<b>284,092.00</b>	<b>303,247.11</b>	<b>(19,155.11)</b>	<b>284,092.00</b>	<b>278,245.11</b>	<b>5,846.89</b>	<b>-</b>	<b>4,998.00</b>	<b>(4,998.00)</b>	<b>-</b>	<b>20,004.00</b>	<b>(20,004.00)</b>

**Total**

<b>939,646.41</b>	<b>954,567.73</b>	<b>(14,921.32)</b>	<b>577,580.55</b>	<b>623,762.99</b>	<b>(46,182.44)</b>	<b>286,895.35</b>	<b>293,011.46</b>	<b>(6,116.11)</b>	<b>75,170.51</b>	<b>37,793.28</b>	<b>37,377.23</b>
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## City Garden Montessori Charter School Statement of Activity December 2025

	Total	
	Dec 2025	Jul - Dec, 2025 (YTD)
<b>Revenue</b>		
<b>5100001 Local Revenue</b>		
5113001 Prop C,Local	64,958.49	390,131.80
5141001 Interest,Local	242.76	399.32
5141901 Interest-4209 Project,Local	8,674.00	78,066.00
<b>5180001 Tuition-Pre K, Before/After Care</b>		
5181011 After School Care,Local	9,748.87	69,482.36
5181021 Before School Care,Local	3,154.19	18,816.87
5182P01 Preschool Tuition,Local	47,119.20	236,696.35
5182P21 Preschool Tuition- Deposit,Local		6,538.95
<b>Total 5180001 Tuition-Pre K, Before/After Care</b>	<b>\$ 60,022.26</b>	<b>\$ 331,534.53</b>
5192011 Donations,Local Annual Fund	113,362.80	336,278.26
<b>5198901 Other Income-Local</b>		
5151001 Student Food Sales,Local	59.00	294.00
5179001 Activity Fees ,Local	1,766.00	22,473.05
5179J01 Student Activity - JRH,Local	2,165.00	2,165.00
5179J01 Student Activity - JRH,Local	1,602.09	4,631.20
5188001 Facility Rental,Local		100.00
5198001 Other,Local	1,828.67	7,810.14
5198091 Misc Rev-Returned Check,Local	0.00	0.00
<b>Total 5198901 Other Income-Local</b>	<b>\$ 5,255.76</b>	<b>\$ 37,473.39</b>
<b>Total 5100001 Local Revenue</b>	<b>\$ 252,516.07</b>	<b>\$ 1,173,883.30</b>
<b>5300003 State Revenue</b>		
5311003 Basic Formula,State	662,649.00	3,932,494.00
5314003 ECSE- STATE		8,820.60
5319003 Classroom Trust,State	17,458.53	125,441.19
5333003 State Foodservice Revenue,State	32.19	32.19
5338003 MOQPK- Preschool State Funding	84,034.35	84,034.35
5397003 Charter School Closure Refund- State		250.00
<b>Total 5300003 State Revenue</b>	<b>\$ 764,174.07</b>	<b>\$ 4,151,072.33</b>
<b>5400004 Federal Revenue</b>		
5412004 Medicaid Revenue,Federal		47,363.43
5441004 Part B SPED,Federal		30,303.10
5445004 Lunch Program,Fed	11,759.22	67,826.07
5446004 Breakfast Program,Federal	2,738.96	13,933.62
5448004 Snack Program,Federal		3,239.21
5451004 Title I - Revenue,Federal		29,990.29
5461004 Title IV Revenue,Federal		1,989.19
5465004 Title II - Revenue, Federal		3,305.17
5497014 Federal Charter School Expansion		5,952.00
<b>Total 5400004 Federal Revenue</b>	<b>\$ 14,498.18</b>	<b>\$ 203,902.08</b>
Unapplied Cash Payment Revenue	-319.25	-1,735.07
<b>Total Revenue</b>	<b>\$ 1,030,869.07</b>	<b>\$ 5,527,122.64</b>
<b>Gross Profit</b>	<b>\$ 1,030,869.07</b>	<b>\$ 5,527,122.64</b>
<b>Expenditures</b>		
<b>6100000 Salaries</b>		

## City Garden Montessori Charter School Statement of Activity December 2025

	Total	
	Dec 2025	Jul - Dec, 2025 (YTD)
<b>6110000 Certified Salaries</b>		
6111001 FT Cert Salaries,Local	18,405.34	100,352.86
6111003 Full-Time Certified Salaries,State	174,019.00	1,028,320.17
6111004 FT Cert Salaries,Federal		13,344.00
6121003 Part-Time Certified Salaries,State	3,341.42	39,714.90
<b>Total 6110000 Certified Salaries</b>	<b>\$ 195,765.76</b>	<b>\$ 1,181,731.93</b>
<b>6150000 Classified Salaries</b>		
6151001 Classified Salaries,Local	18,056.05	95,451.83
6151003 Full-Time Classified Salaries,State	263,831.03	1,461,332.80
6161001 Part-time Classified Salaries,Local		1,453.22
6161003 Part-time Classified Salaries,State	12,851.73	118,310.15
<b>Total 6150000 Classified Salaries</b>	<b>\$ 294,738.81</b>	<b>\$ 1,676,548.00</b>
<b>Total 6100000 Salaries</b>	<b>\$ 490,504.57</b>	<b>\$ 2,858,279.93</b>
<b>6200000 Employee Benefits</b>		
6211001 Retirement- Teachers Local	2,664.26	10,842.24
6211003 Teachers' Retirement,State	24,052.18	140,949.96
6211004 Teachers' Retire,Federal		1,921.72
6221001 Employee Benefits;Non Teaher Retirement, Local	2,224.14	13,495.41
6221003 Non-Teacher Retirement,State	34,817.24	188,865.45
6231001 Social Security,Local	2,355.16	12,199.82
6231003 Social Security,State	27,806.63	162,254.42
6231004 Social Security,Federal		816.64
6232001 Medicare,Local	550.81	2,568.14
6232003 Medicare, State	6,503.15	38,179.10
6232004 Medicare, Federal		191.00
6241001 Employee Insurance,Local	6,374.36	30,304.88
6241003 Employee Insurance,State	59,332.53	335,094.31
6241004 Employee Insur,Federal		2,029.74
6241103 Employee Insurance-ded. Reimb Plan,State	3,318.50	7,774.50
6241T03 Employee Insurance- Term Empl,State	-32.97	-2,094.00
6261003 Workers' Compensation,State	4,406.00	27,970.00
<b>Total 6200000 Employee Benefits</b>	<b>\$ 174,371.99</b>	<b>\$ 973,363.33</b>
<b>6300000 Purchased Services</b>		
<b>6300B00 Purchase Service- Facilities</b>		
6331003 Cleaning Services-State	15,752.50	83,150.50
6332003 Repairs & Maintenance,State	17,576.44	116,875.36
6332B33 Other Repairs & Maintenance,State		7,278.56
<b>Total 6332003 Repairs &amp; Maintenance,State</b>	<b>\$ 17,576.44</b>	<b>\$ 124,153.92</b>
6332B13 Building Maintenance,State	481.36	2,755.19
6333003 Rent-Building,State	53,809.00	350,487.59
6339003 Other Property Services,State		9,948.00
6334003 Rental Equipment,State	913.64	6,182.15
6336003 Trash Removal,State	1,910.56	11,533.94
6339B13 Extermination,State	1,516.68	3,009.59
6339B23 Security,State		1,050.00

## City Garden Montessori Charter School Statement of Activity December 2025

	Total	
	Dec 2025	Jul - Dec, 2025 (YTD)
6339B33 Snow Removal,State	6,425.26	7,644.28
6339B43 Water/Sewer	1,725.83	5,764.34
<b>Total 6339003 Other Property Services,State</b>	<b>\$ 12,491.97</b>	<b>\$ 45,132.30</b>
6351003 Property Insurance,State		3,316.00
<b>Total 6300B00 Purchase Service- Facilities</b>	<b>\$ 100,111.27</b>	<b>\$ 608,995.50</b>
<b>6300D00 Purchase Services- Development</b>		
6319D11 Other Development Consulting/Design	317.00	17,196.14
6319D21 Development Consulting	6,818.75	43,021.25
6319D41 Website/Online Resources	20.00	3,344.98
6395001 Special Events,Local		6,008.66
6395DG1 Bloomarang, CC fees	212.35	3,201.61
6395DL1 Mid-Level Giving		152.71
<b>Total 6395001 Special Events,Local</b>	<b>\$ 212.35</b>	<b>\$ 9,362.98</b>
<b>Total 6300D00 Purchase Services- Development</b>	<b>\$ 7,368.10</b>	<b>\$ 72,925.35</b>
<b>6300I00 Purchase Services- Instruction</b>		
6311003 Professional Services,State	1,125.00	64,891.62
6311I13 Physical Education,State		450.52
6311I33 Online Learning Subscriptions,State		3,905.19
6311I43 NWEA/iReady Assesment,State		37,837.91
6311I53 Substitutes,State	19,191.50	161,223.32
6311I63 Summer School-State	105.28	1,583.25
6319I13 Student Information System	-1,000.00	19,159.30
6343001 Travel,Local	57.65	11,624.56
<b>Total 6300I00 Purchase Services- Instruction</b>	<b>\$ 19,479.43</b>	<b>\$ 300,675.67</b>
<b>6300S00 Prof. Services- Support</b>		
6319S13 Student Information Systems	374.34	1,788.30
6319S33 Data Managment and Reporting		30,000.00
6341S14 McKinney-Vento Student Transportation,Federal	615.00	1,891.95
6391F13 FoodService, State		-1,597.00
6391F14 Food Service,Federal	22,186.64	155,899.63
<b>Total 6300S00 Prof. Services- Support</b>	<b>\$ 23,175.98</b>	<b>\$ 187,982.88</b>
<b>6300T00 Purchase Services- Training</b>		
6312T13 Montessori Training,State		16,955.01
6312T23 Common Core Training,State	99.00	14,337.72
6312T33 Administrative Staff PD,State	2,387.55	8,487.55
6312T91 PD- Outside Facilitation,Local		6,675.00
<b>Total 6300T00 Purchase Services- Training</b>	<b>\$ 2,486.55</b>	<b>\$ 46,455.28</b>
<b>6300X00 Purchase Services- Admin</b>		
6315003 Audit,State	17,760.00	17,760.00
6317003 Legal,State	1,845.50	19,107.00
6319003 Other Professional Services,State	33,900.50	234,256.68
6352003 Liability Insurance,State	-124.34	42,086.93
6361003 Communication,State	3,374.53	14,778.70
6363003 Prinitng & Copying,State		378.12
6371003 Dues & Memberships,State		12,206.28

## City Garden Montessori Charter School Statement of Activity December 2025

	Total	
	Dec 2025	Jul - Dec, 2025 (YTD)
6391003 Other Purchased Services,State	7,382.10	52,705.94
6343T91 Travel Expense to be Reimbursed		618.10
<b>Total 6391003 Other Purchased Services,State</b>	<b>\$ 7,382.10</b>	<b>\$ 53,324.04</b>
6392003 Admin Fees,State	1,020.55	5,813.64
<b>Total 6300X00 Purchase Services- Admin</b>	<b>\$ 65,158.84</b>	<b>\$ 399,711.39</b>
6312T43 Missouri Certification Training and Course Work		1,898.00
6312T94 Training Outside Facilitation, Federal		526.50
6319E03 Online other services	2,125.97	6,985.68
6341003 Transportation- Other Student, State		232.34
6341M03 Transportaion- McKinney-Vento,State	50.00	300.00
6362E03 Advertising- Employee Recruitment	1,145.67	3,829.86
6362S03 Advertising for Student Recruitment	29.96	169.74
6391004 Professional Services, Federal	8,989.85	30,050.00
6391A03 HR IS Fees Zenefits/Trinet	3,398.80	7,744.83
6391A13 Payroll Service Fee Heartland		18,497.91
6391Y004 Consulting Fees, Federal		12,706.85
6392903 Admin Fees, 4209 Folsom Project, State		104.00
6397003 Scabies Costs		4,000.00
<b>Total 6300000 Purchased Services</b>	<b>\$ 233,520.42</b>	<b>\$ 1,703,791.78</b>
6312Y14 Montessori Training,Federal	4,750.00	7,450.00
6400000 Supplies & Materials		
6400B00 Supplies- Facilities		
6411B13 Building Supplies,State	12,296.58	36,575.52
6411B33 Other Supplies,State		615.79
6481003 Electirc,State	11,077.29	73,775.85
6483003 Gas,State	283.36	1,762.86
<b>Total 6400B00 Supplies- Facilities</b>	<b>\$ 23,657.23</b>	<b>\$ 112,730.02</b>
6400I00 Supplies- Instruction		
6411003 General Supplies,State	1,284.65	36,993.80
6411i13F Food and Drink- Staff- Prin. Discretion	666.07	16,624.15
6411I33 Outdoor Ed/Stem Supplies,State		1,897.93
6411J13 Supplies-JH 1,State	84.46	1,257.84
6411J23 Supplies-JH 2,State	84.45	661.20
6411L13 Supplies-Lower EL 1,State		696.57
6411L23 Supplies-Lower EI 2,State		721.47
6411L33 Supplies-Lower EI 3,State		398.18
6411L83 Supplies-Lower EL 8, State		167.28
6411P33 Supplies-Primary 3,State		290.24
<b>Total 6411003 General Supplies,State</b>	<b>\$ 2,119.63</b>	<b>\$ 59,708.66</b>
6411I13 Instruction Supplies, State	6,399.97	44,125.34
6411I23 Physical Ed Supplies,State		357.60
6411I43 ESL Supplies for Instruction,State		381.57
6411i63 Supplies-Art,State		1,882.89
6411I73 Supplies for Chickens	172.69	597.54
6411I93 General Office	1,573.72	13,739.52

## City Garden Montessori Charter School Statement of Activity December 2025

	Total	
	Dec 2025	Jul - Dec, 2025 (YTD)
6411i93F Staff Food and Beverage-BOM		522.30
6411J33 Supplies JH3	84.45	333.25
6411JS3 JH School Store, State		2,556.00
6411P11 Supplies & Materials Preschool,Local		79.33
6411P21 Supplies & Materials Preschool 2,Local		29.41
6411P31 Supplies & Materials Preschool 3, Local		29.40
6411P51 Supplies & Materials Preschool 5, Local		29.42
<b>Total 6400I00 Supplies- Instruction</b>	<b>\$ 10,350.46</b>	<b>\$ 124,372.23</b>
6400S00 Supplies- Support		
6411F14 Food Supplies,Federal	73.72	1,956.76
6411S13 Character Ed/Family Support,State	743.84	4,808.97
6411S43 Supplies/Outreach,State	1,072.28	5,308.09
6471003 Food Supplies,State	508.31	2,657.64
<b>Total 6400S00 Supplies- Support</b>	<b>\$ 2,398.15</b>	<b>\$ 14,731.46</b>
6400T00 Supplies- Training		
6411T13 Montessori Training Supplies,State		884.56
6411T23 Other Training Supplies		3,681.09
6411T33 Training-Staff Resources,State		841.88
<b>Total 6400T00 Supplies- Training</b>	<b>\$ 0.00</b>	<b>\$ 5,407.53</b>
6400X00 Supplies- Admin		
6411001 Supplies,Local		2,878.05
6411X13 Board Supplies and Materials,State		376.65
6411X23 Admin Office Supplies	633.38	6,545.54
6411X31 Staff/Board Winter Party	1,877.16	1,877.16
6411X33 Staff Appreciation	7,914.65	13,265.63
6491003 Other Supplies & Materials,State		409.49
<b>Total 6400X00 Supplies- Admin</b>	<b>\$ 10,425.19</b>	<b>\$ 25,352.52</b>
6411004 Supplies, Federal		891.47
6411a001 Accidental CC usage	1,248.24	1,666.45
6411A21 Supplies for After School Activities and Athletics	330.10	330.10
6411D11 Other Supplies-Development,Local	6,948.86	16,308.19
6411i83 Summer School Supplies		2,052.55
6411IC4 Supplies & Materials		1,039.12
6411iM3 Music Supplies		773.61
6411IR4 Supplies & Materials-Startup, Federal		80,846.74
6411K23 Supplies- Kindergarten 2, State		290.24
6411K33 Supplies- Kindergarten 3, State		824.77
6411L43 Supplies-Lower EL 4,State		417.98
6411L63 Supplies-Lower EL 6,State		734.75
6411L73 Supplies-Lower EL 7,State		523.23
6411U13 Supplies Upper EL 1,State	84.93	284.96
6411U23 Supplies-Upper EI 2,State		131.06
6411U33 Supplies-Upper EI 3,State		435.46
6411u43 Supplies Upper EL 4,State		371.86
6411U63 Supplies Upper EL 6,State		1,584.59

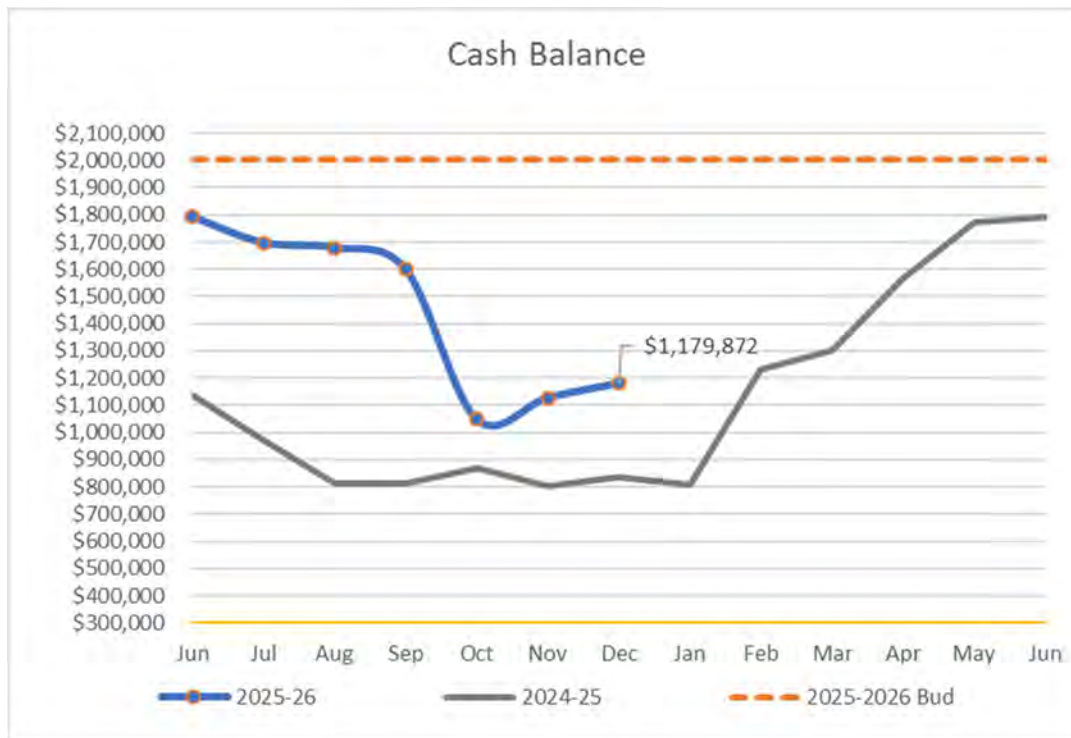
## City Garden Montessori Charter School Statement of Activity December 2025

	Total	
	Dec 2025	Jul - Dec, 2025 (YTD)
6411Y04 Supplies- Institute, Federal		1,500.00
6412004 Supplies Tech,Federal		9,111.68
<b>Total 6400000 Supplies &amp; Materials</b>	<b>\$ 55,443.16</b>	<b>\$ 402,712.57</b>
6624901 Interest- 4209,Local	45,438.92	269,919.94
6624911 Interest-4209 Debt Cost,Local	2,362.01	14,172.06
QuickBooks Payments Fees		-2.60
Unapplied Cash Bill Payment Expenditure	43.50	-5,894.50
<b>Total Expenditures</b>	<b>\$ 1,006,434.57</b>	<b>\$ 6,223,792.51</b>
<b>Net Operating Revenue</b>	<b>\$ 24,434.50</b>	<b>-\$ 696,669.87</b>
<b>Net Revenue</b>	<b>\$ 24,434.50</b>	<b>-\$ 696,669.87</b>

Wednesday, Jan 21, 2026 07:42:27 PM GMT-8 - Cash Basis

City Garden Montessori School  
 Notes Accompanying Financial Statements  
 December 31, 2025

The period ending December 31, 2025 had a cash balance of \$1,179,872. This is a decrease of \$611,776 from June 30, 2025 and an increase of \$52,849 from November 30, 2025.



Highlights of Financial Statements and Budget:

Revenue:

- State below budget by \$361.2K due to SLPS data issue and City Garden enrollment below budget by 24 students. Perm.
- Prop C under budget by \$2.4K due to timing.
- Federal under budget by \$68.8K due to timing
- Philanthropy under budget \$13.7K due to timing of donation receipts.
- PreK Tuition over budget by \$81.5K due to timing of tuition receipts.
- 

Expenses:

- Salary under budget by \$163.8K due to open positions and timing of hiring some 12 month roles.
- Benefits under budget by \$90.4K due to timing of benefit payments.
- Purchase Services over budget by \$227.4K due to timing of substitute invoice payment, continued substitute costs, and timing strategic plan payments.
- Supplies over by \$146.7K due to purchases for opening of new classrooms(perm) and beginning of the year spending (timing).
- Facilities over by 4.2K due to timing of maintenance and rent payments.
- Capital/Debt service under by \$19.2K due to timing of interest payments.

City Garden Montessori School								
Week ending		12/12						
Weekly Enrollment and Attendance								
2025-2026		Enrollment			Attendance			
	Actual	Budget	Variance	Week Ending 12/12	YTD	ADA	CHARTER YTD 90/90	
1	77	82	-5	94.5021	94.351	72.7665	83.0%	
2	74	76	-2	95.1801	95.0742	70.4331		
3	69	66	3	95.2173	94.9857	65.6999		
4	72	76	-4	96.9212	94.8628	69.7832		
5	41	49	-8	94.5934	95.6747	38.7831		
6	31	36	-5	96.6129	92.8534	29.95		
7	34	40	-6	93.7254	94.7601	31.8667		
8	24	26	-2	95.8333	93.8619	23		
PS	41	42	-1					
PK	52	58	-6	92.3618	92.5082	85.8973		
K	93	90	3	94.8832	94.1325	88.2419		
<b>Total Enrollment</b>	<b>608</b>	<b>641</b>	<b>-33</b>	<b>94.8%</b>	<b>94.3%</b>	<b>576.42</b>		
<b>Charter</b>	<b>515</b>	<b>541</b>	<b>-26</b>	<b>95.2%</b>	<b>94.6%</b>	<b>490.52</b>		
				<i>Enrollment Variance</i>	<i>Attendance Variance</i>	<b>Total Variance</b>		
\$ per ADA				14,850	14,850	\$ 14,850	** Most recent per WADA	
Estimated Charter State Annual Revenue				-24.31	5.665	\$ 7,234,772	est.12.2025	
Budget Charter State Annual Revenue (For ADA only)						\$ 7,511,650		
<b>Over/(Short Fall) Total</b>				<b>\$ (361,003.5)</b>	<b>\$ 84,125.2</b>	<b>\$ (276,878)</b>		
<b>RACE</b>								
<b>Charter</b>	<b>#</b>	<b>%</b>	<b>Preschool</b>	<b>#</b>	<b>%</b>	<b>Whole School</b>	<b>#</b>	<b>%</b>
A	6	1.2%	A	1	1.1%	A	7	1.2%
B	240	46.6%	B	41	44.1%	B	281	46.2%
H	39	7.6%	H	10	10.8%	H	49	8.1%
I	2	0.4%	I	0	0.0%	I	2	0.3%
M	61	11.8%	M	14	15.1%	M	75	12.3%
W	167	32.4%	W	27	29.0%	W	194	31.9%
<b>FRL</b>	<b>Free #</b>	<b>Reduced #</b>	<b>Total #</b>	<b>Total %</b>				
<b>Charter</b>	241	36	277	53.8%				
<b>Preschool</b>	45	7	52	55.9%				
<b>Whole School</b>	286	43	329	54.1%				
<b>EAEC</b>	193	30	223	52.8%				
<b>ECEC</b>	93	13	106	57.0%				
<b>IEPs</b>	<b>#</b>	<b>%</b>	<b>504s</b>	<b>#</b>	<b>%</b>			
<b>Charter</b>	68	13%	<b>Charter</b>	16	3%			
<b>Preschool</b>	0	0%	<b>Preschool</b>	0	0%			
<b>Whole School</b>	68	11%	<b>Whole School</b>	16	3%			
<b>ELL</b>	<b>#</b>	<b>%</b>						
<b>Charter</b>	14	3%						
<b>Preschool</b>	0	0%						
<b>Whole School</b>	14	2%						
<b>Discipline</b>	<b>12/12</b>	<b>YTD</b>						
<b>ISS</b>	2	19						
<b>OSS</b>	2	20						

## Coversheet

### Approve Tuition and Before/After Care Increase for 2026-27 School Year

**Section:** II. Action Items  
**Item:** C. Approve Tuition and Before/After Care Increase for 2026-27 School Year  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** 2026-27 Tuition Rates.pdf

### City Garden Montessori

2026-27 Sliding PreSchool Tuition Scale  
Sliding Scale Income Level

<b>Inputs</b>					pulled from HHS.gov site
Poverty Level, HS=2	\$	21,150	2025 Poverty Level HS=2		<a href="https://aspe.hhs.g">https://aspe.hhs.g</a>
Times 1.5	\$	31,725	= approx 1.5X poverty level		
Income A, HH size 2	\$	31,700	Rounded to 100's		
Income Step per HH#	\$	5,140	2016 Poverty Level step is \$4,140		
Income Step times 1.5	\$	7,710			
Income Step per level	\$	14,800	= Poverty Level, HS=2 * 0.7 rounded to 100's		

### City Garden Income Based Financial Aid Award

#### Income Levels

2026-27 Household size	Income A		Income B		Income C		Income D	
	From	To	From	To	From	To	From	To
2	\$ -	\$ 31,700	\$ 31,701	\$ 46,500	\$ 46,501	\$ 61,300	\$ 61,301	and up
3	\$ -	\$ 39,410	\$ 39,411	\$ 54,210	\$ 54,211	\$ 69,010	\$ 69,011	and up
4	\$ -	\$ 47,120	\$ 47,121	\$ 61,920	\$ 61,921	\$ 76,720	\$ 76,721	and up
5	\$ -	\$ 54,830	\$ 54,831	\$ 69,630	\$ 69,631	\$ 84,430	\$ 84,431	and up
6	\$ -	\$ 62,540	\$ 62,541	\$ 77,340	\$ 77,341	\$ 92,140	\$ 92,141	and up
7	\$ -	\$ 70,250	\$ 70,251	\$ 85,050	\$ 85,051	\$ 99,850	\$ 99,851	and up
8	\$ -	\$ 77,960	\$ 77,961	\$ 92,760	\$ 92,761	\$ 107,560	\$ 107,561	and up

### Regular School Year Aug-May 2026-27 (Rate Increase of 3%)

#### Sliding Scale Tuition Amounts

2026-27	Income A	Income B	Income C	Income D
<b>Tuition- AM only</b> (8:30am-12:30pm)				
Cost Per Month	\$135	\$280	\$500	\$735
Annual Cost	\$1,215	\$2,520	\$4,500	\$6,615
<b>Tuition- Full Days</b> (8:30am-3:30pm)				
Cost Per Month	\$235	\$455	\$940	\$1,220
Annual Cost	\$2,115	\$4,095	\$8,460	\$10,980

### Summer School- June 2027

#### Monthly and Weekly tuition fees Summer School 2027

Summer School 2027	Income A	Income B	Income C	Income D
<b>Tuition- AM only</b> (8:30am-12:30pm)				
1/2 day, all four weeks	\$135	\$280	\$500	\$735
Per week	\$35	\$70	\$125	\$185
<b>Tuition- Full Days</b> (8:30am-3:30pm)				
Full day, all four weeks	\$235	\$455	\$940	\$1,220
Per Week	\$60	\$115	\$235	\$305

### Before and After Care Rates (Approx 10% Increase)

2026-2027	Income A	Income B	Income C	Income D
Before Care 2026- Daily Rate	\$1.75	\$3.25	\$5.50	\$7.75
After Care 2026- Daily Rate	\$1.75	\$3.25	\$7.75	\$13.25
Pre-Paid Weekly Rate	\$8.75	\$16.25	\$28.50	\$56.25

# Coversheet

## Approve Contracts over 10k

**Section:** II. Action Items  
**Item:** D. Approve Contracts over 10k  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** Exp over \$10K 25.26.V01.26.2026.pdf

City Garden Montessori School - Board Meeting - Agenda - Tuesday February 17, 2026 at 5:00 PM

City Garden Montessori School  
Expenditures over \$10,000  
2025-2026 Budget v.01.26.20265

Vendor	Category	Description	Estimate	12 months Ending 4/30/2025	Contract End Date	Notes
Anthony Beasley	HR Consulting	-Performing the hiring and recruiting function. -Finishing our implementation of SPARK hire as our new Recruitment and Applicant Tracking system. -Consulting on other HR issues as needed	\$ 50,000		6/30/2025	Anthony has already started with an \$8,000 agreement. The proposal is to increase by \$42k. Fees will be offset by reduction in Wages and benefits due to resignation of Director of Talent and Culture.
<b>Previously Approved</b>						
Montessori for All	Professional Development	Teacher training on Monarch Reader. Including 26-27 PRK & K instruc.	\$ 13,000		6/30/2026	Additional Training for Reading Instruction
Woodard	Repairs	Final Payment on Flood	\$ 242,000		10/17/2025	Received \$200,000 to offset
Cbabi	Buildings	Painting of BikeWorks Shipping container	\$ 10,000		10/17/2025	Offset by grant
Consultant- 1618 Lease/Purchase Architect/Engineer	Buildings	Project to perform a feasibility/affordability assessment for 1618 Tower Grove Facility	\$ 15,000			Work to start Spring of 2026
			\$ 10,000			
<b>Approved with Budget</b>						
Public Retirement System of the City of St. Louis	Employee Benefits	City Garden Contribution for Staff Retirement	\$ 873,000	664,000.00	N/A	City Garden Portion
United Health Care	Employee Benefits	Health Insurance	\$ 780,000	635,000.00	9/1/2024	City Garden Portion
IFF	Buildings	Interest on 4209 Folsom Source Loan	\$ 500,000	497,942.29	N/A	
1618 Tower Grove Master Landlord	Buildings	Rent at 1618 Tower Grove	\$ 380,000	372,816.00	N/A	Includes Property taxes and building insurance
4209 Folsom Managing Member	Buildings	Rent for 4209 Folsom	\$ 350,000	253,035.96	N/A	
Propel Kitchens	FoodService	Lunch, Breakfast and Snack	\$ 227,000	262,779.00	6/30/2028	
BJC Healthcare	Academic Support	Nurse and Social worker	\$ 132,000	110,181.59	5/31/2025	
Ameren UE	Buildings	Electric	\$ 120,000	102,393.79	N/A	
Golnet, Inc	Technology	IT services and Hardware	\$ 100,000	137,624.00	Year to Year	
Jan-Pro of St. Louis	Buildings	Cleaning at 4209 Folsom	\$ 90,000	108,706.00	Year to Year	
Wright Insurance Company	Building/Administration	Property, General Liability, Crime, Educators, Auto, Umbrella	\$ 90,000	51,676.80	3/15/2026	
Virtual Humanity	Executing and HR Admin	Provide administrative support of CEO act as Chief of Staff	\$ 80,000	22,742.00	6/30/2026	
St. Louis University Speech and Language	Academic Support	Speech services	\$ 75,000	62,175.00	6/30/2026	
Flexible Educators	Instruction and Academic Support	Substitutes	\$ 75,000	129,384.99	6/30/2026	
Guardian	Employee Benefits	Dental, Vision, and Life Insurance	\$ 53,000	39,561.00	N/A	City Garden Portion
Allisons Montessori	Supplies and Equipment	Montessori Classroom Curriculum for new classrooms	\$ 50,000	38,823.25	N/A	Expansion
St. Louis University PRIME	Administration	DESE and other Data reporting and Analysis	\$ 50,000	-		
AM Trust	Employee Benefits	Workers Compensation	\$ 44,000	39,888.00	3/15/2026	
Cintas	Supplies and Equipment	School Paper products and rugs	\$ 43,000	42,345.64	Reviewing	
Tueth, Keeney, Cooper, Mohan & Jackstadt	Administration	Legal Services	\$ 40,000	46,703.50	N/A	
CTL	Technology	ChromeBook Purchases	\$ 40,000	20,935.00	N/A	
Paylocity	Administration	Payroll System and HRIS System	\$ 40,000	29,157.40	N/A	Replaces Zenefits and Heartland
Kaemmerlen Facilitiy Solutions	Buildings	Plumbing and 4209 HVAC	\$ 40,000	101,862.17		
Public Montessori In Action	Professional Development	School Executive Coaching	\$ 40,000	47,465.00	6/30/2026	
Claire Schell Co	Administration	Strategic Planning	\$ 40,000	-		
Buildingstars Operations Inc	Buildings	Cleaning at 1618 Towr Grove	\$ 38,400	31,168.00	Year to Year	
Pamela Ecker	Academic Support	IEP Evaluator	\$ 35,000	24,265.00	5/31/2026	
Urban Impact Strategies	Administration	Strategic Planning	\$ 35,000	3,797.00		
Schmersahl Treloar & Co.	Administration	Financial Statement Audit and 990	\$ 30,000	31,690.00	Year to Year	
Curriculum Associates	Academic Support	iReady- Online learning and assessment	\$ 28,400	26,390.60	Year to Year	
EMD Consulting	Philianthropy	Development Consulting	\$ 25,000	27,161.00	Year to Year	
Culture Wise	Administration	Strategic Planning	\$ 25,000	-		
Shannon Spradling	Administration	Accounting Work	\$ 24,000	24,000.00	N/A	
Panorama	Academic Support	Community Surveys, Acadmic and Behavioral Tracking, Behavioral analytics, incident tracking	\$ 22,000	32,860.00	Year to Year	
Lisa Simoneau	Instruction and Academic Support	Interim JH Lead Guide and Montessori Consultant	\$ 20,000	-	12/31/2024	
Agency Communications	Administration	Communications help	\$ 20,000	19,217.99	6/30/2026	
Computer Information Concepts	Academic Support	Infinite Campus- Student Information Systems	\$ 18,000	15,673.00	Year to Year	
Missouri Charter Public Schools Association	Administration	DESE and other Data reporting and Analysis and Membership	\$ 18,000	7,494.24	6/30/2026	Membership and replacing employee
AWS Service Center	Buildings	Trash and Recycling	\$ 16,000	15,880.00	Year to Year	
The Together Group	Consulting	Training for Admin Team	\$ 15,875		6/30/2025	
Montessori Makers Group	Employee Recruiting	Recruiting for Montessori credntialed LE, UE and JH Leads	\$ 15,000	3,000.00	6/30/2025	
Craig Vaughn	Supplies and Equipment	Montessori Shelves and Furniture	\$ 15,000	4,527.50	N/A	
University of Missouri St. Louis	Professional Development	Tuition for Teacher Certification	\$ 15,000	46,148.00		
Chayka TVIXOMS LLC	Instruction and Academic Support	Seeing Impaired Service Provider	\$ 13,860	13,860.25		
Couture Consulting	Professional Development	Operations Coaching and Consulting	\$ 13,000	11,187.50	6/30/2026	
Indeed	Administration	Employee Recruitment	\$ 12,000	10,464.00	N/A	
Tom Berry	Administration	4209 Folsom Tax Credit work	\$ 12,000	11,337.00	N/A	
Spire	Buildings	Natural Gas	\$ 12,000	13,411.27	N/A	
AC Systems	Buildings	Heating and Cooling Maintance at 1618	\$ 12,000	11,842.80	N/A	
Board on Track	Administration	Board/Committee Meeting tracking	\$ 11,000	10,995.00	Year to Year	
Transparent Classroom/ MRX	Instruction and Academic Support	Montessori Lesson tracking/grading system	\$ 11,000	10,685.10		
J.Thomas Carpet Cleaning	Building	Carpet Steam Cleaning	\$ 10,500	10,420.00		
T-Mobile	Administration	Cell Phones	\$ 10,000		N/A	Replaces ATT
Sumner One	Buildings	Copier/Printer rental, supplies, service	\$ 10,000	10,602.18		

# Coversheet

## Approve 2026-27 School Calendar

**Section:** II. Action Items  
**Item:** E. Approve 2026-27 School Calendar  
**Purpose:** Vote  
**Submitted by:**  
**Related Material:** 2026-27 Calendar Draft\_2-6-2026.pdf



# City Garden Montessori School: *2026-27 School Calendar* ***DRAFT***

*February 6, 2026*

# 2026-27 Calendar Guiding Principles

**Guiding Principle #1:** We believe the way we spend our time (students, staff, leaders) should reflect Montessori philosophy and principles.

**Guiding Principle #2:** We believe instructional time is sacred and that students should spend most of their day and week in instructional periods.

**Guiding Principle #3:** We believe guides (teachers) need time to prepare, plan and learn in order to meet our goals for students.

**Guiding Principle #4:** We believe work/life balance for all staff is important. Our calendar will support this to the greatest extent possible.

**Guiding Principle #5:** We will strive to proactively plan to meet staff and instructional needs while also being responsive to families' needs, reducing burdens of childcare where possible.

**Guiding Principle #6:** We believe we should only administer assessments that have a clear purpose for improving instruction or understanding student progress to state testing goals and that assessments should be administered as efficiently as possible, to preserve instructional time.

**Guiding Principle #7:** We believe leaders need time to study assessment results before guiding teachers to study and act on data, and we also believe that data analysis and action rounds need to happen as quickly as possible.

**Guiding Principle #8:** Leaders will build in time for planning and will communicate goals and expectations in a timely way.

# Key Aspects of the 2026-27 Calendar

## CHANGES IMPLEMENTED IN 2025-26 THAT WE WILL CONTINUE

- 1pm Dismissal every Friday
  - Professional Development for Guides
  - Enrichment activities/ childcare will be offered for students free of charge (until 3:30pm)
- Minimal additional Professional Development or Guide Work Days; 1pm Dismissal each Friday will be used for these things

## ADDITIONAL KEY DATES/INFORMATION

- First day of school – 8/12/26
- Fall Break – 11/23-11/27/26
- Winter Break – 12/21/26-1/3/27 (Students resume 1/5/27)
- Spring Break – 3/15-3/19/26
- Last Day of School – 5/28/26
- Total instructional days = 181
- Total instructional hours = 1081.5
- Snow Days allowed without adding days = 6

# 2026-27 School Calendar

July 2025				
Mo	Tu	We	Th	Fr
		1	2	3
6	7	8	9	10
13	14	15	16	17
20	21	22	23	24
27	28	29	30	31

August 2025				
Mo	Tu	We	Th	Fr
3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28
31				

September 2025				
Mo	Tu	We	Th	Fr
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30		

October 2025				
Mo	Tu	We	Th	Fr
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

November 2025				
Mo	Tu	We	Th	Fr
2	3	4	5	6
9	10	11	12	13
16	17	18	19	20
23	24	25	26	27
30				

December 2025				
Mo	Tu	We	Th	Fr
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30	31	

January 2026				
Mo	Tu	We	Th	Fr
				1
4	5	6	7	8
11	12	13	14	15
18	19	20	21	22
25	26	27	28	29

February 2026				
Mo	Tu	We	Th	Fr
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26

March 2026				
Mo	Tu	We	Th	Fr
1	2	3	4	5
8	9	10	11	12
15	16	17	18	19
22	23	24	25	26
29	30	31		

April 2026				
Mo	Tu	We	Th	Fr
			1	2
5	6	7	8	9
12	13	14	15	16
19	20	21	22	23
26	27	28	29	30

May 2026				
Mo	Tu	We	Th	Fr
3	4	5	6	7
10	11	12	13	14
17	18	19	20	21
24	25	26	27	28
31				

June 2026				
Mo	Tu	We	Th	Fr
	1	2	3	4
7	8	9	10	11
14	15	16	17	18
21	22	23	24	25
28	29	30		

181 Total days students in school

Key:	<p><b>Be on time to school every day!</b></p> <p>Arrival: 8:15-8:30am (Tardy after 8:30am)</p> <p>Dismissal: 3:30 Mon-Thu, 1pm Fri</p> <p>Free extracurricular opportunities every Friday 1-3:30pm</p>
School in Session	
Faculty/staff only	
Early student dismissal	
School/Office Closed*	

Notable dates

- June 8 - July 2 Summer School
- July 6-25 Elementary Montessori Teacher Training Intensive
- July 22-28 New Staff Orientation
- July 29 - Aug 11 All faculty in-service / PD / Environment Preparation
- Aug 12 First day of class**
- Aug 14 Back to School Family BBQ
- Aug 24-28 iReady Testing
- Sep 7 Labor Day Holiday (no school)
- Sep 19 Fall Affair Fundraiser
- Oct 15-16 Parent Communication Conferences (Participation Required)
- Oct 24 Trunk or Treat
- Nov 3 SCHOOL IN SESSION | Election Day
- Nov 23-27 Fall Break (no school)
- Dec 18 Last Day of 1st Semester | Early Release
- Dec 21 - Jan 1 Winter Break (no school)
- Jan 4 Students Out | Faculty Professional Development
- Jan 5 Students return to school, 2nd semester begins
- Jan 11-15 iReady Testing
- Jan 18 MLK "Day On" - No School with optional activities
- Feb 6 Open House for New and Prospective ECEC & EAEC Families
- Feb 15 President's Day (no school)
- Mar 6 Sunlight & Soil Fundraiser
- March 11-12 Parent Communication Conferences (Required)
- March 15-19 Spring Break (no school)
- Apr 2 Grandfriend's Day (1pm Dismissal)
- Apr 14-15 Day of Giving
- Apr 19-23 iReady Testing
- Apr 27-May 11 State MAP Testing
- May 7 Block Party
- May 28 Last Day of School + Field Day (1pm Dismissal)**
- May 31 Memorial Day
- Jun 7 Summer School Begins

# Coversheet

## FY27 Budget Draft

**Section:** III. Information Items  
**Item:** A. FY27 Budget Draft  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** 2026-27 DRAFT Budget Presentation\_2-2026.pdf  
Budget Summary 26-27 Draft 3 02.06.2026.pdf



# City Garden Montessori School: *DRAFT 2026-27 Budget*

*February 8, 2026*

# 2026-27 Budget Guiding Principles and Commitments

- We will ensure alignment with the mission, guiding principles, core values and goals articulated in our 2026 strategic plan, including strengthening Tier 1 Montessori instruction, supporting students who are achieving below grade level, increasing data literacy and accountability, and refining systems so that we can focus on what matters most.
- We will maintain a 10% or higher fund balance. With state revenue reductions, this means we will have to make some reductions in expenditures.
- We will approach budget challenges, including expense reductions, honestly and with courage, weighing trade-offs with intention and making difficult decisions with care and transparency, with a goal of financial health for City Garden.
- We will prioritize keeping the commitments we made to lead and assistant guides in 2025, implementing Phase 2 of our lead guide salary scale and continuing to ensure a [living wage](#) for all City Garden staff.
- We will think “outside the box” to find ways to meet students’ and staff’s needs, prioritize diligently, and identify areas where more efficiencies are possible.
- We will budget conservatively while simultaneously advancing strategies to increase revenue through philanthropy and other sources.
- We will plan for the long-term facility needs of the Early Childhood Education Center and create a strategy for paying down the debt remaining on the Elementary and Adolescent Education Center.

# Key Aspects of the 2026-27 Budget

## ENROLLMENT AND ATTENDANCE

- The 2026-27 budget includes a ***budgeted enrollment of 655 students*** – 561 charter students and 94 preschool students. The budget relies on being fully enrolled. Our *target* enrollment is 5% higher than this. We have a plan in place to over-enroll in the spring to account for the 30-40 students who typically withdraw in July and August. Our goal is to minimize enrolling new students after the first day of school, as it creates challenges for students and staff. Being enrolled above our budgeted enrollment number by the first day of school will be essential in order to do this.
- **Preschool enrollment is projected at 94 students.** This is down by ~20 students from prior years due to the creation of a SPED room at the ECEC.
- The 2026-27 budget includes **mixed-age classrooms** of three to six-year-olds (preschool and kindergarten students) in all 8 of our ECEC rooms. This shift to mixed-age classrooms has been a goal for many years and is a significant move toward fully implementing Montessori in our early childhood program.
- The 2026-27 budget includes **attendance at 93.5%**, which is slightly lower than where we are currently trending in the 2025-26 school year. Our attendance goal will continue to be 95%.

# Key Aspects of the 2026-27 Budget

## KEY COMMITMENTS

- The new **lead guide salary scale, adopted in 2025**, reflects increases across all steps. It increased the starting lead guide salary from \$41,712 to \$45,000, provides additional pay for special education guides and provides 5% increases each year for the first 5 years a lead guide is with City Garden.
- In 2026-27, we are implementing **Phase 2 of the lead guide salary scale**. Average raises for eligible staff for the lead guide scale are 8.2%.
- In 2026-27, we are implementing **Phase 2 of the assistant guide salary scale**. For 2026-27 the average raise to assistant guides is 2.7% In 2025-26, assistant guide raises reflected increases of approximately 10%. We implemented a higher percentage increase in Phase 1 for assistant guides to increase wages faster, to align with the Living Wage guidelines.
- In 2026-27, we are including a **3% salary increase for individuals not on the lead or assistant guide salary scale**.
- In 2026-27, we are hiring a **Chief of Learning position** to support principals and other instructional leaders, support cohesion of our instructional model, and enable the CEO to focus more time and effort on fundraising, guiding implementation of the strategic plan, and governance.
- There is proposed funding in the 2026-27 budget to continue providing a **special education classroom in the ECEC** for students who need an alternative setting. This means we will continue to enroll 20 fewer students in preschool than projected (a ~\$160,000 reduction in revenue) in order to utilize one ECEC classroom for special education.

# Key Aspects of the 2026-27 Budget

## KEY CHALLENGES

- Last fiscal year, we received an increase of increase of ~\$2000 per WADA (approximately per-student). Based on that increase, we implemented the new lead and assistant guide salary scale. In Fall, 2026, we learned that our per **WADA funding has decreased by approximately \$600 per WADA**, due to an error in reporting by St. Louis Public Schools.
- In 2025-26, we are **underenrolled by 32 students**, compared to what was budgeted. When looking at enrollment trends, we have met approximately 95% of budgeted enrollment numbers for the past 4 years. Each student underenrolled results in about \$15,000 in reduced revenue. This is contributing to a ~\$500k+ deficit in 2025-26. Because of this, we are budgeting more conservatively in 2026-27—increasing our target enrollment numbers and decreasing our budget to 95% of projected enrollment.
- The 2026-27 budget includes a **deficit of \$97,367**. If we meet our 2025-26 budget projections, we will carry over a cash balance of \$1,347,138 going into the 2026-27 fiscal year. This will result in a **10.2% fund balance** at the end of the 2026-27 fiscal year. We are committed to and accountable for ending the fiscal year with a 10% or higher fund balance.
- In order to achieve a 10% fund balance with reduced revenue, **we have had to make some significant reductions in expenditures**. You will find an overview of the way we have approached this on the following slide.
- The Missouri State Legislature passed an increase to the percentage of charter schools' **employer contribution from 12.5% of all employees' gross wages and benefits to 14%** beginning 1/1/2026.
- **Special education expenses** continue to make up nearly 10% of our budget, while federal and state funding for special education expenses are minimal. We are facing increased special education needs and are grappling with how to meet students' needs with the funding, staffing and facilities we have.

# Key Aspects of the 2026-27 Budget

## APPROACH TO REDUCTION IN EXPENSES AND AREAS OF IMPACT

- Honoring the work our lead and assistant guides do each day with students, **we are proposing to go forward with implementing Phase 2 of the new salary scale.** This adds ~\$200k to expenses from 2025-26. We believe it is important to recognize our guides' value and carry out this commitment.
- Rather than making large increases to preschool tuition and create hardships for families, we will share transparently the cost of our preschool program and **build increased partnership with families to fill the preschool funding gap that exists.** Our preschool program continues to have a significant deficit, but we believe it is a critical investment because Montessori early childhood is so impactful to long-term success.
- With a goal of expense cuts minimally impacting current staff, we **will hold off on hiring for positions that are currently vacant or positions in which staff have indicated they are not returning**—with the exception of lead and assistant guides or critical leadership roles. Currently, this means we will freeze hiring for an EAEC academic interventionist, SEL Facilitator, BJC Social Worker, Director of Talent and Culture and HR Assistant. *This does not mean we believe these positions are not important.* However, we want to prioritize retaining current staff. We will add back in positions that have been frozen if/when we identify additional expenses we can reduce and/or we identify ways to increase revenue.
- We are proposing a **~\$300k reduction in purchases services**, which includes professional development contracting (we will do the majority of PD in house), consulting that supports various parts of the organization, virtual chief of staff support, coursework support for staff, travel, fundraising/development contracting, Montessori Institute contracting, and other areas.
- We are proposing a **~\$100k reduction in supplies expenditures**, which represents a reduction in each department's supplies budget. This will require diligent planning and prioritization across all budget areas, reducing any nonessential costs.
- We are proposing to **decrease benefits coverage from 35.5% of budgeted salaries to 34.5% of budgeted salaries.** This will cover the 14% rather than 12.5% contribution to the pension fund, but it may require us to purchase a less expensive health insurance package.

# Key Aspects of the 2026-27 Budget

## “TO DO’S” BETWEEN NOW AND JUNE

### Revenue

- **WADA** – Currently, the state is estimating our per-WADA funding to be ~\$300 higher than we are currently budgeting. If that holds steady, we may be able to increase our budgeted WADA revenue. We are currently budgeting conservatively, given the dramatic shift that happened in 2025-26. We will closely monitor this.
- **Fundraising** – We will develop a detailed strategic plan to maximize fundraising revenue, setting a higher goal than is budgeted with a goal of contributing to deficit reduction. One area of focus will be with preschool families, asking those who can do so to consider giving in a way that helps close the gap between preschool cost and tuition.
- **MOQPK Grant** - We are currently not including MOQPK funding in budgeted revenue for 2026-27 (~\$160,000). Compliance requirements for MOQPK appear to make it prohibitive to receive these funds for 4-year-old students while also mixing age groups with 5-year-olds. We will communicate with the state and advocate for the ability to continue accessing these funds. However, for now, they have been removed.
- **Student activity fees** – In recent years, we have not been as consistent with collecting activity fees from families (\$60 per student, for those who are able). These funds help cover field trips and other experiences. We are putting a plan in place to maximize collection of these funds.
- **Athletics** – We will review sports costs and ensure we are collecting fees from families to help cover costs. The Athletics program will hold a Run-A-Thon to help pay for the costs of this program.
- **Partnership opportunities** – We will explore ways to add capacity, to help meet our organizational goals and that add minimal or no cost, i.e., possible student teachers, Jesuit Volunteer Corps, volunteer tutors, etc.

# Key Aspects of the 2026-27 Budget

## “TO DO’S” BETWEEN NOW AND JUNE

### Expenses

- We will continue to examine needs and **determine whether there are other areas where additional savings are possible**, while also ensuring we are not overlooking critical needs. One significant area we are examining is **food service**, as this program currently runs a significant deficit.
- **Special education** requires additional planning for the 2026-27 school year, as we have a number of students with extraordinary needs. (One additional full-time teacher has currently been budgeted.) We will examine potential program changes and will also examine whether savings are possible.
- We will research **health insurance options** to find the best insurance plan for the lowest cost.
- We will dig deeper into **facilities expenses** to see if there are additional savings possible.
- We will **create clear, detailed plans for each budget area** in order to prioritize spending on the most important things and to support budget managers in controlling expenses.
- We will create a **list of expenses that we will add back in**, if additional expenses become possible, in order of importance.

# Budget Summary and Overview

- Increased enrollment is driving an increase in revenue.
- Significant investment in academic staff salaries; 2026-27 is the second of the three year phased plan.
- Forecasting to end FY 2026-27 with deficit of \$513.2K which will result in a \$1,347.2K operating cash balance on June 30, 2026.
- 2025-26 deficit cause by lower State revenue due to St. Louis Public data issue and missing our enrollment target by 32 students.

*\$ in Thousands*

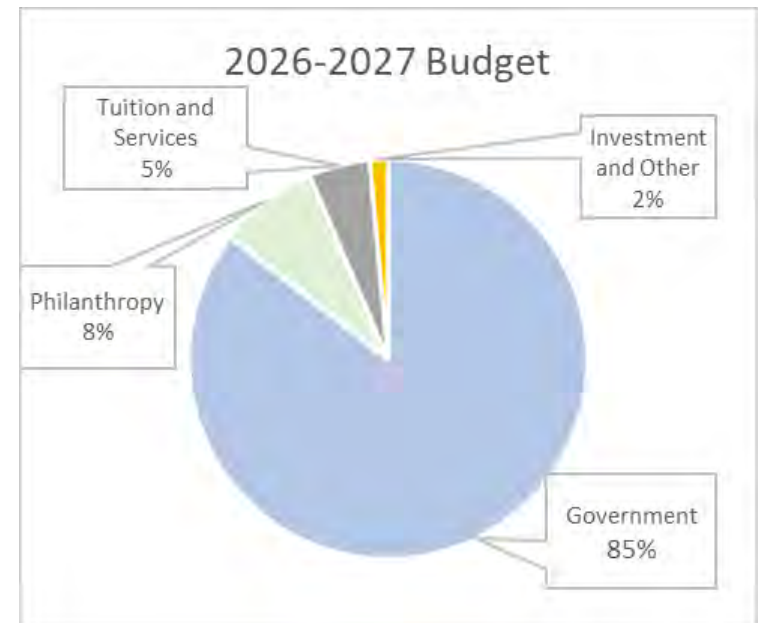
	<b>Forecast 2025-2026</b>	<b>Budget Draft 3 2026-2027</b>
Revenues	\$ 11,899.5	\$ 12,631.9
Expenses	12,412.7	12,729.3
<b>Surplus/(Deficit)</b>	<b>\$ (513.2)</b>	<b>\$ (97.4)</b>
Prior Year Cash	\$ 1,779.2	\$ 1,347.1
Surplus/Deficit	(513.2)	(97.4)
Non-Cash	81.2	81.2
<b>Ending Operating Cash Balance</b>	<b>\$ 1,347.2</b>	<b>\$ 1,330.9</b>
% of Expenses	10.9%	10.5%

# Budget Summary By Program

City Garden Montessori School Financials by Location/Program	2025-2026 Budget				
	Total	ECEC			EAEC
		Preschool	K	ECEC Total	
State	\$ 8,914,959	\$ 501,205	\$ 1,399,700	\$ 1,900,905	\$ 7,014,054
Federal	773,600	116,268	94,796	211,063	562,537
Prop C	867,000		144,233	144,233	722,767
Philanthropy- Annual	962,947	150,226	135,203	285,429	677,518
Preschool	418,050	418,050		418,050	
Food, Before, aftercare	182,700	28,502	25,652	54,154	128,546
Other	90,600	14,134	12,721	26,855	63,745
Interest	104,000			-	104,000
<b>Total Revenue</b>	<b>\$ 12,313,856</b>	<b>\$ 1,228,385</b>	<b>\$ 1,812,305</b>	<b>\$ 3,040,690</b>	<b>\$ 9,273,166</b>
Salaries	6,303,386	\$ 1,121,482	\$ 866,296	\$ 1,987,778	\$ 4,315,608
Benefits	2,143,151	\$ 381,304	\$ 294,541	\$ 675,845	\$ 1,467,307
Services	1,556,224	\$ 223,635	\$ 201,271	\$ 424,906	\$ 1,074,666
Supplies	250,047	\$ 30,975	\$ 27,877	\$ 58,852	\$ 175,378
Occupancy	1,255,979	\$ 301,410	\$ 271,269	\$ 572,679	\$ 666,091
Interest Expense	525,290	\$ -			\$ 525,290
Interest Expense- Amort	31,200	\$ -			\$ 31,200
Depreciation	50,000	\$ 11,715	\$ 10,141	\$ 21,856	\$ 28,144
<b>Total Expenses</b>	<b>\$ 12,115,278</b>	<b>\$ 2,070,520</b>	<b>\$ 1,671,396</b>	<b>\$ 3,741,916</b>	<b>\$ 8,283,683</b>
<b>Surplus Deficit</b>	<b>198,578</b>	<b>(842,136)</b>	<b>140,909</b>	<b>(701,227)</b>	<b>989,483</b>
<i>Enrollment</i>	641	100	90	190	451
<i>Expense per Enrollment</i>	\$ 18,901	\$ 20,705	\$ 18,571	\$ 19,694	\$ 18,367

# Income - Where Our Money Comes From

	Forecast 2025-2026	Budget 2026-2027
Local	803,000	835,120
State	8,585,099	8,703,500
Federal	781,768	815,900
<b>Government</b>	<b>10,169,867</b>	<b>10,354,520</b>
<b>Philanthropy</b>	<b>962,947</b>	<b>991,835</b>
<b>Tuition and Servic</b>	<b>590,750</b>	<b>642,500</b>
<b>Investment and O</b>	<b>175,900</b>	<b>180,300</b>
	<b>11,899,464</b>	<b>12,169,155</b>



# Public Funding

Name	Source	Purpose	Calculation
Basic Formula	State	General School Funding	Weighted Average Daily Attendance (WADA) times specified amount (determined by State of Missouri)
Classroom Trust Fund	State	General School Funding	WADA times specified amount
MOQPK Preschool Grant	State	Preschool Funding	Decided by State
Prop C	City	General School Funding	Prior Year's WADA times specified amount (determined by local tax dollars available)
Special Ed Part B	Federal	Special Education	Amount is designated based on enrollment, reimbursement of actual costs, up to a dollar amount determined by US Dept of Ed
Special Ed Early Childhood	Federal	Early Childhood Special Education	Reimbursed in subsequent year based on Early Childhood Special Education actual costs and Early Childhood enrollment.
Federal Consolidated Funds (Title Funds)	Federal	Financial Assistance for schools with high % of low-income families	Grant based on enrollment and Free or Reduced Lunch (FRL) %
Free and Reduced Lunch (FRL)	Federal	Provides assistance for lunch, breakfast and snacks.	Reimbursed based on meals served to FRL qualified children.
Federal Grant	Federal	Five-year competitive grant awarded by US Dept of Ed in 2019 to support expansion of charter school	Max grant award over 5 years was \$1.5 million. City Garden was awarded \$1.47 million. We closed out this grant in 2025.
Medicaid Billing	Federal	Pay for Medicaid-eligible expenses that are provided in school for eligible students.	Reimbursement for administrative costs of referring Medicaid eligible children for services.

# State Funding- WADA plus WAM

*Starting in 2025-2026, Missouri will calculate state funding based on a combination of Weighted Average Daily Attendance (WADA) plus Weighted Average Membership (WAM)*

WADA is calculated as before.

WAM is average of September and January membership.

2025-26 WADA x 90% plus WAM times 10%

2026-27 WADA x 80% plus WAM times 20%

	2025-26 Forecast	2026-27 Draft 3
Projected WADA	580.42	618.72
Times (90% 25-26, 80% 26-27)	522.38	494.98
Less % Summer School in WADA	(25.09)	(25.60)
<b>WADA</b>	<b>497.30</b>	<b>469.38</b>
Projected WAM	611.66	622.75
Times (10% 25-26, 20% 26-27)	61.17	124.55
Less % of Summer School in WAM	(2.79)	(6.40)
<b>WAM</b>	<b>58.38</b>	<b>118.15</b>
Summer School	27.87	32.00
<b>WADA plus WAM</b>	<b>583.55</b>	<b>619.53</b>
Amount per Charter per WADA	\$ 14,850	\$ 15,000
<b>Gross Amount</b>	\$ 8,665,688	\$ 9,292,904
less Sponsor amount 1.5%	\$ 129,985	\$ 139,394
Net receipt	\$ 8,535,703	\$ 9,153,510
Rounded amount	<b>\$ 8,535,700</b>	<b>\$ 9,153,500</b>

# Tuition and Fees

		Preschool Tuition	Before and Aftercare	Student Food Sales	Total
<b>Forecast</b>	<b>2025-2026</b>	\$ 418,050	\$ 126,900	\$ 45,800	<b>\$ 590,750</b>
<b>Budget</b>	<b>2026-2027</b>	\$ 475,150	\$ 132,900	\$ 47,200	<b>\$ 655,250</b>

- We charge tuition for preschool via a sliding scale, in an effort to make our preschool accessible to families of all economic backgrounds. (See next page for the sliding scale.) We fundraise to cover about half of preschool tuition costs, to make the sliding scale feasible.
- City Garden does not receive public funding for before care or after care.
- We charge tuition for before and after care, and we offer scholarships for economically disadvantaged families. We fundraise to cover before and after care scholarship funds.
- City Garden receives some public funding for food service, but not enough to cover costs. Free or reduced lunch eligible families receive breakfast and lunch at a free or reduced cost. Other families opt to pay for breakfast and lunch. We fundraise to cover the costs for food services that are not covered by public funding or fees.
- We build into administrative duties the work of billing families, processing financial assistance requests, and raising funds to support these programs.

# Tuition and Fees- Sliding Scale

Income Levels									
2026-27	Income A		Income B		Income C		Income D		
Household size	From	To	From	To	From	To	From	To	
2	\$ -	\$ 31,700	\$ 31,701	\$ 46,500	\$ 46,501	\$ 61,300	\$ 61,301		and up
3	\$ -	\$ 39,410	\$ 39,411	\$ 54,210	\$ 54,211	\$ 69,010	\$ 69,011		and up
4	\$ -	\$ 47,120	\$ 47,121	\$ 61,920	\$ 61,921	\$ 76,720	\$ 76,721		and up
5	\$ -	\$ 54,830	\$ 54,831	\$ 69,630	\$ 69,631	\$ 84,430	\$ 84,431		and up
6	\$ -	\$ 62,540	\$ 62,541	\$ 77,340	\$ 77,341	\$ 92,140	\$ 92,141		and up
7	\$ -	\$ 70,250	\$ 70,251	\$ 85,050	\$ 85,051	\$ 99,850	\$ 99,851		and up
8	\$ -	\$ 77,960	\$ 77,961	\$ 92,760	\$ 92,761	\$ 107,560	\$ 107,561		and up

## Regular School Year Aug-May 2026-27 (Rate Increase of 3%)

### Sliding Scale Tuition Amounts

2026-27	Income A	Income B	Income C	Income D
<b><u>Tuition- AM only</u></b> (8:30am-12:30pm)				
Cost Per Month	\$135	\$280	\$500	\$735
Annual Cost	\$1,215	\$2,520	\$4,500	\$6,615
<b><u>Tuition- Full Days</u></b> (8:30am-3:30pm)				
Cost Per Month	\$235	\$455	\$940	\$1,220
Annual Cost	\$2,115	\$4,095	\$8,460	\$10,980

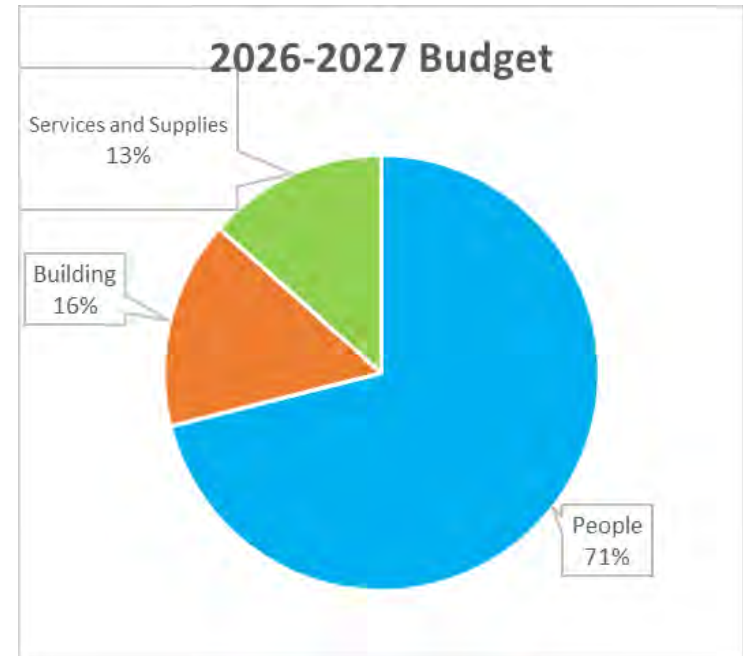
# Fundraising Revenue

- City Garden raises funds to make up the difference between the cost of our programs and the revenue received from public funding, tuition and fees.
- Key areas that fundraising dollars support are financial assistance for preschool and before/after care, special education, family wrap around support services, teacher training, enrichment programming, Montessori materials, school breakfast and lunch, and facilities.
- Many private Montessori Schools charge tuition between \$10,000 and \$20,000+ per year. We are striving to make a high-quality Montessori education available in a socioeconomically diverse, public setting.
- Funds raised come from individuals, foundations, and businesses and corporations.

- Goal in 2026-27, to support Operating Budget: **\$991,835**.
- Primary Fundraising Efforts and Activities:
  - Monthly “Canopy Society” donors
  - Individual donors
  - Annual Day of Giving
  - Corporate and Small Business Sponsorships
  - Grants from Foundations
  - City Garden Fall Affair Fundraiser
  - Sunlight and Soil Spring Fundraiser

# Expenses - Where Our Money Goes

	Forecast 2025-2026		Budget 2026-2027	
People	\$ 8,201,000	66.1%	\$ 9,046,344	71.1%
Building	1,935,469	15.6%	1,975,339	15.5%
Services and Supplies	2,276,273	18.3%	1,707,590	13.4%
<b>Total Expenses</b>	<b>\$ 12,412,742</b>		<b>\$12,729,272</b>	



# People - Wages

		<b>26-27 Budget</b>						
<b>EAEC</b>		<b>Regular</b>	<b>Hourly</b>	<b>Extra Duties/OT</b>	<b>Retention</b>	<b>Summer</b>	<b>Total</b>	
	Lead Guide	\$ 1,006,744	\$ -	\$ 37,600	\$ -	\$ 54,400	\$ 1,098,744	
	Assistant Guide	559,344	-	52,052	22,500	23,040	656,936	
	Other Instruction	310,237	-	-	-	-	310,237	
	School Support	269,812	24,964	43,208	7,500	15,520	361,004	
	SPED Instruction	327,046	-	2,000	-	-	329,046	
	SPED Support	235,622	-	25,790	10,500	5,760	277,672	
	School Admin	695,288	-	13,000	-	7,200	715,488	
	Before/After Care	-	12,580	-	-	3,240	15,820	
		<b>\$ 3,404,093</b>	<b>\$ 37,544</b>	<b>\$ 173,650</b>	<b>\$ 40,500</b>	<b>\$ 109,160</b>	<b>\$ 3,764,947</b>	
<b>ECEC</b>								
	Lead Guide	\$ 460,079	\$ -	\$ 14,400	\$ -	\$ 40,800	\$ 515,279	
	Assistant Guide	259,994	-	48,612	12,000	17,280	337,886	
	Other Instruction	-	77,884	-	-	-	77,884	
	School Support	126,489	37,740	54,925	3,000	7,200	229,354	
	SPED Instruction	43,083	-	-	-	5,758	48,841	
	SPED Support	96,146	-	32,381	4,500	2,880	135,907	
	School Admin	321,960	15,725	-	-	10,000	347,685	
	Before/After Care	-	12,580	-	-	3,240	15,820	
		<b>\$ 1,307,751</b>	<b>\$ 143,929</b>	<b>\$ 150,318</b>	<b>\$ 19,500</b>	<b>\$ 87,158</b>	<b>\$ 1,708,655</b>	
	<b>Network Admin</b>	<b>\$ 1,252,304</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,252,304</b>	
		<b>\$ 5,964,149</b>	<b>\$ 181,473</b>	<b>\$ 323,967</b>	<b>\$ 60,000</b>	<b>\$ 196,318</b>	<b>\$ 6,725,906</b>	

# Revised Lead Guide Salary Scale- Phase 2

- Starting salary increased from \$41,712.00 to \$45,000 in 2025-26—remains the same in 2026-27.
- Higher weight of prior experience for new staff
- Additional salary for education and certifications are as follows:
  - Masters* \$3,000
  - 2<sup>nd</sup> Certification (Montessori or State)* \$7,512
  - Special Ed Certification* \$2,000
- Raises per year start at 5% for first 5 years then decrease to 3%
- Raises were planned to be phased in over 3 years; 2026-27 is Phase 2
  - \$5000 maximum raise if no change in certifications or education*
  - Will take 3 years to get everyone fully on new scale (began in 2025-26)*

	2025-2026 Phase 1			2026-2027 Phase 2		
	A	C	E	A	C	E
Single Cert, Bachelors	\$ 45,000	\$ 47,856	\$ 48,840	\$ 45,000	\$ 49,608	\$ 53,424
Single Cert, Masters	\$ 48,000	\$ 50,064	\$ 52,848	\$ 48,000	\$ 52,920	\$ 56,160
Dual Cert, Bachelors	\$ 52,512	\$ 55,080	\$ 57,768	\$ 52,512	\$ 57,888	\$ 60,840
Dual Cert, Masters	\$ 55,512	\$ 57,960	\$ 60,384	\$ 55,512	\$ 61,200	\$ 64,200
SPED Single Cert, Bachelors	\$ 47,000	\$ 47,856	\$ 48,840	\$ 47,000	\$ 51,744	\$ 53,424
SPED Single Cert, Masters	\$ 50,000	\$ 50,064	\$ 52,848	\$ 50,000	\$ 54,504	\$ 56,160
SPED Dual Cert, Bachelors	\$ 54,512	\$ 55,080	\$ 57,768	\$ 54,512	\$ 59,304	\$ 60,840
SPED Dual Cert, Masters	\$ 50,000	\$ 50,064	\$ 52,848	\$ 50,000	\$ 54,504	\$ 56,160

# Facilities

- **ECEC**- Lease from 3<sup>rd</sup> party, houses Preschool, Kindergarten and City Garden Montessori Institute. Will be working on a long-term plan for ECEC facility in 2026-27.
- **EAEC**- Lease from owned entity, houses 1<sup>st</sup>-8<sup>th</sup> grade. Financed with debt, historic tax credits, new market tax credits and philanthropy.
- **4202 Folsom**- Purchased in 2019 for admin offices. No mortgage payments.

## 2025-2026 Budget Draft 3

Facilities	ECEC		EAEC		Network		Total
	1618 Tower Grove	4209 Folsom	4202 Folsom	4202 Folsom			
Rent	\$ 347,098	\$ 343,505	\$ -	\$ -	\$ -	\$ -	\$ 690,603
Debt Service	-	525,290	-	-	-	-	525,290
Cleaning	39,017	90,256	4,524	4,524			133,796
Utilities	62,378	109,788	14,668	14,668			186,834
Maintenance	45,957	119,364	7,012	7,012			172,333
Supplies	33,999	43,201	2,714	2,714			79,914
Insurance	32,398	38,495	6,612	6,612			77,504
Taxes	27,186	-	679	679			27,864
Facilities- Cash	<b>\$ 588,032</b>	<b>\$ 1,269,898</b>	<b>\$ 36,208</b>	<b>\$ 36,208</b>			<b>\$ 1,894,138</b>
Depreciation/ Amortization	10,000	31,200	40,000	40,000			81,200
<b>Total</b>	<b>\$598,032</b>	<b>\$1,301,098</b>	<b>\$76,208</b>	<b>\$76,208</b>			<b>\$1,975,338</b>

# Services and Stuff

	<u>Location</u>	<u>Category</u>	<u>Services</u>	<u>Supplies</u>
<ul style="list-style-type: none"> <li>Investment in development of guides continues to be a top priority.</li> </ul>	EAEC	Classroom Instruction	147,441.96	70,170.69
	EAEC	Student Support	66,166.34	8,410.70
	EAEC	Special Education	128,981.62	1,337.53
	EAEC	Nurse	43,502.39	1,114.61
<ul style="list-style-type: none"> <li>Special Ed services – some services are contracted out; we do not receive reimbursement for a large portion of Sped costs</li> </ul>	EAEC	Parent Support	3,000.15	1,705.75
	EAEC	Food Service	142,162.02	13,817.99
	EAEC	Before/After Care	2,002.35	570.90
	<b>EAEC Subtotal</b>		<b>533,256.84</b>	<b>97,128.16</b>
<ul style="list-style-type: none"> <li>Food service is a significant expense; we do not receive reimbursement for a large portion of food service cost</li> </ul>	ECEC	Classroom Instruction	57,824.58	19,568.13
	ECEC	Student Support	18,709.98	-
	ECEC	Special Education	42,931.87	685.08
	ECEC	Nurse	24,593.26	557.30
<ul style="list-style-type: none"> <li>Technology – significant increases in recent years to move towards 1 to 1 student: device ratio in Upper Elementary and Junior High</li> </ul>	ECEC	Parent Support	2,500.28	0.25
	ECEC	Food Service	97,047.02	4,668.20
	ECEC	PreSchool	-	2,195.18
	ECEC	Business Office	5,708.97	-
	ECEC	Before/After Care	2,002.35	560.02
<b>ECEC Subtotal</b>		<b>251,318.30</b>	<b>28,234.16</b>	
<ul style="list-style-type: none"> <li>Classroom budgets allocated at \$60 per students</li> </ul>	Network	Exec Admin	365,809.19	27,150.71
	Network	Business Office	69,908.59	570.90
<ul style="list-style-type: none"> <li>Principal discretionary budget</li> </ul>	Network	Technology	91,343.49	31,710.10
	Network	Philanthropy	27,539.40	25,119.46
<ul style="list-style-type: none"> <li>Legal/Audit/Fundraising/Payroll Expenses</li> </ul>	Network	Professional Development	113,946.08	228.36
	Network	Mont. Training Center	31,112.36	13,213.47
<b>Network Subtotal</b>		<b>699,659.12</b>	<b>97,992.99</b>	
<b>Total</b>		<b>1,484,234.26</b>	<b>223,355.31</b>	



# Thank you for your investment in City Garden students!



**City Garden Montessori School**  
**Budget 2026-27- Trend**  
**2.6.2026**

	Actual	Budget	Forecast	Prelim Budget	Draft 2	Draft 3	26-27 Draft 2 vs	Notes
	2024-2025	2025-26	2025-26	2026-27	2026-27	2026-27	Draft 3	
State	\$ 7,547,011	\$ 9,222,559	\$ 8,585,099	\$ 8,703,500	\$ 9,062,000	\$ 9,153,500	91,500	Change per WADA from \$14,850 to \$15,000
Federal	1,125,687	757,600	781,768	815,900	815,900	815,900	-	
Prop C	726,475	785,000	803,000	835,120	835,120	835,120	-	
Philanthropy- Annual	789,396	962,947	962,947	991,835	991,835	991,835	-	
Philanthropy- Resticted	561,861	-	-	-	-	-	-	
Preschool	492,957	418,050	418,050	462,400	475,150	475,150	-	Update PRK enrollment and tuition forecast
Student Food, Before, aftercare	188,598	172,700	172,700	180,100	180,100	180,100	-	
Other	92,224	71,900	71,900	76,300	76,300	76,300	-	
Interest	79,224	104,000	104,000	104,000	104,000	104,000	-	
<b>Total Revenue</b>	<b>11,603,432</b>	<b>12,494,756</b>	<b>11,899,464</b>	<b>12,169,155</b>	<b>12,540,405</b>	<b>12,631,905</b>	<b>91,500</b>	
Salaries	5,324,856	6,188,563	6,088,000	6,813,305	6,738,306	6,725,906	(12,400)	Was missing SPED leader, Eliminated Support
Benefits	1,763,641	2,178,374	2,113,000	2,418,723	2,392,099	2,320,438	(71,661)	Reduced benefits from 35.5% to 34.5%
Services	1,867,734	1,856,225	1,956,226	1,791,598	1,636,962	1,484,234	(152,728)	Reduced or Eliminated Services and Consulting
Supplies	462,512	250,047	320,047	256,299	243,847	223,355	(20,492)	Reduced Supplies
Occupancy	1,237,963	1,285,979	1,328,979	1,368,848	1,368,848	1,368,848	-	
Interest Expense	544,271	525,290	525,290	525,290	525,290	525,290	-	
Interest Expense- Amort of Debt Costs	28,344	31,200	31,200	31,200	31,200	31,200	-	
Depreciation	49,427	50,000	50,000	50,000	50,000	50,000	-	
<b>Total Expenses</b>	<b>11,278,748</b>	<b>12,365,678</b>	<b>12,412,742</b>	<b>13,255,264</b>	<b>12,986,552</b>	<b>12,729,272</b>	<b>(257,280)</b>	
<b>Net Surplus/Deficit</b>	<b>\$ 324,684</b>	<b>\$ 129,078</b>	<b>\$ (513,278)</b>	<b>\$ (1,086,108)</b>	<b>\$ (446,147)</b>	<b>\$ (97,367)</b>	<b>\$ 348,780</b>	
<b>Beginning Unrestricted Cash</b>	<b>1,138,259</b>	<b>1,779,216</b>	<b>1,779,216</b>	<b>1,347,138</b>	<b>1,347,138</b>	<b>1,347,138</b>		
Surplus/(Deficit)	324,684	129,078	(513,278)	(1,086,108)	(446,147)	(97,367)		
Non-Cash (Amort Debt Cost, Project reimb)	(316,272)	81,200	81,200	81,200	81,200	81,200		
<b>Ending Unrestricted Cash</b>	<b>1,779,216</b>	<b>1,989,494</b>	<b>1,347,138</b>	<b>342,230</b>	<b>982,191</b>	<b>1,330,971</b>		
<b>Fund Balance % (should be higher than 10%)</b>	<b>16%</b>	<b>16%</b>	<b>11%</b>	<b>3%</b>	<b>8%</b>	<b>10.5%</b>		
<b>Enrollment</b>								
Preschool	120	100	94	94	94	94		
Charter	502	541	515	534	561	561		
<b>Total</b>	<b>622</b>	<b>641</b>	<b>609</b>	<b>628</b>	<b>655</b>	<b>655</b>		

**City Garden Montessori School**

Budget Wages

2026-2027

		<b>26-27 Budget</b>					
<b>EAEC</b>		<u>Regular</u>	<u>Hourly</u>	<u>Extra Duties/OT</u>	<u>Retention</u>	<u>Summer</u>	<u>Total</u>
	Lead Guide	\$ 1,006,744	\$ -	\$ 37,600	\$ -	\$ 54,400	\$ 1,098,744
	Assistant Guide	\$ 559,344	\$ -	\$ 52,052	\$ 22,500	\$ 23,040	\$ 656,936
	Other Instruction	\$ 310,237	\$ -	\$ -	\$ -	\$ -	\$ 310,237
	School Support	\$ 269,812	\$ 24,964	\$ 43,208	\$ 7,500	\$ 15,520	\$ 361,004
	SPED Instruction	\$ 327,046	\$ -	\$ 2,000	\$ -	\$ -	\$ 329,046
	SPED Support	\$ 235,622	\$ -	\$ 25,790	\$ 10,500	\$ 5,760	\$ 277,672
	School Admin	\$ 695,288	\$ -	\$ 13,000	\$ -	\$ 7,200	\$ 715,488
	Before/After Care	\$ -	\$ 12,580	\$ -	\$ -	\$ 3,240	\$ 15,820
		<b>\$ 3,404,093</b>	<b>\$ 37,544</b>	<b>\$ 173,650</b>	<b>\$ 40,500</b>	<b>\$ 109,160</b>	<b>\$ 3,764,947</b>
<b>ECEC</b>							
	Lead Guide	\$ 460,079	\$ -	\$ 14,400	\$ -	\$ 40,800	\$ 515,279
	Assistant Guide	\$ 259,994	\$ -	\$ 48,612	\$ 12,000	\$ 17,280	\$ 337,886
	Other Instruction	\$ -	\$ 77,884	\$ -	\$ -	\$ -	\$ 77,884
	School Support	\$ 126,489	\$ 37,740	\$ 54,925	\$ 3,000	\$ 7,200	\$ 229,354
	SPED Instruction	\$ 43,083	\$ -	\$ -	\$ -	\$ 5,758	\$ 48,841
	SPED Support	\$ 96,146	\$ -	\$ 32,381	\$ 4,500	\$ 2,880	\$ 135,907
	School Admin	\$ 321,960	\$ 15,725	\$ -	\$ -	\$ 10,000	\$ 347,685
	Before/After Care	\$ -	\$ 12,580	\$ -	\$ -	\$ 3,240	\$ 15,820
		<b>\$ 1,307,751</b>	<b>\$ 143,929</b>	<b>\$ 150,318</b>	<b>\$ 19,500</b>	<b>\$ 87,158</b>	<b>\$ 1,708,655</b>
	<b>Network Admin</b>	<b>\$ 1,252,304</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,252,304</b>
		<b>\$ 5,964,149</b>	<b>\$ 181,473</b>	<b>\$ 323,967</b>	<b>\$ 60,000</b>	<b>\$ 196,318</b>	<b>\$ 6,725,906</b>

**City Garden Montessori School**  
 Full Time Staff-Annualized Wages Only  
 Budget 2026-2027

02.06.2026

EAEC

	25-26 Annualized Wages		Changes				26-27 Annualized Wage	
	\$	FTE	Increase %	\$	ADDS / ADJ	\$	FTE	
Lead Guide	\$ 935,640	17.0	8.3%	\$ 77,568			\$ 1,013,208.00	17.0
Assistant Guide	\$ 519,590	15.0	2.3%	\$ 11,856	\$ 31,512	1.0	\$ 562,958.00	16.0
Other Instruction	\$ 338,368	7.0	6.5%	\$ 25,736	\$ (56,424)	(1.0)	\$ 307,680.00	6.0
School Support	\$ 249,930	10.0	3.0%	\$ 6,222	\$ (43,056)	(1.0)	\$ 213,096.00	9.0
SPED Instruction	\$ 307,256	6.0	7.0%	\$ 21,589			\$ 328,845.00	6.0
SPED Support	\$ 229,968	7.0	8.2%	\$ 18,933			\$ 248,901.32	7.0
School Admin	\$ 655,599	8.0	3.0%	\$ 19,689.04	\$ 20,000		\$ 695,288.00	8.0
	<b>\$ 3,236,351</b>	<b>70.0</b>		<b>\$ 181,593</b>	<b>\$ (47,968)</b>	<b>(1.0)</b>	<b>\$ 3,369,976.32</b>	<b>69.0</b>

ECEC

Lead Guide	\$ 423,104	8.0	9.5%	\$ 40,336			\$ 463,440.00	8.0
Assistant Guide	\$ 253,416	8.0	2.8%	\$ 7,176.00			\$ 260,592.00	8.0
School Support	\$ 100,464	3.0	2.3%	\$ 1,536	\$ (32,472)	(1.0)	\$ 69,528.00	2.0
SPED Instruction	\$ -	1.0	0.0%	\$ -	\$ 47,000		\$ 47,000.00	1.0
SPED Support	\$ 93,528	3.0	3.1%	\$ 2,856			\$ 96,384.00	3.0
School Admin	\$ 312,595	5.5	3.0%	\$ 9,365.04			\$ 321,960.00	5.5
	<b>\$ 1,183,107</b>	<b>30.6</b>		<b>\$ 61,269</b>	<b>\$ 14,528</b>	<b>(1.0)</b>	<b>\$ 1,258,904.00</b>	<b>29.6</b>
Network Admin	\$ 1,071,162	15.50	3.0%	\$ 32,142	\$ 149,000	1.00	\$ 1,252,304.00	16.50
	<b>\$ 5,490,620</b>	<b>116.1</b>		<b>\$ 275,004</b>	<b>\$ 115,560</b>	<b>\$ (1.00)</b>	<b>\$ 5,881,184.32</b>	<b>115.1</b>

Note: Includes Phase 2 teacher raises  
 \$ do NOT include Extra Duties, Assistant Retention Bonus, Summer School, or Part Time Staff

**City Garden Montessori****Services and Supplies****2026-2027 Budget**

2/6/2026

<u>Location</u>	<u>Category</u>	<u>Services</u>	<u>Supplies</u>
		-	
EAEC	<b>Classroom Instruction</b>	147,441.96	70,170.69
EAEC	<b>Student Support</b>	66,166.34	8,410.70
EAEC	<b>Special Education</b>	128,981.62	1,337.53
EAEC	<b>Nurse</b>	43,502.39	1,114.61
EAEC	<b>Parent Support</b>	3,000.15	1,705.75
EAEC	<b>Professional Development</b>	104,359.56	139.30
EAEC	<b>Food Service</b>	142,162.02	13,817.99
EAEC	<b>Technology</b>	61,656.86	-
EAEC	<b>Before/After Care</b>	2,002.35	570.90
<b>EAEC Subtotal</b>		<b>699,273.25</b>	<b>97,267.46</b>
ECEC	<b>Classroom Instruction</b>	57,824.58	19,568.13
ECEC	<b>Student Support</b>	18,709.98	-
ECEC	<b>Special Education</b>	42,931.87	685.08
ECEC	<b>Nurse</b>	24,593.26	557.30
ECEC	<b>Parent Support</b>	2,500.28	0.25
ECEC	<b>Professional Development</b>	9,586.53	89.06
ECEC	<b>Food Service</b>	97,047.02	4,668.20
ECEC	<b>Technology</b>	29,686.63	-
ECEC	<b>PreSchool</b>	-	2,195.18
ECEC	<b>Business Office</b>	5,708.97	-
ECEC	<b>Before/After Care</b>	2,002.35	560.02
<b>ECEC Subtotal</b>		<b>290,591.46</b>	<b>28,323.21</b>
Network	<b>Exec Admin</b>	365,809.19	27,150.71
Network	<b>Business Office</b>	69,908.59	570.90
Network	<b>Technology</b>	-	31,710.10
Network	<b>Philanthropy</b>	27,539.40	25,119.46
Network	<b>Mont. Training Center</b>	31,112.36	13,213.47
<b>Network Subtotal</b>		<b>494,369.54</b>	<b>97,764.63</b>
<b>Total</b>		<b>1,484,234.26</b>	<b>223,355.31</b>

**City Garden Montessori School**

Enrollment Summary

02.06.2026

		Enrollment			
		Budget 2025-26	Forecast 2025-26	Draft 3 2/6/26 2026-27	Draft 1 1/9/26 2026-27
Grade	Scenarios----->			95% of Target	90% retention
JH		66	58	64	61
UE		161	145	171	163
LE		224	221	232	220
K		90	91	94	94
<b>Subtotal Charter</b>		<b>541</b>	<b>515</b>	<b>561</b>	<b>538</b>
PreSchool		100	94	94	94
<b>Total School</b>		<b>641</b>	<b>609</b>	<b>655</b>	<b>632</b>
Attendance %		<b>0.935</b>	93.5%	93.50%	93.50%
Summer School #		31.95	27.8729	32	32
FRL #		271	279	280.5	269
IEP #		70	58	59	59
LEP #		18	14	16	16
PRK #		21	22	22	21
\$ per WADA		\$ 15,075	\$ 14,850	\$ 15,000	\$ 14,850
<b>State Revenue</b>		<b>\$ 9,058,993</b>	<b>\$ 8,535,700</b>	<b>\$ 9,153,500</b>	<b>\$ 8,703,500</b>
Prior Period Correction			\$ (104,901)		
MOQ{K		\$ 168,000	\$ 168,000	\$ -	\$ -
		\$ 9,226,993	\$ 8,598,799	\$ 9,153,500	\$ 8,703,500
<i>Enrollment plus PRK WADA seats</i>		562	537	583	559
<i>\$ per Enrollment</i>		\$ 16,119.20	\$ 15,895.16	\$ 15,700.69	\$ 15,569.77

### City Garden Montessori Charter School

26-27 Budget

WADA plus WAM State Funding Calculation

2/6/2026

Enrollment	2025-26 Budget	2025-26 Forecast with current and PY \$ per WADA correction	2026-27 Draft 3	2026-27 Draft 1
Projected WADA	606.60	580.42	618.72	594.51
Times (90% 25-26, 80% 26-27)	545.94	522.38	494.98	475.61
Less % Summer School in WADA		(25.09)	(25.60)	(25.60)
<b>WADA</b>		<b>497.30</b>	<b>469.38</b>	<b>450.01</b>
Projected WAM	641.35	611.66	622.75	597.05
Times (10% 25-26, 20% 26-27)	64.14	61.17	124.55	119.41
Less % of Summer School in WAM		(2.79)	(6.40)	(6.40)
<b>WAM</b>		<b>58.38</b>	<b>118.15</b>	<b>113.01</b>
Summer School		<b>27.87</b>	<b>32.00</b>	<b>32.00</b>
<b>WADA plus WAM</b>	<b>610.08</b>	<b>583.55</b>	<b>619.53</b>	<b>595.02</b>
Amount per Charter per WADA	\$ 15,075	\$ 14,850	\$ 15,000	\$ 14,850
<b>Gross Amount</b>	\$ 9,196,947	\$ 8,665,688	\$ 9,292,904	\$ 8,836,000
less Sponsor amount 1.5%	\$ 137,954	\$ 129,985	\$ 139,394	\$ 132,540
Net receipt	\$ 9,058,993	\$ 8,535,703	\$ 9,153,510	\$ 8,703,460
<b>Rounded amount</b>	<b>\$ 9,058,993</b>	<b>\$ 8,535,700</b>	<b>\$ 9,153,500</b>	<b>\$ 8,703,500</b>

# Coversheet

## CEO Report and Strategic Plan Update

**Section:** III. Information Items  
**Item:** B. CEO Report and Strategic Plan Update  
**Purpose:** FYI  
**Submitted by:**  
**Related Material:** CEO Report\_2-2026.pdf  
Strategic Plan Update\_2-2026.pdf



# City Garden Montessori School: *CEO Report to the Board*

*February 2026*


# Thriving Through the Winter: Snow, Single Digit Temps, Flu... and Student Growth!

*The winter months in schools are hard in many ways—recent weeks have brought snow, frigid temperatures, and an influx of flu and other illnesses that have widely impacted our community. At the same time, January and February are when things really start to “click!” Students are settled into their routines, classrooms have established community rhythms, and student learning takes off in big ways. I am really proud of the growth students are showing, particularly in our midyear English Language Arts data.*


*Please join me in congratulating our City Garden **Phoenix Engineers** team of students who recently competed in the Future City Competition and placed 5<sup>th</sup> out of 60 teams in the State of Missouri!*



# Black History Month 2026



ELEMENTARY AND ADOLESCENT EDUCATION CENTER  
**BLACK HISTORY PROGRAM**



**25 FEB 2026**

**10 – 11:30 AM**

SLU CENTER FOR GLOBAL CITIZENSHIP  
3672 WEST PINE MALL, ST. LOUIS, MO 63108

***Black History Month*** is a special time of celebration and learning at City Garden. Please join us for our student-planned and student-led **EAEC Black History Program** **Wednesday, February 25, 2026 | 10:00 a.m. at the SLU Center for Global Citizenship.**

*This special program brings our community together to honor Black history and culture through student performances and curated artifacts. Students will travel by bus, and families and community members are warmly invited to attend.*

# Community Connections & Insights



*The past several weeks have included:*

- *Alumni reunions over winter break gathered graduates from 2013 to 2025*
- *An open house on February 7th welcomed prospective families and current families to meet guides, staff and our student ambassadors and see our public Montessori program*
- *ColorBrave on February 6<sup>th</sup> gathered about 40 parents, caregivers, staff and community members to talk about engaging in meaningful discussions across difference amidst increasing polarization*
- *The seasons for the City Garden Phoenix basketball teams and cheerleading squad are in full swing*



- *Christie Huck, Pat Garrett and Mike Flohr joined charter school leaders from across the country at the [Diverse Charter Schools Coalition convening](#) in Washington, DC February 3-5. Christie joined other STL leaders on the Hill to visit Senate and House offices, advocating for diverse charter schools.*
- *Christie was interviewed for the [Bold by Choice podcast](#) to share City Garden's story. The episode will air in early March.*

# 2025-2026 Essential Outcomes: Progress Update

Essential Outcome	Progress Update
<p><b>Academic Growth:</b> 60% of all CGMS students and 80% of CGMS students who are one level or more below grade level at fall baseline will meet 100% their "annual typical growth" goals on i-Ready s in English Language Arts (ELA) and Math. CGMS will reduce the percentage of students scoring in the bottom quartile of proficiency (Below Basic) in each grade 3-8 by half from SY24-25 to SY25-26.</p>	<p><b>Academic Growth:</b> Middle-of-Year (MOY) iReady assessment data shows that we are on track or exceeding expectations to meet annual goals in English Language Arts across grade levels. MOY iReady assessment data shows that we are not on track in most grades to meet math goals, and that 3<sup>rd</sup> and 4<sup>th</sup> grade math growth are particular areas of concern. Instructional leadership is implementing additional targeted intervention support for students one level or more below grade level and are focusing coaching and support to accelerate growth in math over the next 3 months. You can see an overview of MOY assessment results <a href="#">here</a>.</p>
<p><b>Attendance:</b> CGMS will achieve 93.6% school wide attendance in the 2025-26 school year (averaged across the year).</p>	<p><b>Attendance:</b> Year-to-Date, attendance is 93.8%. The winter months bring higher absences with cold and flu season; we will continue to diligently track attendance and support families to ensure a strong finish to the school year.</p>
<p><b>Staff Retention:</b> CGMS will retain 85% or more of lead guides between August, 2025 and August, 2026 and 83% or more of all staff between August, 2025 and August 2026.</p>	<p><b>Staff Retention:</b> Thus far, CGMS has retained 100% of lead guides since August 2025 and 95% of all staff. Intent to return conversations have taken place over the past month for the 2026-27 school year.</p>
<p><b>Financial Health:</b> CGMS will end the 2025-26 fiscal year with a 10% or higher fund balance.</p>	<p><b>Financial Health:</b> As of December 31, 2025, CGMS had a 9.5% fund balance. We are projecting to end the fiscal year with an 11% fund balance.</p>

# Student Enrollment and Demographics

RACE									
	Charter			Preschool			Whole School		
	#	%		#	%		#	%	
A	6	1.2%	A	1	1.1%	A	7	1.2%	
B	240	46.6%	B	41	44.1%	B	281	46.2%	
H	39	7.6%	H	10	10.8%	H	49	8.1%	
I	2	0.4%	I	0	0.0%	I	2	0.3%	
M	61	11.8%	M	14	15.1%	M	75	12.3%	
W	167	32.4%	W	27	29.0%	W	194	31.9%	

FRL				
	Free #	Reduced #	Total #	Total %
Charter	241	36	277	53.8%
Preschool	45	7	52	55.9%
Whole School	286	43	329	54.1%
EAEC	193	30	223	52.8%
ECEC	93	13	106	57.0%

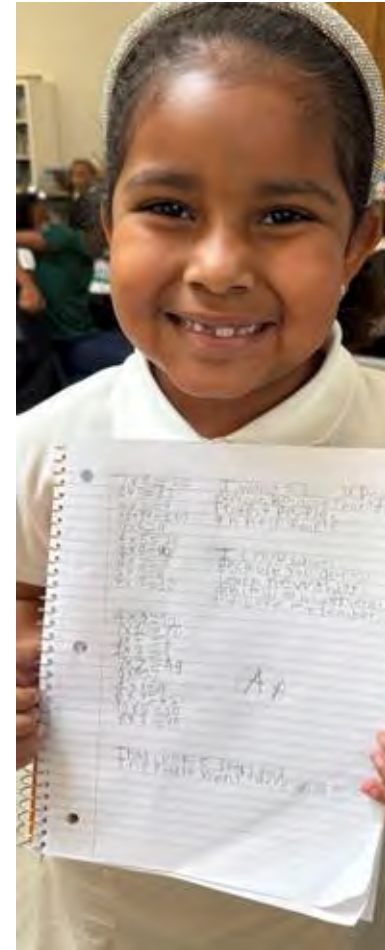
IEPs					
	#	%	504s	#	%
Charter	68	13%	Charter	16	3%
Preschool	0	0%	Preschool	0	0%
Whole School	68	11%	Whole School	16	3%

ELL		
	#	%
Charter	14	3%
Preschool	0	0%
Whole School	14	2%

Discipline		
	12/12	YTD
ISS	2	19
OSS	2	20



# Fundraising Report

FY26 Fundraising Progress	
<b>FY26 Goal</b>	<b>\$962,947</b>
<b>Total Raised (Cash + Commitments)</b>	<b>\$455,252</b>
<b>Percent to Goal</b>	<b>47.3%</b>
<b>Remaining to Goal</b>	<b>\$507,695</b>
FY26 Fundraising Projection	
<b>Revenue to Date + Expected Revenue</b>	<b>\$1,031,002</b>
<b>Projected % to Goal</b>	<b>107.1%</b>

*We are on track to meet our fundraising goal this fiscal year—but the next few months will be critical. The majority of our philanthropic asks and commitments come in between March and June.*

*Jesse will be following up individually with each board meeting to touch base about your individual development goals and commitments.*

*Thanks for your support in helping us reach our fundraising goals!*




## SUNLIGHT & SOIL

**A Garden Gathering**

**Sat, Mar 7, 2026 5-7:30pm**

**City Garden's ECEC, 1618 Tower Grove Ave.**



### DAY OF GIVING

**Noon, Wed, Apr 15 to Noon, Thu, Apr 16, 2026**  
**A 24-hour fundraiser for equitable, high-quality Montessori education**

# Chief of Learning (COL) Hiring Update



*We are in the final stages of our COL hiring process.*

- *Over 160 applications were received*
- *23 individuals were invited to complete a Round One video interview*
- *13 individuals' video interviews were reviewed and evaluated by the Hiring Advisory Committee*
- *9 individuals were advanced to Round Two*
- *Round Two interviews took place the week of January 26<sup>th</sup>*
- *Two finalists have been selected*
- *The finalist round will include a skills assessment, a performance task, reference checks, and a full day onsite of interviews, classroom observations and meetings with stakeholders.*
- *Our goal is to make a final decision by March 6<sup>th</sup>.*



# Strategic Planning

## *Update and Next Steps*

### *February 8, 2026*

# CGMS Strategic Planning Process Timeline

	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
<b>LOOKING INWARD</b>										
Phase 1: Process Planning and Preparation	█	█								
Phase 2: Understand Current State		█	█	█	█					
<b>LOOKING AROUND</b>										
Phase 3: External Environment Analysis				█	█	█				
<b>LOOKING FORWARD</b>										
Phase 4: Stakeholder Engagement					█	█				
Phase 5: Strategic Direction and Implementation Planning						█	█	█		
Phase 6: Plan finalization and Launch Preparation									█	█

# Strategic Planning Process



## Our Biggest Questions

Complex challenges that require research and community wisdom to address



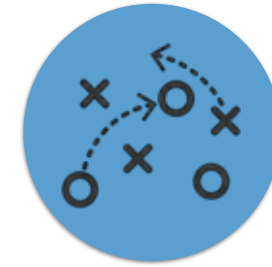
## Community Exploration

We'll workshop these questions together to learn & generate new insights



## Working Theories

Synthesize insights from community exploration into our best thinking about how to address these questions



## Strategic Plan

Translate working theories into concrete priorities that bridge our vision coherently across all school operations



# Overview

Our planning process focused on aligning **three core elements** of the school to support the next phase of City Garden's work:

- **Our Identity: Who We Say We Are**  
Clarified and refined our mission, vision, and values to make more explicit what has long guided the school and sharpen our focus on what matters most.
- **Our Model: How We Deliver**  
Codified and aligned City Garden's public Montessori model more clearly than before, in order to strengthen a shared understanding of what students, families, and staff should consistently expect - both in principle and practice.
- **Our Strategy: Where We're Focusing**  
Identified a focused set of strategic priorities for the next three years, along with recommended indicators of success and explicit trade-offs to ensure sustained focus and coherence.

Together, this plan ensures that **who we are, how we deliver, and where we are focusing are aligned and mutually reinforcing.**



# Identity: *Who We Are*

## Our Mission

City Garden redefines education by centering children in an excellent, inclusive Montessori model that honors the humanity and potential of every learner. We nurture the whole child in partnership with families and cultivate a community where children and adults learn, grow, and build meaningful relationships.

## Our Vision

We envision a St. Louis strengthened by thriving children, connected families, and a reimagined community: where lifelong learning and equitable opportunity are the norm, relationships across difference are foundational, and young people grow as compassionate, critical thinkers who help shape a more just and inclusive future.

## Our Values

- **Unified Community:** We act as one school – aligned, connected, and committed to one another.
- **Joy:** We honor the beauty, wonder and creativity that make learning and community come alive.
- **Lifelong Learning:** We grow continuously – through reflection, curiosity, humility and imagination.
- **Intention:** We make purposeful choices rooted in mission, clarity, and what matters most for children.
- **Preparation of Self:** We show up ready to learn, ready to contribute, and ready to be part of something bigger than ourselves.
- **Challenge with Care:** We believe in everyone’s potential and pair high expectations with meaningful support, so our community can thrive.



# Strategic Theme: *Where we're focusing*

## ***Reground & Reimagine***

**Regrounding in City Garden's roots – through clarity, consistency, and coherence – so we can reimagine what's possible for every child to learn, grow and thrive.**

We are **regrounding** in our roots – a clear mission, our inclusive Montessori model, shared practices, and aligned systems – so that every student can thrive and leave City Garden more prepared for life.

After several years of navigating disruption and rapid change, this era is defined by **disciplined clarity**: doing fewer things, done well, and focusing on what matters most for students' learning. By strengthening clarity, consistency and coherence across classrooms, teams, and the student experience – and letting go of things that haven't been working – we're making it easier for educators to teach well and for students to grow, learn, and succeed.

At the same time, we're **lifting up the magic, creativity, joy, and humanity** that make City Garden feel like City Garden. By clarifying our model and aligning around what works, we create the conditions for deeper learning, stronger relationships, and meaningful progress toward our graduate outcomes.

**City Garden has always been a place that dares to reimagine.** This theme honors that creative, hopeful spirit by reminding us that **stability and possibility** must go hand in hand. As we get clearer and more coherent in our practice, we *expand* our capacity to ensure every child who walks through our doors leaves with the skills, confidence, and readiness to thrive beyond our walls.

# Our strategic priorities: 2026–2029

**Guided by the theme of *Reground & Reimagine*, City Garden will focus on four cross-organizational priorities that represent the most powerful levers for improving student outcomes over the next three years.**

**Priority 1: Clarify our Integrated Learning Model**

Clarify a shared north star for Tier 1 instruction – where academic rigor, Montessori practice, and social-emotional learning are intentionally integrated - so all stakeholders know what to expect.

**Priority 2: Accelerate Growth for Students with the Greatest Need**

Ensure students below grade level can access and remain engaged in Tier 1 instruction through responsive instruction and collective ownership for student success.

**Priority 3: Increase Data Literacy & Shared Accountability**

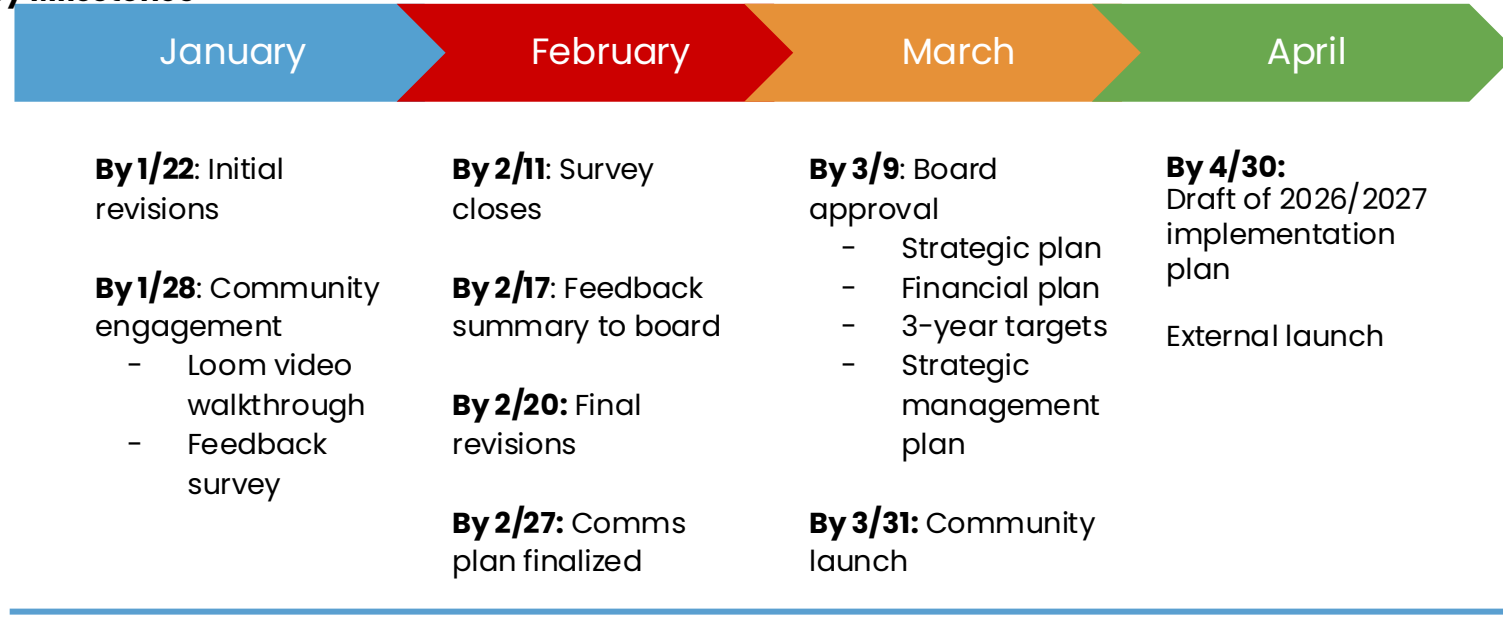
Develop the mindset, skills, & structures to use multiple forms of data as a Montessori-aligned tool for reflection, instructional decision-making & whole student growth.

**Priority 4: Strengthen Organizational Systems to Enable Learning**

Streamline day-to-day operations and design long-term systems that reflect our values, reduce unnecessary strain, and create the clarity and stability that support meaningful learning.

# Strategic Plan Approval & Implementation Timeline

## Key Milestones



## Implementation Planning "Throughline" (Ongoing, Jan-Apr)

- Bi-weekly leadership team touchpoints
- Additional engagement with key staff (e.g., lead guides)
- Community Engagement Steering Community engagement