

City Garden Montessori School

Board Meeting

Date and Time

Monday June 22, 2026 at 12:00 PM CDT

This is virtual meeting happening via Zoom webinar.

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)

Agenda

	Purpose	Presenter	Time
I. Opening Items			12:00 PM
Opening Items			
A. Call the Meeting to Order		Mia Howard	1 m
B. Record Attendance and Guests		Sarah Miner	1 m
C. Welcome, Land Acknowledgement, and Board Meeting Agreements		Mia Howard	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			
• We prioritize and value our relationships with one another.			

	Purpose	Presenter	Time
	• We come to meetings prepared and stay present. • We use our meeting time responsibly to focus on what matters most. • We say what needs to be said, directly and with care. • We ask questions for clarity and transparency. • We slow down to ensure we're centering our mission and values. • We acknowledge that disagreement is inevitable, but commit to decisions as a team. • We follow through on our commitments to each other and to City Garden.		
D.	Mission Statement	Mia Howard	1 m
	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.		
E.	Introductions and Public Comment	Discuss Mia Howard	3 m
	• Public Comment - Each individual will be given three minutes to speak.		

II. Action Items 12:08 PM

A.	Approve Minutes from May 2026 Board Meeting	Approve Minutes	Mia Howard	1 m
B.	May 2026 Financials	Vote	Benjamin Huebner	3 m
C.	Approve 2026-27 Budget	Vote	Benjamin Huebner	10 m
D.	Approve 2026-27 Officer Slate	Vote	Mia Howard	3 m
	The board slate will remain as it currently is:			
	• Chair: Jesse Dixon • Vice-Chair: Mia Howard • Treasurer: Ben Huebner • Secretary: Laura Vowell			
E.	Approve adding Heath Norton as a new Board Member	Vote	Mia Howard	3 m

	Purpose	Presenter	Time
Heath is an accomplished and results-driven professional with extensive experience in sales, management, fitness, entrepreneurship, and business development. Proven track record of leading organizations, driving growth, and building successful business operations through strategic leadership and strong interpersonal skills. A detail-oriented self-starter with over 15 years of experience as a business owner and business development leader, recognized for motivating teams, improving performance, and delivering measurable results. He possesses a diverse skill set that combines operational management, client relations, leadership development, and entrepreneurial vision. Known for being highly driven, adaptable, and committed to creating value within every organization. Heath earned a Master’s in Business Administration from Rockhurst University and a Bachelor of Science in Business Administration with an emphasis in Marketing from University of Missouri. Heath is the proud parent of two amazing City Garden children and he looks forward to serving the City Garden Montessori community.			
III.	Final Items		12:28 PM
A.	Questions and Comments	Discuss Mia Howard	3 m
IV.	Closing Items		12:31 PM
A.	Adjourn Meeting	Vote	

Coversheet

Approve Minutes from May 2026 Board Meeting

Section:	II. Action Items
Item:	A. Approve Minutes from May 2026 Board Meeting
Purpose:	Approve Minutes
Submitted by:	
Related Material:	Minutes for Board Meeting on May 22, 2026

DRAFT

City Garden Montessori School

Minutes

Board Meeting

Date and Time

Friday May 22, 2026 at 8:30 AM

This is a virtual meeting held via Zoom Webinar.

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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(citygardenschool.org/board)

Directors Present

B. Huebner (remote), L. Vowell (remote), M. Chlebowski (remote), M. Howard (remote), N. Johnson (remote), S. Haigler (remote)

Directors Absent

J. Dixon, K. Shaffer

Guests Present

A. Boyd (remote), C. Huck (remote), D. Blank (remote), K. Lohrum (remote), S. Miner (remote)

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 Friday May 22, 2026 at 8:34 AM.

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 April 2026 Board Meeting

M. Chlebowski made a motion to approve the minutes from Board Meeting on 04-21-26.

B. Huebner seconded the motion.

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

B. Approve March and April 2026 Financials, Update Regarding 2026-27 Budget

N. Johnson made a motion to approve the March and April 2026 Financials.

L. Vowell seconded the motion.

Ben Huebner provided Finance Committee updates

- There was an additional retirement plan payment, purchase services, and substitutes in place which have increased expenses
- A new budget draft will be shared as staffing changes occur
 - Mike Flohr's salary will be reallocated to add a full time Reading Interventionist in the ECEC, hire a new Social Worker, and fill the open HR position
- Enrollments are currently down for 2026-27 school year

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

C. 2025-26 Policies

B. Huebner made a motion to approve the 2025-26 policies pending changes to the date in Get the Lead Out policy and changing the name of the Zero Tolerance Policy.

M. Chlebowski seconded the motion.

- Nicole Johnson raised questions about pending changes to two policies
 - Get the Lead Out - remove the past date of the policy
 - Zero Tolerance Policy - change the name to Prohibition on Zero Tolerance Discipline Policy

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

III. Information Items

A.

Governance Committee Report

- The Governance committee has created an updated Board Evaluation form that is
 - More in depth and directed to the goals of the Strategic Plan
 - Accounts for more board accountability

B. Whole Child Success Committee Report

- Fact Fluency in math and how to launch it in the Fall
- Teachers are implementing strong practices in the classroom
- Principals are taking more ownership of data and outcomes
- The Whole Child Success Committee is deep in implementation of the strategic plan which includes a lot of work regarding data and student success
- Montessori expertise will be coming primarily from Amy Willems and Public Montessori In Action (PMAI)

C. CEO Report

- Day of Giving surpassed \$500k, which puts us on track to pass our FY26 fundraising goal
- Jesse asked two questions in advance of the meeting regarding coherence and engagement for families
 - City Garden will be leveraging guides as the front line of communications with families
 - Attrition is built into the budget numbers
 - There have been issues for families to complete 2026-27 registration and principals are engaged in this work to help families get this completed.

D. Tower Grove Building

- David Blank provided an update on the Tower Grove Building
 - He will be meeting with a consultant on 5/27 to determine the best options
 - Ultimately the goal is to buy the building and need to determine the best way to do that while taking into account refinancing 4209 Folsom building

E. Prospective Board Member, Heath Norton

- Christie Huck was struck by how honored he was to be considered for this role
- A vote will occur at the June meeting
- Heath will be invited to the June Board Retreat

F. 2026-27 Board Officer Slate

The board slate will remain as it currently is:

- Chair: Jesse Dixon
- Vice-Chair: Mia Howard
- Treasurer: Ben Huebner
- Secretary: Laura Vowell

IV. Upcoming Board/Committee Meetings

A. Board and Committee Meetings

- Finance Committee will have a June meeting to finalize the budget
- Board will have a meeting in June to vote on the Board Slate, addition of Heath Norton, and the final budget

V. Closing Items

A. Adjourn Meeting

B. Huebner made a motion to adjourn the May 2026 Board Meeting.

L. Vowell 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 9:15 AM.

Respectfully Submitted,
S. Miner

Coversheet

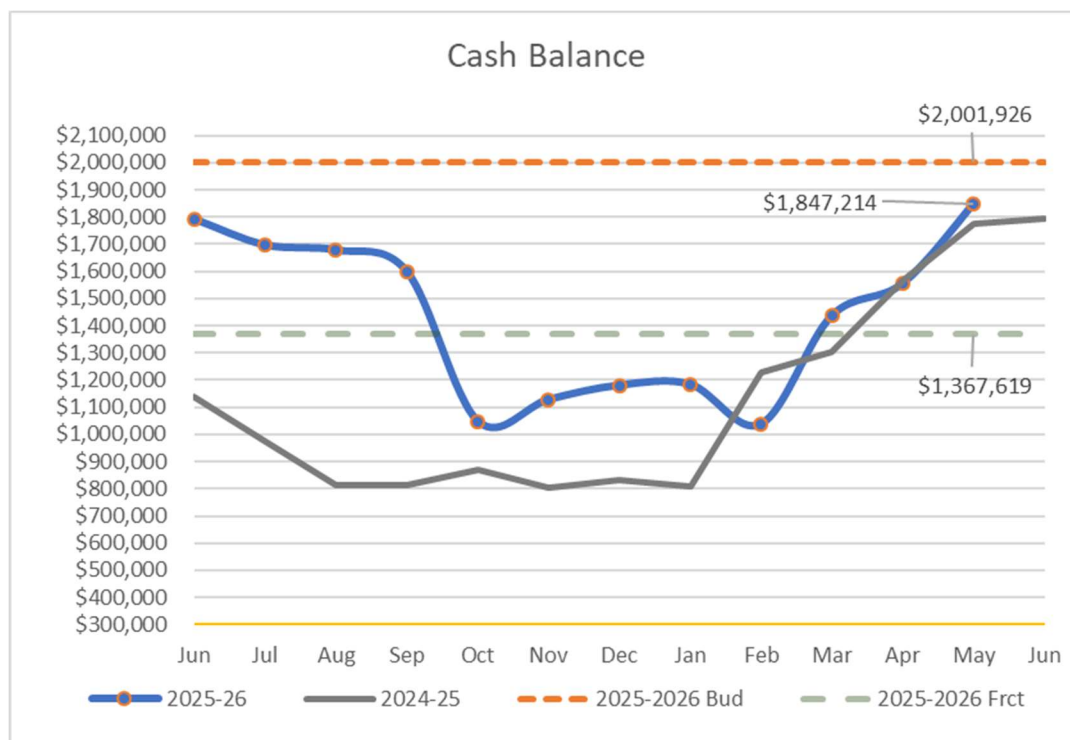
May 2026 Financials

Section:	II. Action Items
Item:	B. May 2026 Financials
Purpose:	Vote
Submitted by:	
Related Material:	May 2026 Financial Statements.pdf

City Garden Montessori School
Notes Accompanying Financial Statements
May 31, 2026

The period ending May 31, 2026 had a cash balance of \$1,847,214. This is an increase of \$55,567 from June 30, 2025 and an increase of \$293,000 from April 30, 2026.

Part of the increase in cash balance was due to the timing of retirement payments, which will be made in mid-June of \$104.3K. Had this payment been made at the end of May, cash balance would have been \$1,742,949.



Highlights of Financial Statements and Budget:

Revenue:

- State below budget by \$476.4K due to SLPS data issue and City Garden enrollment below budget by 24 students. Perm.
- Prop C under budget by \$4.5K due to timing.
- Federal under budget by \$78.7K due to timing
- Philanthropy over budget \$146.7K due to timing of donation receipts.
- PreK Tuition over budget by \$25.1K due to timing of tuition receipts.
-

Expenses:

- Salary under budget by \$338.9K due to open positions and timing of hiring some 12 month roles.
- Benefits under budget by \$111.8K due to timing of benefit payments.
- Purchase Services over budget by \$183.3 due to timing of substitute invoice payment, continued substitute costs, and timing strategic plan payments.
- Supplies over by \$186.6K due to purchases for opening of new classrooms(perm) and beginning of the year spending (timing).
- Facilities over by \$6.8K due to timing of maintenance and rent payments.
- Capital/Debt service under budget by \$4.4K due to timing of interest payments.

Enrollment and Attendance as of 5/31:

- Charter Enrollment was 513, which is 27 below budget of 541.
- Charter Attendance was 93.38% which is 0.12% below budget of 93.5%

Actual and Budget

Revenue				
Source	Actual May 2026 YTD	Actual May 2026 YTD	Budget 25-26 YTD	Variance to Budget
State	\$ 6,947,260	\$ 7,963,608	\$ 8,440,012	\$ (476,404)
Federal	1,081,665	542,589	621,268	(78,679)
Prop C	690,327	715,125	719,583	(4,458)
Annual Fund Philanthropy	327,363	996,696	850,000	146,696
Restricted/Capital Philanthropy	574,110	-	-	-
Preschool Tuition	466,241	434,084	409,000	25,084
Other	375,183	349,565	321,507	28,058
Total	\$ 10,462,150	\$ 11,001,668	\$ 11,361,370	\$ (359,702)

Expenses

Category	Actual May 2026 YTD	Actual May 2026 YTD	Budget 25-26 YTD	Variance to Budget
Salaries	\$ 4,797,831	\$ 5,227,270	\$ 5,566,205	\$ (338,935)
Benefits	1,547,702	1,847,501	1,959,304	(111,803)
Purchased Services	1,479,219	1,886,734	1,703,450	183,284
Supplies	425,724	416,850	230,267	186,584
Occupancy	1,173,394	1,185,658	1,178,814	6,845
Capital/Debt Services	589,841	551,512	555,953	(4,441)
Total	\$ 10,013,711	\$ 11,115,527	\$ 11,193,992	\$ (78,466)
Net Income\Loss	\$ 448,439	\$ (113,859)	\$ 167,378	\$ (281,237)

Financial Health Check

Category	FY 23-24	FY 24-25	Actual May 2026 YTD	Budget FY 25-26
Ending Cash Fund Balance	\$ 1,138,259	\$ 1,791,648	\$ 1,847,214	\$ 1,920,726
Cash Days on Hand*	39	57	54	56
State Reimbursement per Comb WADA and WAM	\$ 11,994	\$ 14,699	\$ 14,850	\$ 15,075
Revenue per Student*	\$ 18,152	\$ 20,006	\$ 18,275	\$ 19,493
Cost per Student*	\$ 17,747	\$ 19,435	\$ 18,464	\$ 19,291
Excess/(Deficit) Per Student	\$ 405	\$ 571	(189)	201

Accountability Plan

202-23

Measure	FY 24-25	YTD May 2026	Budget FY-25-26	Measure Met?
Debt to Asset Ratio < 0.9	0.82	0.82	0.82	Yes
Enrollment Variance >= 95%	93.2%	93.9%	93.9%	No
Fund Balance >= 10% Unrestricted	16.0%	14.9%	10.7%	Yes

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	\$ 8,575,000	\$ 9,222,558
Federal	980,074	1,125,687	770,768	757,600
Prop C	552,361	726,475	780,300	785,000
Annual Fund Philanthropy	825,930	789,396	1,025,000	962,947
Restricted/Capital Philanthropy	1,009,490	561,860	-	-
Preschool Tuition	573,039	494,764	433,050	544,950
Other	324,224	358,239	368,600	221,700
Total Revenue	\$ 10,473,971	\$ 11,603,432	\$ 11,952,718	\$ 12,494,755

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	\$ 5,925,175	\$ 6,188,562
Benefits	1,702,215	1,763,641	2,113,373	2,178,373
Purchased Services	1,351,495	1,843,410	2,036,226	1,856,226
Supplies	360,212	469,540	436,047	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
Total Expenses	\$ 10,240,980	\$ 11,272,308	\$ 12,413,290	\$ 12,365,677
Net Income\Loss	\$ 232,991	\$ 331,124	\$ (460,572)	\$ 129,078

School Stats

Category	FY 23-24	FY 24-25	May 2026	FY25-26 Budget
Charter School Enrollment	450	482	511	541
Pre-School Enrollment	118	98	91	100
Average Daily Attendance - Charter # / %	415.0639 / 92.2%	454.8339 / 93.2%	479.9 / 93.48%	506 / 93.5%
Free & Reduced Lunch Count - Charter	223	239	276	271
Free & Reduced Lunch % - Charter	50%	50%	54%	50%
New 2023/2023-3* Combined Weighted Average Daily Attendance and Weighted Average Membership	483.30	532.57	582.4508 **	606.6

** Per current Payment

Points to Note- May

State below budget due to SLPS Data issue and reduced per student amount and lower than budgeted enrollment

Federal below budget due to timing of receipts

Philanthropy and Prek Tuition over budget due to timing.

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 May 31, 2026

	Total	
	As of May 31, 2026	As of May 31, 2025 (PY)
ASSETS		
Current Assets		
Bank Accounts		
1000 Cash on Hand	200	200
1113 Simmons Operating 9865	1,487,505	1,419,905
1115 US Bank 1830	1,352	1,357
1118 Simmons-4200 Folsom 9012	4,683	4,731
1120 Simmons- MM 8644	202,655	202,633
1122 Simmons- Junior High 8636	17,275	14,603
1130 USB Blocked Account FBO IFF-3851	2,698	3,880
1149 Edward Jones Investment 0317	130,847	116,121
Total Bank Accounts	\$ 1,847,214	\$ 1,763,430
Other Current Assets		
1199 Undeposited Funds	12,332	734
1205 Note Receivable	10,408,800	10,408,800
1210 Accrued Interest Receivable	0	17,348
1215 Due to/From 4209 Folsom Owner	20,101	150,827
1216 Due to/From 4209 Folsom Prime Tenant	707	501
1217 Due To/From 4209 Managing Member	214	24,585
1230 Debt Issuance Costs	180,259	211,859
1231 Accumulated Amortization-Debt Issuance Costs	(128,295)	(131,551)
1245 Investment in 4209 Folsom Managing Member, LLC	2,668,639	2,668,639
Total Other Current Assets	\$ 13,162,757	\$ 13,351,741
Total Current Assets	\$ 15,009,971	\$ 15,115,171
Fixed Assets		
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	(349,720)	(300,293)
Total Fixed Assets	\$ 409,035	\$ 458,462
TOTAL ASSETS	\$ 15,419,006	\$ 15,573,633
LIABILITIES AND EQUITY		
Liabilities		
2155 Ramp Card	3,959	(664)
Total Credit Cards	\$ 3,959	\$ (840)
2235 Paylocity Clearing	(8,809)	
Total 2200 Payroll Clearing	\$ 104,265	\$ -
2240 Other Current Liabilities	8,309	12,500
2242 Accrued Rent Payable	44,998	100,057
2245 Accrued Interest Payable	162,378	133,302
Total Other Current Liabilities	\$ 319,951	\$ 245,859
Total Current Liabilities	\$ 323,910	\$ 245,019
Long-Term Liabilities		
2130 Note Payable-IFF Source Loan	7,160,853	7,160,853
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	1,483,302
2134 Note Payable-IFF Close-Out Loan	1,875,000	1,875,000
Total Long-Term Liabilities	\$ 12,655,573	\$ 12,655,573
Total Liabilities	\$ 12,979,482	\$ 12,900,592
Equity		
3111 Fund Balance	1,675,923	1,354,313
3119 Fund Balance- 4209 Project	889,934	908,296
Net Revenue	(126,334)	410,432
Total Equity	\$ 2,439,524	\$ 2,673,041
TOTAL LIABILITIES AND EQUITY	\$ 15,419,006	\$ 15,573,633

Saturday, Jun 13, 2026 08:31:44 PM GMT-7 - Cash Basis

City Garden Montessori

Revenue -Actual vs. Budget

2025-2026

05/31/2026

	May			May YTD			Notes
	Actual	Budget	Variance	Actual	Budget	Variance	
Prop C	65,061	65,417	(356)	715,125	719,583	(4,458)	
Interest	4,476	8,667	(4,191)	109,341	95,333	14,008	
Student Food Sales	1,385	4,580	(3,195)	36,592	45,800	(9,208)	
Student Activity - JRH	895	200	695	6,754	12,200	(5,446)	
Student Activity-Club/Athletics	360	200	160	1,290	5,397	(4,107)	
Student Activity-Field Trips	2,040	-	2,040	4,804	26,000	(21,196)	Likely perm.
Facility Rental	-	-	-	-	-	-	
Donations	460,562	250,000	210,562	996,696	850,000	146,696	Timing
Donations-Restricted Capacity	-	-	-	-	-	-	
Preschool Tuition	14,354	7,000	7,354	434,084	409,000	25,084	Timing of Tuition payments
After Care Tuition	14,801	9,230	5,571	133,901	83,070	50,831	
Before Care Tuition	4,283	3,700	583	37,700	29,540	8,160	
Institute Tuition	-	-	-	-	15,000	(15,000)	
Other	5,916	833	5,083	19,183	9,167	10,016	
Total Local Revenue	574,133	349,827	224,306	2,495,471	2,300,090	195,381	
State Basic Formula/CTF	730,440	785,547	(55,107)	7,963,608	8,440,012	(476,404)	SLPS Data issue causing lower per student amount.
Medicaid Admin Billing	-	-	-	69,497	31,500	37,997	Perm.
CARES Act	-	-	-	-	-	-	
Preschool Expansion Grant	-	-	-	-	-	-	
Federal Grant	-	-	-	5,952	-	5,952	Timing
Special Ed Part B	12,198	25,983	(13,785)	100,707	155,900	(55,193)	Timing
Special Ed Early Childhood	-	8,750	(8,750)	-	61,250	(61,250)	Timing
Lunch Program	-	15,111	(15,111)	91,663	138,889	(47,227)	Timing
Breakfast Program	-	3,133	(3,133)	19,730	30,867	(11,137)	Timing
Snack Program	-	1,315	(1,315)	3,239	12,685	(9,446)	Timing
Other Federal	-	-	-	-	-	-	
Consolidated Federal Funds	54,932	23,418	31,514	251,801	190,177	61,624	Timing
Federal Revenue	67,130	77,710	(10,580)	542,589	621,268	(78,679)	
Total Revenue	1,371,703	1,213,084	158,619	11,001,668	11,361,370	(359,702)	

City Garden Montessori School

Wage and FTE Summary

05/31/2026

	2025-2026 Actual		2025-2026 Budget	Variance Over/(Under) Bud
	Wages	FTE	Wages	Wages
Lead Guide	\$ 1,204,845	21.0	\$ 1,376,481	\$ (171,636)
Assistant Guide	771,427	21.3	735,390	36,037
Other Instruction	411,308	8.0	407,246	4,062
School Support	443,398	11.4	424,860	18,538
SPED Instruction	329,831	5.2	342,204	(12,374)
SPED Support	332,047	6.0	231,884	100,163
Instruction	\$ 2,830,978	61.7	\$ 2,943,977	\$ (112,998)
Before/After Care	\$ 15,735	0.9	\$ 69,552	\$ (53,817)
Network Admin	874,505	13.0	1,058,926	(184,421)
School Admin	755,788	11.3	823,163	(67,375)
Summer School	88,387	-	96,499	(8,112)
Total Wages	\$ 5,227,271	98.0	\$ 5,566,205	\$ (338,934)
Benefits	1,847,501		1,959,304	\$ (111,803)
Wages and Benefits	\$ 7,074,772		\$ 7,525,509	\$ (450,737)

City Garden Montessori School**Services- Actual vs. Budget****05/31/2026****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	345,108.96	141,761.50	203,347.46	211,268.26	97,149.75	114,118.51	133,340.70	44,611.75	88,728.95	500.00	-	500.00
JH Instruction	32,370.21	5,105.83	27,264.38	32,370.21	5,105.83	27,264.38	-	-	-	-	-	-
Preschool Instruction	-	9,394.92	(9,394.92)	-	-	-	-	9,394.92	(9,394.92)	-	-	-
Summer School	32,450.51	9,292.25	23,158.26	14,951.79	6,228.75	8,723.04	17,498.72	3,063.50	14,435.22	-	-	-
SPED	120,738.12	156,427.33	(35,689.21)	80,319.33	117,138.08	(36,818.75)	39,418.79	39,289.25	129.54	1,000.00	-	1,000.00
Reading and other Instruction	-	204.42	(204.42)	-	204.42	(204.42)	-	-	-	-	-	-
Subtotal- Instruction	530,667.80	322,186.25	208,481.55	338,909.59	225,826.83	113,082.76	190,258.21	96,359.42	93,898.79	1,500.00	-	1,500.00

Student and Family Support

Principal	1,504.20	27,928.08	(26,423.88)	1,476.21	21,801.08	(20,324.87)	27.99	6,127.00	(6,099.01)	-	-	-
Student Support	87,076.55	116,204.92	(29,128.37)	40,632.04	103,891.33	(63,259.29)	27,210.01	12,313.58	14,896.43	19,234.50	-	19,234.50
Nurse	14,342.50	60,897.83	(46,555.33)	7,717.50	38,904.25	(31,186.75)	2,625.00	21,993.58	(19,368.58)	4,000.00	-	4,000.00
Parental Support	2,400.39	7,586.33	(5,185.94)	1,913.89	2,772.00	(858.11)	-	4,814.33	(4,814.33)	486.50	-	486.50
Before/Aftercare	27,632.03	1,965.33	25,666.70	27,632.03	982.67	26,649.36	-	982.67	(982.67)	-	-	-
Student Activities and Athletics	11,515.00	10,210.75	1,304.25	11,515.00	10,210.75	1,304.25	-	-	-	-	-	-
Transportation	7,323.22	33,704.92	(26,381.70)	6,977.22	25,795.00	(18,817.78)	346.00	7,909.92	(7,563.92)	-	-	-
Food	296,699.34	213,927.08	82,772.26	194,524.27	127,137.08	67,387.19	102,163.07	86,790.00	15,373.07	12.00	-	12.00
Subtotal- Student and Family Sup.	448,493.23	472,425.25	(23,932.02)	292,388.16	331,494.17	(39,106.01)	132,372.07	140,931.08	(8,559.01)	23,733.00	-	23,733.00

Admin and Other

Professional Development	96,462.64	132,755.33	(36,292.69)	52,494.70	115,687.00	(63,192.30)	8,592.39	17,068.33	(8,475.94)	35,375.55	-	35,375.55
Technology	86,060.70	81,689.67	4,371.03	56,696.50	55,140.25	1,556.25	22,000.00	26,549.42	(4,549.42)	7,364.20	-	7,364.20
Executive Admin	385,737.74	532,955.17	(147,217.43)	22,536.25	-	22,536.25	724.63	-	724.63	362,476.86	532,955.17	(170,478.31)
Business Office	168,277.12	62,520.33	105,756.79	8,444.89	-	8,444.89	1,035.95	-	1,035.95	158,796.28	62,520.33	96,275.95
Philanthropy	160,020.32	46,986.50	113,033.82	10,676.22	-	10,676.22	-	-	-	149,344.10	46,986.50	102,357.60
Institute	23,491.94	51,931.00	(28,439.06)	11,226.85	-	11,226.85	-	-	-	12,265.09	51,931.00	(39,665.91)
Subtotal- Admin and Other	920,050.46	908,838.00	11,212.46	162,075.41	170,827.25	(8,751.84)	32,352.97	43,617.75	(11,264.78)	725,622.08	694,393.00	31,229.08

Subtotal- Before Building	1,899,211.49	1,703,449.50	195,761.99	793,373.16	728,148.25	65,224.91	354,983.25	280,908.25	74,075.00	750,855.08	694,393.00	56,462.08
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Building	987,379.23	975,017.55	12,361.68	415,791.08	500,323.06	(84,531.98)	451,981.25	450,089.88	1,891.37	119,606.90	24,604.61	95,002.29
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Total	2,886,590.72	2,678,467.05	208,123.67	1,209,164.24	1,228,471.31	45,917.84	806,964.50	730,998.13	150,041.37	870,461.98	718,997.61	207,926.45
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City Garden Montessori School

Supplies- Actual vs. Budget

05/31/2026

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	228,828.88	67,571.92	161,256.96	200,636.42	57,035.48	143,600.94	24,998.82	10,536.44	14,462.38	3,193.64	-	3,193.64
JH Instruction	19,230.62	4,916.89	14,313.73	17,128.14	4,916.89	12,211.25	50.40	-	50.40	2,052.08	-	2,052.08
Preschool Instruction	1,790.19	3,814.38	(2,024.19)	-	-	-	2,303.77	3,814.38	(1,510.61)	(513.58)	-	(513.58)
Summer School	2,167.01	-	2,167.01	1,295.83	-	1,295.83	871.18	-	871.18	-	-	-
SPED	6,882.10	1,814.31	5,067.79	4,302.79	1,200.04	3,102.75	2,579.31	614.27	1,965.04	-	-	-
Reading and other Instruction	3,530.43	1,229.47	2,300.96	3,530.43	1,229.47	2,300.96	-	-	-	-	-	-
Subtotal- Instruction	262,429.23	79,346.96	183,082.27	226,893.61	64,381.87	162,511.74	30,803.48	14,965.09	15,838.39	4,732.14	-	4,732.14
Student and Family Support												
Principal	33,987.56	20,282.05	13,705.51	22,249.88	12,291.90	9,957.98	11,737.68	7,990.15	3,747.53	-	-	-
Student Support	8,478.43	512.20	7,966.23	2,325.53	512.20	1,813.33	850.45	-	850.45	5,302.45	-	5,302.45
Nurse	639.96	1,499.82	(859.86)	434.62	999.57	(564.95)	205.34	500.25	(294.91)	-	-	-
Parental Support	7,538.61	7,905.55	(366.94)	5,249.82	5,029.13	220.69	1,132.00	2,876.42	(1,744.42)	1,156.79	-	1,156.79
Before/Aftercare	21,242.07	1,013.37	20,228.70	21,023.01	511.28	20,511.73	219.06	502.09	(283.03)	-	-	-
Student Activities and Athletics	1,847.01	10,390.23	(8,543.22)	1,200.93	10,390.23	(9,189.30)	650.08	-	650.08	(4.00)	-	(4.00)
Transportation	-	-	-	-	-	-	-	-	-	-	-	-
Food	10,277.28	16,584.46	(6,307.18)	8,048.04	12,396.73	(4,348.69)	2,229.24	4,187.73	(1,958.49)	-	-	-
Subtotal- Student and Family Sup.	84,010.92	58,187.68	25,823.24	60,531.83	42,131.05	18,400.78	17,023.85	16,056.62	967.23	6,455.24	-	6,455.24
Admin and Other												
Professionssional Development	2,813.34	205.06	2,608.28	982.19	125.06	857.13	351.47	80.00	271.47	1,479.68	-	1,479.68
Technology	1,324.71	30,573.76	(29,249.05)	7,030.96	-	7,030.96	1,273.00	-	1,273.00	(6,979.25)	30,573.76	(37,553.01)
Executive Admin	29,274.32	24,358.51	4,915.81	294.00	-	294.00	-	-	-	28,980.32	24,358.51	4,621.81
Business Office	8,447.25	512.20	7,935.05	986.68	-	986.68	42.34	-	42.34	7,418.23	512.20	6,906.03
Philanthropy	27,309.48	22,535.92	4,773.56	410.47	-	410.47	-	-	-	26,899.01	22,535.92	4,363.09
Institute	7,179.03	14,546.69	(7,367.66)	2,851.31	-	2,851.31	-	-	-	4,327.72	14,546.69	(10,218.97)
Subtotal- Admin and Other	76,348.13	92,732.14	(16,384.01)	12,555.61	125.06	12,430.55	1,666.81	80.00	1,586.81	62,125.71	92,527.08	(30,401.37)
Subtotal- Before Building	422,788.28	230,266.78	192,521.50	299,981.05	106,637.98	193,343.07	49,494.14	31,101.72	18,392.42	73,313.09	92,527.08	(19,213.99)
Building	198,279.16	203,796.32	(5,517.16)	128,998.09	122,937.71	6,060.38	63,954.33	73,239.54	(9,285.21)	5,326.74	7,619.07	(2,292.33)
Total	621,067.44	434,063.09	187,004.35	428,979.14	229,575.69	199,403.45	113,448.47	104,341.26	9,107.21	78,639.83	100,146.14	(21,506.31)

City Garden Montessori School

Facilities- Actual vs. Budget

05/31/2026

Supplies

	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Building Supplies	77,061.02	71,121.09	5,939.93	49,482.47	38,447.60	11,034.87	26,683.44	30,257.94	(3,574.50)	895.11	2,415.56	(1,520.45)
Electric	110,140.75	122,191.56	(12,050.81)	75,688.50	81,509.38	(5,820.88)	31,479.03	37,562.09	(6,083.06)	2,973.22	3,120.09	(146.87)
Natural Gas	11,077.39	10,483.67	593.72	3,827.12	2,980.73	846.39	5,791.86	5,419.52	372.34	1,458.41	2,083.42	(625.01)
Subtotal- Supplies	198,279.16	203,796.32	(5,517.16)	128,998.09	122,937.71	6,060.38	63,954.33	73,239.54	(9,285.21)	5,326.74	7,619.07	(2,292.33)

Rent and Services

Rent	623,273.63	605,447.33	17,826.30	289,769.19	296,541.67	(6,772.48)	333,504.44	308,905.67	24,598.77	-	-	-
Cleaning Services	160,149.77	119,074.52	41,075.25	91,100.00	80,324.98	10,775.02	55,699.77	34,723.62	20,976.15	13,350.00	4,025.93	9,324.07
Maintenance	81,317.81	96,443.41	(15,125.60)	(6,845.99)	63,888.18	(70,734.17)	29,853.99	29,535.79	318.20	58,309.81	3,019.45	55,290.37
Trash	19,067.89	13,184.91	5,882.98	10,373.42	5,535.65	4,837.77	7,874.26	6,642.78	1,231.48	820.21	1,006.48	(186.27)
Other Property Services	40,102.50	25,763.41	14,339.09	22,805.64	14,741.09	8,064.55	15,873.46	6,996.40	8,877.06	1,423.40	4,025.93	(2,602.53)
Property Insurance	40,763.95	68,976.12	(28,212.17)	-	34,259.09	(34,259.09)	3,316.00	28,832.99	(25,516.99)	37,447.95	5,884.05	31,563.90
Communications	22,703.68	21,329.67	1,374.01	8,588.82	5,032.41	3,556.41	5,859.33	10,258.37	(4,399.04)	8,255.53	6,038.89	2,216.64
Property Taxes	-	24,798.16	(24,798.16)	-	-	-	-	24,194.27	(24,194.27)	-	603.89	(603.89)
Subtotal- Rent and Services	987,379.23	975,017.55	12,361.68	415,791.08	500,323.06	(84,531.98)	451,981.25	450,089.88	1,891.37	119,606.90	24,604.61	95,002.29

Capital and Debt Service

Capital Spending	-	-	-	-	-	-	-	-	-	-	-	-
Interest- Cash	480,222.54	481,516.04	(1,293.49)	480,222.54	481,516.04	(1,293.49)	-	-	-	-	-	-
Interest- Amortization of Debt Cost	25,982.11	28,600.00	(2,617.89)	25,982.11	28,600.00	(2,617.89)	-	-	-	-	-	-
Depreciation	45,307.68	45,837.00	(529.32)	-	-	-	38,173.30	9,163.00	29,010.30	7,134.38	36,674.00	(29,539.62)
Subtotal- Capital and Debt Service	551,512.33	555,953.04	(4,440.70)	506,204.65	510,116.04	(3,911.38)	38,173.30	9,163.00	29,010.30	7,134.38	36,674.00	(29,539.62)

Total

1,737,170.72	1,734,766.90	2,403.82	1,050,993.82	1,133,376.80	(82,382.98)	554,108.88	532,492.42	21,616.46	132,068.02	68,897.67	63,170.35
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City Garden Montessori Charter School

Statement of Activity

May 2026

	Total	
	May 2026	Jul 2025 - May 2026 (YTD)
Revenue		
5100001 Local Revenue		
5113001 Prop C,Local	65,061.17	715,125.45
5141001 Interest,Local	4,475.78	5,253.37
5141901 Interest-4209 Project,Local		104,088.00
5179A01 Activity Fee- Athletics	360.00	1,290.00
5180001 Tuition-Pre K, Before/After Care		
5181011 After School Care,Local	14,800.70	133,900.85
5181021 Before School Care,Local	4,283.21	37,699.98
5182P01 Preschool Tuition,Local	5,669.82	382,833.96
5182P21 Preschool Tuition- Deposit,Local	9,837.46	54,038.41
Total 5180001 Tuition-Pre K, Before/After Care	\$ 34,591.19	\$ 608,473.20
5192011 Donations,Local Annual Fund	460,561.86	996,696.15
5198901 Other Income-Local	58.00	3,646.42
5151001 Student Food Sales,Local	1,385.00	36,591.90
5179001 Activity Fees ,Local	2,040.00	4,804.30
5179J01 Student Activity - JRH,Local	895.00	6,754.20
5188001 Facility Rental,Local		100.00
5198001 Other,Local	5,814.57	15,368.44
5198091 Misc Rev-Returned Check,Local	43.50	68.00
Total 5198901 Other Income-Local	\$ 10,236.07	\$ 67,333.26
Total 5100001 Local Revenue	\$ 575,286.07	\$ 2,498,259.43
5300003 State Revenue		
5311003 Basic Formula,State	686,768.00	7,494,894.88
5314003 ECSE- STATE	20,452.75	70,178.85
5319003 Classroom Trust,State	23,218.94	229,933.19
5333003 State Foodservice Revenue,State		32.19
5338003 MOQPK- Preschool State Funding		168,068.70
5397003 Charter School Closure Refund- State		500.00
Total 5300003 State Revenue	\$ 730,439.69	\$ 7,963,607.81
5400004 Federal Revenue		
5412004 Medicaid Revenue,Federal		69,496.57
5441004 Part B SPED,Federal	12,198.37	100,707.17
5445004 Lunch Program,Fed		91,662.50
5446004 Breakfast Program,Federal		19,730.38
5448004 Snack Program,Federal		3,239.21
5451004 Title I - Revenue,Federal	47,046.97	215,427.29
5461004 Title IV Revenue,Federal	3,347.91	15,185.07
5465004 Title II - Revenue, Federal	4,537.14	21,188.42
5497014 Federal Charter School Expansion		5,952.00
Total 5400004 Federal Revenue	\$ 67,130.39	\$ 542,588.61
Unapplied Cash Payment Revenue	-1,153.35	-2,788.02
Total Revenue	\$ 1,371,702.80	\$ 11,001,667.83
Gross Profit	\$ 1,371,702.80	\$ 11,001,667.83
Expenditures		

City Garden Montessori Charter School

Statement of Activity

May 2026

	Total	
	May 2026	Jul 2025 - May 2026 (YTD)
6100000 Salaries		
6110000 Certified Salaries		
6111001 FT Cert Salaries,Local	18,405.34	192,379.56
6111003 Full-Time Certified Salaries,State	177,047.92	1,881,004.36
6111004 FT Cert Salaries,Federal		13,344.00
6121003 Part-Time Certified Salaries,State	6,422.59	64,625.27
6121T03 Tutoring Wages.Certified.State	1,620.02	5,805.84
Total 6110000 Certified Salaries	\$ 203,495.87	\$ 2,157,159.03
6150000 Classified Salaries		
6151001 Classified Salaries,Local	17,838.36	187,221.97
6151003 Full-Time Classified Salaries,State	239,306.74	2,678,437.87
6161001 Part-time Classified Salaries,Local		1,453.22
6161003 Part-time Classified Salaries,State	20,312.57	202,998.34
Total 6150000 Classified Salaries	\$ 277,457.67	\$ 3,070,111.40
Total 6100000 Salaries	\$ 480,953.54	\$ 5,227,270.43
6200000 Employee Benefits		
6211001 Retirement- Teachers Local	2,983.96	25,762.04
6211003 Teachers' Retirement,State	26,307.53	273,428.53
6211004 Teachers' Retire,Federal		1,921.72
6221001 Employee Benefits;Non Teacher Retirement, Local	2,817.54	27,240.63
6221003 Non-Teacher Retirement,State	35,974.55	375,037.25
6231001 Social Security,Local	2,332.75	24,016.10
6231003 Social Security,State	27,084.29	295,503.77
6231004 Social Security,Federal		816.64
6232001 Medicare,Local	545.61	5,331.72
6232003 Medicare, State	6,334.19	69,342.16
6232004 Medicare, Federal		191.00
6241001 Employee Insurance,Local	7,203.62	63,835.20
6241003 Employee Insurance,State	59,123.76	630,461.32
6241004 Employee Insur,Federal		2,029.74
6241103 Employee Insurance-ded. Reimb Plan,State	329.00	9,402.00
6241T03 Employee Insurance- Term Empl,State		-2,094.00
6261003 Workers' Compensation,State	4,525.00	41,426.00
6271003 Unemployment Compensation,State		3,849.54
Total 6200000 Employee Benefits	\$ 175,561.80	\$ 1,847,501.36
6300000 Purchased Services		
6300B00 Purchase Service- Facilities		
6331003 Cleaning Services-State	23,500.00	160,149.77
6332003 Repairs & Maintenance,State	694.18	144,624.13
6332B23 HVAC Maintenance,State		-71,273.67
6332B33 Other Repairs & Maintenance,State	1,162.69	9,627.49
Total 6332003 Repairs & Maintenance,State	\$ 1,856.87	\$ 82,977.95
6332B13 Building Maintenance,State	743.21	3,864.86
6333003 Rent-Building,State	55,264.44	623,378.03
6339003 Other Property Services,State		9,948.00

City Garden Montessori Charter School

Statement of Activity

May 2026

	Total	
	May 2026	Jul 2025 - May 2026 (YTD)
6334003 Rental Equipment,State	2,035.21	12,772.15
6336003 Trash Removal,State	1,829.98	20,997.90
6339B13 Extermination,State	510.56	5,545.14
6339B23 Security,State		1,900.00
6339B33 Snow Removal,State		12,414.28
6339B43 Water/Sewer	725.95	10,285.08
Total 6339003 Other Property Services,State	\$ 5,101.70	\$ 73,862.55
6351003 Property Insurance,State		40,763.95
Total 6300B00 Purchase Service- Facilities	\$ 86,466.22	\$ 984,997.11
6300D00 Purchase Services- Development		
6319D11 Other Development Consulting/Design	3,500.00	51,671.90
6319D21 Development Consulting	6,955.00	65,832.50
6319D41 Website/Online Resources		3,583.98
6395001 Special Events,Local	1,675.34	8,536.75
6395DA1 Major Gifts	89.84	89.84
6395DB1 Block Party	3,950.80	3,950.80
6395DG1 Bloomarang, CC fees	6,938.16	11,663.60
6395DL1 Mid-Level Giving		152.71
Total 6395001 Special Events,Local	\$ 12,654.14	\$ 24,393.70
Total 6300D00 Purchase Services- Development	\$ 23,109.14	\$ 145,482.08
6300I00 Purchase Services- Instruction		
6311003 Professional Services,State	102.25	72,282.92
6311I23 Fab Fridays,State		500.00
6311I33 Online Learning Subscriptions,State		3,905.19
6311I43 NWEA/iReady Assesment,State		37,837.91
6311I53 Substitutes,State	25,098.71	333,500.99
6311I63 Summer School-State	52.01	1,926.77
6319I13 Student Information System		22,180.55
Total 6300I00 Purchase Services- Instruction	\$ 25,252.97	\$ 472,134.33
6300S00 Prof. Services- Support		
6319S13 Student Information Systems		3,274.69
6319S33 Data Managment and Reporting		30,000.00
6341S14 McKinney-Vento Student Transportation,Federal	380.37	3,232.03
6391F13 FoodService, State	260.66	-470.14
6391F14 Food Service,Federal	34,171.82	297,397.37
Total 6300S00 Prof. Services- Support	\$ 34,812.85	\$ 333,433.95
6300T00 Purchase Services- Training		
6312T13 Montessori Training,State		32,857.22
6312T23 Common Core Training,State	165.00	14,502.72
6312T33 Administrative Staff PD,State	600.00	14,988.55
6312T91 PD- Outside Facilitation,Local		6,850.00
Total 6300T00 Purchase Services- Training	\$ 765.00	\$ 69,198.49
6300X00 Purchase Services- Admin		
6315003 Audit,State		24,890.00
6317003 Legal,State	1,099.50	27,435.50

City Garden Montessori Charter School

Statement of Activity

May 2026

	Total	
	May 2026	Jul 2025 - May 2026 (YTD)
6319003 Other Professional Services,State	38,824.41	426,080.81
6352003 Liability Insurance,State	13,354.67	76,523.56
6361003 Communication,State	2,037.52	26,485.31
6362003 Advertising,State	1,555.00	1,710.00
6363003 Printng & Copying,State		378.12
6371003 Dues & Memberships,State	10,000.00	33,456.28
6391003 Other Purchased Services,State	7,034.62	88,015.07
6343T91 Travel Expense to be Reimbursed		618.10
Total 6391003 Other Purchased Services,State	\$ 7,034.62	\$ 88,633.17
6392003 Admin Fees,State	819.83	11,781.37
Total 6300X00 Purchase Services- Admin	\$ 74,725.55	\$ 717,374.12
6312T43 Missouri Certification Training and Course Work		1,997.00
6312T94 Training Outside Facilitation, Federal		526.50
6319E03 Online other services	2,786.97	14,446.61
6341003 Transportation- Other Student, State	346.00	935.50
6341M03 Transportaion- McKinney-Vento,State	1,923.80	4,891.19
6343001 Travel,Local	1,864.99	22,139.95
6362E03 Advertising- Employee Recruitment	1,604.67	6,315.53
6362S03 Advertising for Student Recruitment	46.00	335.58
6391004 Professional Services, Federal	1,573.80	45,433.46
6391A03 HR IS Fees Zenefits/Trinet	2,650.50	13,092.50
6391A13 Payroll Service Fee Heartland		25,407.34
6391Y004 Consulting Fees, Federal		11,870.48
6392903 Admin Fees, 4209 Folsom Project, State		104.00
6397003 Scabies Costs		4,000.00
Total 6300000 Purchased Services	\$ 257,928.46	\$ 2,874,115.72
6312Y14 Montessori Training,Federal		12,475.00
6400000 Supplies & Materials		
6400B00 Supplies- Facilities		
6411B13 Building Supplies,State	12,668.02	70,029.82
6411B33 Other Supplies,State		615.79
6412003 Supplies- Tech Related,State	-540.00	-6,911.15
6481003 Electirc,State	4,877.85	110,140.75
6483003 Gas,State	479.60	11,077.39
Total 6400B00 Supplies- Facilities	\$ 17,485.47	\$ 184,952.60
6400I00 Supplies- Instruction		
6411003 General Supplies,State	2,172.81	52,754.13
6411i13F Food and Drink- Staff- Prin. Discretion	1,118.42	22,810.20
6411I33 Outdoor Ed/Stem Supplies,State	84.21	2,677.59
6411J13 Supplies-JH 1,State		1,341.17
6411J23 Supplies-JH 2,State		1,438.93
6411L13 Supplies-Lower EL 1,State	-124.37	887.35
6411L23 Supplies-Lower EI 2,State	185.68	1,121.41
6411L33 Supplies-Lower EI 3,State	-45.89	1,196.85
6411L83 Supplies-Lower EL 8, State	165.62	907.29

City Garden Montessori Charter School

Statement of Activity

May 2026

	Total	
	May 2026	Jul 2025 - May 2026 (YTD)
6411P33 Supplies-Primary 3,State		402.42
Total 6411003 General Supplies,State	\$ 3,556.48	\$ 85,537.34
6411I13 Instruction Supplies, State	6,845.91	55,637.90
6411I23 Physical Ed Supplies,State		889.14
6411I43 ESL Supplies for Instruction,State		381.57
6411I63 Supplies-Art,State	136.90	2,470.11
6411I73 Supplies for Chickens		597.54
6411I93 General Office	1,568.78	25,818.00
6411I93F Staff Food and Beverage-BOM		3,511.90
6411IR3 Curriculum, Furniture and Fixtures	21,625.93	48,233.58
6411J33 Supplies JH3		690.90
6411JC1 Jr High Capstone Expense	3,704.55	3,704.55
6411JS3 JH School Store, State	303.00	4,209.00
6411P11 Supplies & Materials Preschool,Local		451.85
6411P21 Supplies & Materials Preschool 2,Local		171.26
6411P31 Supplies & Materials Preschool 3, Local		71.33
6411P41 Supplies & Materials Preschool 4, Local		1,139.01
6411P51 Supplies & Materials Preschool 5, Local		67.41
6411P61 Supplies & Materials Preschool 6, Local		-250.00
Total 6400I00 Supplies- Instruction	\$ 37,741.55	\$ 233,332.39
6400S00 Supplies- Support		
6411A11 Supplies- Before/Aftercare,Local		202.96
6411F14 Food Supplies,Federal		3,102.62
6411S13 Character Ed/Family Support,State	200.00	7,050.63
6411S21 Supplies/Childcare-Events		38.15
6411S33 Supplies Nautius		84.56
6411S43 Supplies/Outreach,State	655.73	8,999.69
6411S61 Supplies/Volunteer Appreciation,Local		261.96
6471003 Food Supplies,State	1,274.72	5,924.49
Total 6400S00 Supplies- Support	\$ 2,130.45	\$ 25,665.06
6400T00 Supplies- Training		
6411T13 Montessori Training Supplies,State		884.56
6411T23 Other Training Supplies	35.55	3,841.64
6411T33 Training-Staff Resources,State		1,008.66
Total 6400T00 Supplies- Training	\$ 35.55	\$ 5,734.86
6400X00 Supplies- Admin		
6411001 Supplies,Local		3,276.57
6411X13 Board Supplies and Materials,State	18.00	1,122.76
6411X23 Admin Office Supplies	1,356.07	13,486.86
6411X31 Staff/Board Winter Party		3,272.16
6411X33 Staff Appreciation	1,510.89	15,721.54
6491003 Other Supplies & Materials,State		409.49
Total 6400X00 Supplies- Admin	\$ 2,884.96	\$ 37,289.38
6411004 Supplies, Federal		891.47
6411a001 Accidental CC usage	-10.60	515.21

City Garden Montessori Charter School

Statement of Activity

May 2026

	Total	
	May 2026	Jul 2025 - May 2026 (YTD)
6411A21 Supplies for After School Activities and Athletics		369.57
6411D11 Other Supplies-Development,Local	3,276.52	26,557.97
6411i83 Summer School Supplies		2,052.55
6411IC4 Supplies & Materials		1,039.12
6411iM3 Music Supplies		1,508.76
6411IR4 Supplies & Materials-Startup, Federal		80,846.74
6411K13 Supplies- Kindergarten 1,State	461.27	696.67
6411K23 Supplies- Kindergarten 2, State		397.41
6411K33 Supplies- Kindergarten 3, State		908.42
6411L43 Supplies-Lower EL 4,State	145.62	986.10
6411L53 Supplies-Lower EL 5,State	165.62	588.12
6411L63 Supplies-Lower EL 6,State	165.62	1,566.78
6411L73 Supplies-Lower EL 7,State	-124.38	291.35
6411U13 Supplies Upper EL 1,State		1,016.19
6411U23 Supplies-Upper EI 2,State		255.11
6411U33 Supplies-Upper EI 3,State	66.00	-860.44
6411u43 Supplies Upper EL 4,State		922.99
6411U53 Supplies Upper EI 5,State		804.12
6411U63 Supplies Upper EL 6,State		1,797.93
6411Y04 Supplies- Institute, Federal		1,500.00
6412004 Supplies Tech,Federal		9,441.01
Total 6400000 Supplies & Materials	\$ 64,423.65	\$ 621,067.44
6624901 Interest- 4209,Local	42,060.52	480,222.54
6624911 Interest-4209 Debt Cost,Local	2,362.01	25,982.11
QuickBooks Payments Fees		-2.60
Unapplied Cash Bill Payment Expenditure	-101.25	-5,938.00
Total Expenditures	\$ 1,023,188.73	\$ 11,082,694.00
Net Operating Revenue	\$ 348,514.07	-\$ 81,026.17
Other Expenditures		
6999000 Depreciatoin	4,118.88	45,307.68
Total Other Expenditures	\$ 4,118.88	\$ 45,307.68
Net Other Revenue	-\$ 4,118.88	45,307.68
Net Revenue	\$ 344,395.19	-\$ 126,333.85

Saturday, Jun 13, 2026 08:37:48 PM GMT-7 - Cash Basis

Coversheet

Approve 2026-27 Budget

Section:	II. Action Items
Item:	C. Approve 2026-27 Budget
Purpose:	Vote
Submitted by:	
Related Material:	Budget Summary 26-27 06.15.2026.pdf 2026-27 June Budget Presentation_6-2026.pptx.pdf

City Garden Montessori School
Budget 2026-27- Version 4 vs 5 (Final)
06.14.2026

	Actual	Forecast	Draft 3	Draft 4	Draft 5	Notes
	2024-2025	2025-26	2026-27	2026-27	2026-27	
State	\$ 7,547,011	\$ 8,575,000	\$ 9,153,500	\$ 9,275,600	\$ 9,372,000	From D3- Inc per student from \$15K to \$15.358K
Federal	1,125,687	770,768	815,900	815,900	815,900	No change
Prop C	726,475	780,300	835,120	836,000	836,000	Per DESE Estimate less \$10K
Philanthropy- Annual	789,396	1,025,000	991,835	1,055,750	1,060,875	Based on 25-26 Frcst
Philanthropy- Resticted	561,861	-	-	-	170,000	Grant funded tutoring
Preschool	492,957	433,050	475,150	445,150	445,150	Less \$30K for income A tuition to \$0
Student Food, Before, aftercare	188,598	222,700	180,100	200,000	200,000	Increase based on 25-26 Actuals
Other	92,224	41,900	76,300	76,300	76,300	3% increase
Interest	79,224	104,000	104,000	104,000	104,000	Flat
Total Revenue	11,603,432	11,952,718	12,631,905	12,808,700	13,080,225	
Salaries	5,324,856	5,925,175	6,725,906	6,711,937	6,988,236	Less Dir of Cur, added Interv.,SYS Data Mgr,Sch Sup.
Benefits	1,763,641	2,113,373	2,320,438	2,315,618	2,410,941	34.5% Benefits
Services	1,867,734	2,036,226	1,484,234	1,538,234	1,685,174	HR/Admin Consulting /Grant Funded Tutoring(\$170K)
Supplies	462,512	436,047	223,355	223,355	243,355	+\$20K for enrichment
Occupancy	1,237,963	1,305,979	1,368,848	1,398,848	1,398,848	Insurance
Interest Expense	544,271	515,290	525,290	515,290	515,290	
Interest Expense- Amort of Debt Costs	28,344	31,200	31,200	31,200	31,200	
Depreciation	49,427	50,000	50,000	50,000	50,000	
Total Expenses	11,278,748	12,413,290	12,729,272	12,784,484	13,323,046	
Net Surplus/Deficit	\$ 324,684	\$ (460,572)	\$ (97,367)	\$ 24,216	\$ (242,821)	
Beginning Unrestricted Cash	1,138,259	1,779,216	1,347,138	1,499,844	1,499,844	
Surplus/(Deficit)	324,684	(460,572)	(97,367)	24,216	(242,821)	
Non-Cash (Amort Debt Cost, Project reimb)	(316,272)	81,200	81,200	81,200	81,200	
Ending Unrestricted Cash	1,779,216	1,499,844	1,330,971	1,605,260	1,338,223	
Fund Balance % (should be higher than 10%)	16%	12%	10.5%	12.6%	10.0%	
Enrollment						
Preschool	120	94	94	94	94	
Charter	502	515	561	561	561	
Total	622	609	655	655	655	

City Garden Montessori School

Budget Wages

2026-2027

26-27 Budget							
EAEC	Regular	Hourly	Extra Duties/OT	Retention	Summer	Total	
Lead Guide	\$ 1,010,096	\$ -	\$ 37,600	\$ -	\$ 54,400	\$ 1,102,096	
Assistant Guide	\$ 530,224	\$ -	\$ 52,052	\$ 24,000	\$ 23,040	\$ 629,316	
Other Instruction	\$ 364,215	\$ -	\$ 5,000	\$ -	\$ -	\$ 369,215	
School Support	\$ 310,467	\$ 24,964	\$ 43,208	\$ 7,500	\$ 15,520	\$ 401,659	
SPED Instruction	\$ 317,660	\$ -	\$ 2,000	\$ -	\$ -	\$ 319,660	
SPED Support	\$ 261,546	\$ -	\$ 25,790	\$ 12,000	\$ 5,760	\$ 305,096	
School Admin	\$ 726,536	\$ -	\$ 19,000	\$ -	\$ 7,200	\$ 752,736	
Before/After Care	\$ -	\$ 12,580	\$ -	\$ -	\$ 3,240	\$ 15,820	
	\$ 3,520,744	\$ 37,544	\$ 184,650	\$ 43,500	\$ 109,160	\$ 3,895,597	
ECEC							
Lead Guide	\$ 456,555	\$ -	\$ 14,400	\$ -	\$ 40,800	\$ 511,755	
Assistant Guide	\$ 259,994	\$ -	\$ 48,612	\$ 12,000	\$ 17,280	\$ 337,886	
Other Instruction	\$ 63,782	\$ 38,194	\$ -	\$ -	\$ -	\$ 101,976	
School Support	\$ 152,669	\$ 37,740	\$ 54,925	\$ 4,500	\$ 7,200	\$ 257,034	
SPED Instruction	\$ 86,167	\$ -	\$ -	\$ -	\$ 5,758	\$ 91,924	
SPED Support	\$ 96,146	\$ -	\$ 32,381	\$ 4,500	\$ 2,880	\$ 135,907	
School Admin	\$ 375,424	\$ 15,725	\$ 6,000	\$ -	\$ 10,000	\$ 407,149	
Before/After Care	\$ -	\$ 12,580	\$ -	\$ -	\$ 3,240	\$ 15,820	
	\$ 1,490,737	\$ 104,239	\$ 156,318	\$ 21,000	\$ 87,158	\$ 1,859,451	
Network Admin	\$ 1,216,188	\$ -	\$ 17,000	\$ -	\$ -	\$ 1,233,188	
	\$ 6,227,669	\$ 141,783	\$ 357,967	\$ 64,500	\$ 196,318	\$ 6,988,236	

City Garden Montessori School

Enrollment Summary

06.14.2026

		Enrollment	
		Budget	Forecast
		2025-26	2025-26
		Draft 5 06/14/2026	
		2026-27	
Grade	Scenerios----->	95% of Target	
JH	66	58	64
UE	161	145	171
LE	224	221	232
K	90	91	94
Subtotal Charter	541	515	561
PreSchool	100	94	94
Total School	641	609	655
Attendance %	0.935	93.5%	93.50%
Summer School #	31.95	27.8729	32
FRL #	271	279	280.5
IEP #	70	58	59
LEP #	18	14	16
PRK #	21	22	22
 \$ per WADA	 \$ 15,075	 \$ 14,850	 \$ 15,358
State Revenue	\$ 9,058,993	\$ 8,535,700	\$ 9,372,000
Prior Period Correction		\$ (104,901)	
MOQ{K	\$ 168,000	\$ 168,000	\$ -
	\$ 9,226,993	\$ 8,598,799	\$ 9,372,000
 <i>Enrollment plus PRK WADA seats</i>	 <i>562</i>	 <i>537</i>	 <i>583</i>
<i>\$ per Enrollment</i>	<i>\$ 16,119.20</i>	<i>\$ 15,895.16</i>	<i>\$ 16,075.47</i>

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	Classroom Instruction	340,441.96	70,170.69
EAEC	Student Support	66,166.34	8,410.70
EAEC	Special Education	128,981.62	1,337.53
EAEC	Nurse	19,773.39	1,114.61
EAEC	Parent Support	3,000.15	1,705.75
EAEC	Professional Development	104,359.56	139.30
EAEC	Food Service	172,162.02	13,817.99
EAEC	Technology	61,656.86	-
EAEC	Enrichment	10,000.00	20,000.00
EAEC	Before/After Care	2,002.35	570.90
EAEC Subtotal		908,544.25	117,267.46
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	12,300.26	557.30
ECEC	Parent Support	2,500.28	0.25
ECEC	Professional Development	9,586.53	89.06
ECEC	Food Service	117,047.02	4,668.20
ECEC	Technology	29,686.63	-
ECEC	PreSchool	-	2,195.18
ECEC	Business Office	5,708.97	-
ECEC	Before/After Care	2,002.35	560.02
ECEC Subtotal		298,298.46	28,323.21
Network	Exec Admin	286,637.19	27,150.71
Network	Business Office	123,908.59	570.90
Network	Technology	-	31,710.10
Network	Philanthropy	36,673.40	25,119.46
Network	Mont. Training Center	31,112.36	13,213.47
Network Subtotal		478,331.54	97,764.63
Total		1,685,174.26	243,355.31



City Garden Montessori School: *2026-27 Budget*

For Board Approval June 22, 2026

Summary of What Has Changed in this Version of the Budget (v5) from the Previous Draft (v3)

Revenue

State Revenue

- **What changed?** We increased the state revenue projection from \$9,153,500 to \$9,372,000, based on the most current information we have about state revenue. We are estimating \$15,358 per WADA, and the Missouri Charter Public School Association is estimating approximately \$300 per WADA over that. Thus, we have remained somewhat conservative.
- **Why?** We have a high level of confidence that we will meet enrollment targets. We were waiting to see where enrollment is for the 2026-27 school year. We adjusted enrollment target numbers to account for the same level of attrition that has occurred over the summer the past 3 years. We then budgeted 95% of these enrollment target numbers.

Philanthropy and Philanthropy Restricted

- **What changed?** We increased Philanthropy Annual from \$991,835 to \$1,060,875, and we increased Philanthropy Restricted from \$0 to \$170,000.
- **Why?** Our 2025-26 Philanthropy Annual revenue is projected to be \$1,044,043. While some of the 2025-26 donations will not repeat in 2026-27, we have a high level of confidence that we can build on this year's success to increase philanthropy. (We will have an internal goal that is 13% higher than what is in the budget.) We increased Philanthropy Restricted from \$0 to \$170,000 because The Opportunity Trust is providing a grant to support 2 math tutors from Blueprint Math Fellows and 10 reading tutors through Teach for America's Ignite Reading program. The cost of these programs is reflected in Expenses.

Preschool Tuition + Student Food, Before, aftercare

- **What changed?** We decreased preschool tuition from \$475,150 to \$445,150. We increased Student Food, Before and Aftercare from \$180,100 to \$200,000.
- **Why?** Income A families on the Preschool Sliding Scale have primarily been receiving WADA funding or MOQPK grant funding the past two years. In the coming year, we will continue to have WADA funding but will not have MOQPK funding because our mixed-age classrooms make us ineligible. We had increased preschool tuition to reflect these families paying tuition. However, a donor has contributed scholarship funds for preschool, and we are committed to making our program accessible to these families. Thus, we adjusted our tuition revenue down. Student Food, Before and Aftercare increased because it is reflective of what we are projecting in 2025-26.

Summary of What Has Changed in this Version of the Budget (v5) from the Previous Draft (v3)

Expenses

Salaries and Benefits

- **What changed?** We increased salaries from \$6,725,906 to \$6,988,236, and we increased benefits from \$2,320,438 to \$2,410,941
- **What does this include?** We previously removed: Director of Curriculum & Instruction, Director of Talent & Culture, Academic Interventionist, SEL Facilitator, and 2 Building Support Specialist positions. In this budget, we added back in: an EAEC Academic Interventionist (will also coordinate tutoring), an ECEC Academic Interventionist/Outdoor Ed Specials Guide, a Family Support Coordinator/School Social Worker, 2 Building Support Specialists, a Compliance & Data Systems Manager, an Employee Recruitment & Hiring Manager, and an Administrative Assistant (will support principals/instructional leadership). We also shifted funds from consulting to salary to hire an in-house Nurse and a Development & Communications Manager. We believe these positions are critical to meeting our goals in the coming year and feel it is important to spend the funds to support these positions.
- **Additional note:** Overall salary increases are also due to implementation of Phase 2 of the Lead and Assistant Guide Salary Scale, which the board has prioritized. All budget versions have also included the following new positions: Chief of Learning, an additional Special Education Guide, an additional Junior High Asst Guide, a Student Experience Manager (managing Enrichment, Before/Aftercare and Summer School), a Jesuit Volunteer (FT Building Support).

Services

- **What changed?** We increased services from \$1,484,234 to \$1,685,174.
- **What does this include?** This includes an additional \$50,000 for food service, which has come in higher than budgeted in 2025-26, adding back in \$30,000 for HR consulting support and \$170,000 for math and reading tutoring, which will be funded by a grant. We shifted funds out of services into salaries for development and communications, and we shifted a portion of the nurse fee from services to salaries.

Supplies

- **What changed?** We increased supplies from \$223,355 to \$243,355.
- **What does this include?** This includes an additional \$20,000 for Enrichment programming.

Occupancy

- **What changed?** We increased supplies from \$1,368,848 to \$1,398,848
- **What does this include?** This includes an additional \$30,000 for insurance. Our rates went up due to claims in the previous years (particularly the water main breaks in 2025).

Summary of What Has Changed in this Version of the Budget (v5) from the Previous Draft (v3)

The Bottom Line

- **What changed?**
 - **Revenue increased from \$12,631,905 to \$13,080, 225.** This is primarily due to increasing the state funding estimate from \$15,000 per WADA to \$15,358 per WADA. We are still estimating \$300 less than the Missouri Charter Schools Association is projecting for 2026-27. We are also budgeting 95% of our enrollment targets. This means there is opportunity for higher revenue if funding comes in as expected and if enrollment, fundraising and tuition goals are met.
 - **Expenses increased from 12,729,272 to 13,323,046.** This is primarily due to adding back in staff positions that are important for day-to-day operations and to meet our strategic plan goals. We have reduced or eliminated several expenses and will tightly monitor spending throughout the coming year. There are still staffing positions that would be beneficial to add back into the budget, such as additional academic intervention support; however, we will not anything more unless revenue allows.
 - **The Deficit increased from \$(97,367) to \$(242,821). However, the Fund balance increased from \$1,330,971 to \$1,338,223. This is a 10% fund balance, which we are accountable to maintain.** We are projecting to end the 2025-26 fiscal year with a higher fund balance than we had previously been projecting, thanks in part to fundraising. This carryover contributes to a higher fund balance in 2026-27.
- **What does this mean?**
 - We know that it is not ideal to have a deficit budget. However, we are balancing the very real needs of the school and a commitment to make significant academic growth in the coming year with a mandate to reduce expenses. We believe this budget strikes a balance of being prudent while also incorporating essential staffing and supports. We will continue to increase revenue and minimize expenses wherever possible in order to shrink the deficit and continue to increase the fund balance.
 - We will need to monitor both revenue and expenses carefully throughout the fiscal year to ensure we are on track. We will make adjustments as needed and will keep the board informed.
 - Philanthropy is our biggest lever to increase revenue. Achieving the ambitious goals in our strategic plan will require significant work, and additional resources will likely be needed in order to accomplish the things we have committed to.



Original Budget Presentation with Updated Numbers

June 22, 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 higher than where we are ended 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%. (New Assistant Guides started at this new level in 2025-26.) We implemented a higher percentage increase in Phase 1 for assistant guides to increase wages faster, in order 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 under enrolled results in about \$15,000 in reduced revenue. This is contributing to a ~\$460k+ 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 \$242,821**. If we meet our 2025-26 budget projections, we will carry over a cash balance of approximately \$1,500,000 going into the 2026-27 fiscal year. This will result in a **10.0% 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 **have held 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. *This does not mean we believe these positions are not important.* However, we want to prioritize retaining current staff. We are adding back in positions and functions 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 **~\$350k 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, some coursework support for staff, travel, fundraising/development contracting, and other areas.
- We are proposing a **~\$190k 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

ESSENTIAL ACTIONS

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 (\$75 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 continue to explore ways to add capacity, to help meet our organizational goals and that add minimal or no cost. Thus far, we have secured a Jesuit Volunteer Corps, outside math and reading tutoring support, and a social work practicum student. .

Key Aspects of the 2026-27 Budget

ESSENTIAL ACTIONS

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 are researching **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. This will include a revenue and expense breakout by program area (EAEC, ECEC, Preschool, Food Service, SPED, Institute, and others as needed).
- We will add **expenses back in**, if additional expenses become possible, in order of importance.

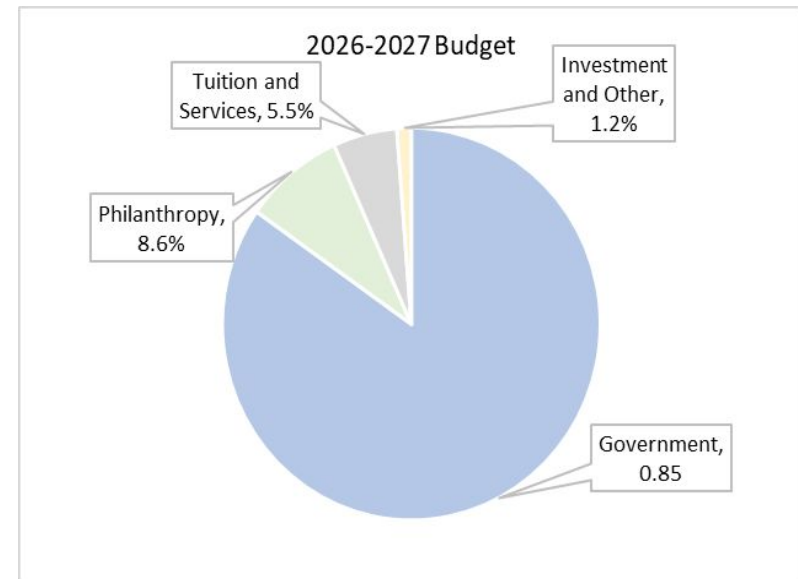
Budget Summary and Overview

- 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 \$460.6K which will result in a \$1,499.8K 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	Forecast 2025-2026	Budget June Draft 2026-2027
Revenue	11,952.7	13,080.2
Expenses	12,413.3	13,323.1
Deficit	(460.6)	(242.8)
Prior Year Cash	1,779.2	1,499.8
Deficit	(460.6)	(242.8)
Non-Cash	181.2	81.2
Ending Operating Cash	1,499.8	1,338.2
% of Expenses	12.1%	10.0%

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
Government	10,169,867	10,354,520
Philanthropy	962,947	991,835
Tuition and Servic	590,750	642,500
Investment and O	175,900	180,300
	11,899,464	12,169,155



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 June Draft
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)
WADA	497.30	469.38
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)
WAM	58.38	118.15
Summer School	27.87	32.00
WADA plus WAM	583.55	619.53
Amount per Charter per WADA	\$ 14,850	\$ 15,358
Gross Amount	\$ 8,665,688	\$ 9,514,694
less Sponsor amount 1.5%	\$ 129,985	\$ 142,720
Net receipt	\$ 8,535,703	\$ 9,371,974
Rounded amount	\$ 8,535,700	\$ 9,372,000

Tuition and Fees

			Preschool Tuition		Before and Aftercare		Student Food Sales		Total
Forecast	2025-2026	\$	433,050	\$	126,900	\$	45,800	\$	655,750
Budget	2026-2027	\$	445,150	\$	132,900	\$	47,200	\$	645,150

- 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		
Tuition- AM only (8:30am-12:30pm)									
Cost Per Month	\$135		\$280		\$500		\$735		
Annual Cost	\$1,215		\$2,520		\$4,500		\$6,615		
Tuition- Full Days (8:30am-3:30pm)									
Cost Per Month	\$235		\$455		\$940		\$1,220		
Annual Cost	\$2,115		\$4,095		\$8,460		\$10,980		

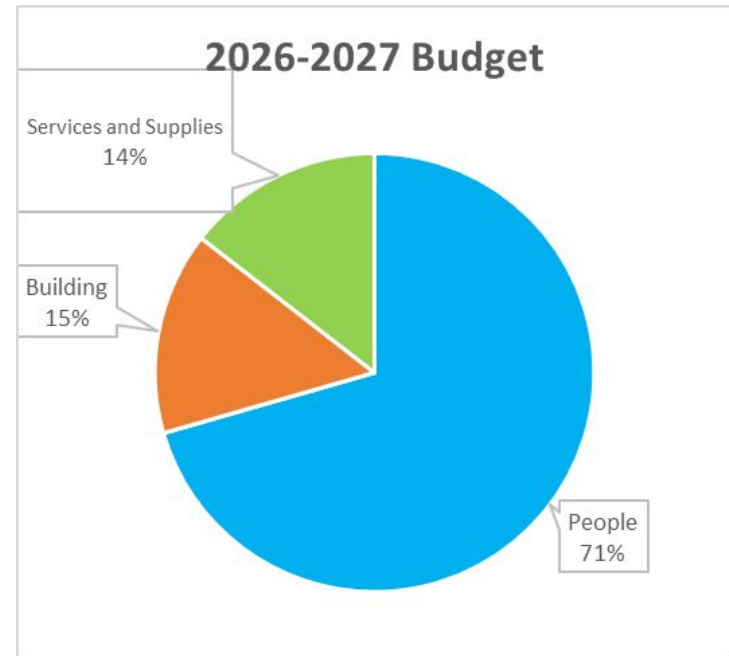
Fundraising Revenue

- 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: **\$1,060,875.**
- 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

Expenses - Where Our Money Goes

	Forecast 2025-2026		Budget 2026-2027	
People	\$	8,038,548 64.8%	\$	9,399,178 70.5%
Building		1,902,469 15.3%		1,995,338 15.0%
Services and Supplies		2,472,273 19.9%		1,928,530 14.5%
Total Expenses	\$	12,413,290	\$13,323,046	



People - Wages

EAEC	26-27 Budget						
	Regular	Hourly	Extra Duties/OT	Retention	Summer	Total	
Lead Guide	\$ 1,010,096	\$ -	\$ 37,600	\$ -	\$ 54,400	\$ 1,102,096	
Assistant Guide	\$ 530,224	\$ -	\$ 52,052	\$ 24,000	\$ 23,040	\$ 629,316	
Other Instruction	\$ 364,215	\$ -	\$ 5,000	\$ -	\$ -	\$ 369,215	
School Support	\$ 310,467	\$ 24,964	\$ 43,208	\$ 7,500	\$ 15,520	\$ 401,659	
SPED Instruction	\$ 317,660	\$ -	\$ 2,000	\$ -	\$ -	\$ 319,660	
SPED Support	\$ 261,546	\$ -	\$ 25,790	\$ 12,000	\$ 5,760	\$ 305,096	
School Admin	\$ 726,536	\$ -	\$ 19,000	\$ -	\$ 7,200	\$ 752,736	
Before/After Care	\$ -	\$ 12,580	\$ -	\$ -	\$ 3,240	\$ 15,820	
	\$ 3,520,744	\$ 37,544	\$ 184,650	\$ 43,500	\$ 109,160	\$ 3,895,597	
ECEC							
	Regular	Hourly	Extra Duties/OT	Retention	Summer	Total	
Lead Guide	\$ 456,555	\$ -	\$ 14,400	\$ -	\$ 40,800	\$ 511,755	
Assistant Guide	\$ 259,994	\$ -	\$ 48,612	\$ 12,000	\$ 17,280	\$ 337,886	
Other Instruction	\$ 63,782	\$ 38,194	\$ -	\$ -	\$ -	\$ 101,976	
School Support	\$ 152,669	\$ 37,740	\$ 54,925	\$ 4,500	\$ 7,200	\$ 257,034	
SPED Instruction	\$ 86,167	\$ -	\$ -	\$ -	\$ 5,758	\$ 91,924	
SPED Support	\$ 96,146	\$ -	\$ 32,381	\$ 4,500	\$ 2,880	\$ 135,907	
School Admin	\$ 375,424	\$ 15,725	\$ 6,000	\$ -	\$ 10,000	\$ 407,149	
Before/After Care	\$ -	\$ 12,580	\$ -	\$ -	\$ 3,240	\$ 15,820	
	\$ 1,490,737	\$ 104,239	\$ 156,318	\$ 21,000	\$ 87,158	\$ 1,859,451	
Network Admin	\$ 1,216,188	\$ -	\$ 17,000	\$ -	\$ -	\$ 1,233,188	
	\$ 6,227,669	\$ 141,783	\$ 357,967	\$ 64,500	\$ 196,318	\$ 6,988,236	

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*
 - 2nd 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 3rd party, houses Preschool, Kindergarten and City Garden Montessori Institute. A priority for 2026-27 is creating a long-term plan for the ECEC facility.
- **EAEC-** Lease from City Garden-owned entity, houses 1st-8th 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	
Rent	\$ 347,098	\$ 343,505	\$ -	\$ 690,603
Debt Service	-	525,290	-	525,290
Cleaning	39,017	90,256	4,524	133,796
Utilities	62,378	109,788	14,668	186,834
Maintenance	45,957	119,364	7,012	172,333
Supplies	33,999	43,201	2,714	79,914
Insurance	32,398	38,495	6,612	77,504
Taxes	27,186	-	679	27,864
Facilities- Cash	\$ 588,032	\$ 1,269,898	\$ 36,208	\$ 1,894,138
Depreciation/ Amortization	10,000	31,200	40,000	81,200
Total	\$598,032	\$1,301,098	\$76,208	\$1,975,338

Services and Supplies

	<u>Location</u>	<u>Category</u>	<u>Services</u>	<u>Supplies</u>
Investment in development of guides continues to be a top priority.	EAEC	Classroom Instruction	340,441.96	70,170.69
	EAEC	Student Support	66,166.34	8,410.70
	EAEC	Special Education	128,981.62	1,337.53
Special Ed services – some services are contracted out; we do not receive reimbursement for a large portion of Sped costs	EAEC	Nurse	19,773.39	1,114.61
	EAEC	Parent Support	3,000.15	1,705.75
	EAEC	Professional Development	104,359.56	139.30
	EAEC	Food Service	172,162.02	13,817.99
	EAEC	Technology	61,656.86	-
	EAEC	Enrichment	10,000.00	20,000.00
	EAEC	Before/After Care	2,002.35	570.90
	EAEC Subtotal		908,544.25	117,267.46
Food service is a significant expense; we do not receive reimbursement for a large portion of food service cost	ECEC	Classroom Instruction	57,824.58	19,568.13
	ECEC	Student Support	18,709.98	-
	ECEC	Special Education	42,931.87	685.08
Technology – significant increases in recent years to move toward 1 to 1 student: device ratio in Upper Elementary and Junior High	ECEC	Nurse	12,300.26	557.30
	ECEC	Parent Support	2,500.28	0.25
	ECEC	Professional Development	9,586.53	89.06
	ECEC	Food Service	117,047.02	4,668.20
	ECEC	Technology	29,686.63	-
	ECEC	PreSchool	-	2,195.18
	ECEC	Business Office	5,708.97	-
	ECEC	Before/After Care	2,002.35	560.02
	ECEC Subtotal		298,298.46	28,323.21
Classroom budgets allocated at \$60 per students	Network	Exec Admin	286,637.19	27,150.71
	Network	Business Office	123,908.59	570.90
	Network	Technology	-	31,710.10
Legal/Audit/Fundraising/Payroll Expenses	Network	Philanthropy	36,673.40	25,119.46
	Network	Mont. Training Center	31,112.36	13,213.47
	Network Subtotal		478,331.54	97,764.63
Total			1,685,174.26	243,355.31

Thank you for your investment in City Garden students!



Coversheet

Approve adding Heath Norton as a new Board Member

Section:	II. Action Items
Item:	E. Approve adding Heath Norton as a new Board Member
Purpose:	Vote
Submitted by:	
Related Material:	Heath Norton Board Application.pdf

City Garden Board Membership Application

The Governance Committee has developed the following questionnaire to support the evaluation of candidates for nomination to the Board of Directors. Please familiarize yourself with the role of the Board at City Garden, including Board responsibilities, [here](#), and answer each question as thoroughly as possible.

All applications should be completed by EOD on May 8th, at which point they will be reviewed by the Governance Committee of the Board.

If you have questions about board membership or the application, please contact Donna Smith (dasmith@smithnmtc.com).

Email *

hnorton@stlouisboxingclub.com

1. Your Name *

Heath Norton

2. Your Home Address *

5811 Itask Street. St. Louis, MO 63109

3. Your Mobile Phone Number *

8162131808

4. Your Age Range *

- ☐ 18-25
- ☐ 26-35
- ☒ 36-55
- ☐ 56+

5. Your Ethnicity/Race *

Black

6. What is your profession/occupation? If retired, please identify the profession that best represents your experience. *

Business Owner

7. Briefly tell us about your experience with City Garden Montessori School, including any existing connections you have to the organization. *

My two children currently attend City Garden Montessori

8. Inclusive excellence and racial equity are core values at City Garden Montessori School. We ask all board, committee, and subcommittee members to commit to our Anti-Bias/Anti-Racism by signing our "Oath of Inclusion (below)." Are you supportive of City Garden's Anti-Bias, Anti-Racism commitment? *

- ☒ Yes
- ☐ No

Oath of Inclusion

Oath of Inclusion

City Garden Montessori School strives for equity and inclusion. Inclusion is not limited to demographic diversity, but it includes requiring the entire school community to uphold the values and mission of the institution on one accord. As stated, we are committed to dismantling inequity and eradicating discrimination in education. In order to achieve our goals, the leadership, faculty, staff, students, and their parents or guardians must pledge to go with us on our journey to transform our school to a fully integrated and inclusive institution of learning. Please join us on this journey by signing our Oath of Inclusion. May this oath be a reminder of our values and mission as a school community.

As a member of City Garden Montessori's community...

I embrace all community members for the diversity of their identities; I will help create a community inclusive of race, ethnicity, sex, expression of gender, age, ability, familial orientation, class, faith, and systems of belief. Despite our differences, I understand that our strength rests in our diversity and willingness to collaborate and communicate harmoniously.

I promise to support the Anti-Bias & Anti-Racist policies and programs in our school and community.

I choose to view racial, cultural, and lifestyle differences as a learning opportunity, so that I may become more than a tolerant observer, but a true ally of my neighbors.

I pledge to be aware of and relinquish personal biases to the best of my ability, and understand that we as a community are stronger together as a united front.

I am willing to challenge my worldview and preconceptions by being open to continuous dialogue surrounding systems of oppression and the ways they affect us as individuals and a school community.

I will strive to understand that equity is measurable; in order for fairness and justice to prevail we must use systematic methods to accomplish goals from which we all will benefit.

I will advocate for social justice in the City Garden community.

I will lead by example.

This oath reflects the City Garden Montessori and that I am a part of and that I believe in.

The promise we make today is the reality of the future we are building together.

This is our City Garden.

Signature

Print Name

9. Can you share a bit about a past ABAR-related experience you've had (e.g. personal learning, process improvement, community engagement) that you would bring to your board role? *

I do not have any formal ABAR related training but my role as a business owner has allowed me to develop strengths in the areas of process improvement and community engagement.

10. City Garden Montessori School is equally committed to the Montessori Theory of Development (below), developed by Dr. Maria Montessori. We ask all board, committee, and subcommittee members for their support of this commitment. Do you support City Garden's commitment to the Montessori Theory of Development? *

☒ Yes

☐ No

Montessori Theory of Development

City Garden's Commitment to the Montessori Philosophy/Theory of Development

The Montessori Method of education, developed by Dr. Maria Montessori, is a child-centered educational approach based on scientific observations of children from birth to adulthood. Dr. Montessori's Method has been time tested, with over 100 years of success in diverse cultures throughout the world.

It is a view of the child as one who is naturally eager for knowledge and capable of initiating learning in a supportive, thoughtfully prepared learning environment. It is an approach that values the human spirit and the development of the whole child—physical, social, emotional, cognitive.

-- American Montessori Society

11. City Garden Montessori School requires all board, committee, and subcommittee members to undergo a background check and to sign a letter of confidentiality. Are you willing to complete a background check? *

☒ Yes

☐ No

12. We ask our Board members for a significant time commitment, including but not limited to Board and Committee meetings (4-6 hours per month), Board Retreats & Development (3-4 times per year), and occasional School/Community events. Do you feel like you have the capacity to be actively involved in these commitments as a board member? *

☒ Yes

☐ No

Board Contributions & Responsibilities

13. What is motivating you to consider board membership and governance at City Garden Montessori School? *

Since enrolling my children at CGMS, I have been very impressed with the learning style and sense of community the school embraces. I also see areas that could be improved and would like to be a part of the solution.

14. In reviewing the board leadership styles below, select 1-2 that best represent how you'd contribute as a board member at City Garden? *

☐ Vision/Strategy Setter: The person who asks the "big picture" questions about the purpose and vision of the school

☒ Generator of Support: The person who champions the school while also generating the resources needed to implement the vision

☒ Implementer: The person who "gets it done" - takes action and carries out tasks to further the vision

15. Skills & Experience - indicate your level of experience and/or knowledge around the following categories. **Please note that no applicant is expected to possess all of the listed skills.* *

	Little or none	Some familiarity	Proficient	Expert
Public Education	☒	☐	☐	☐
Non-profit Organizations	☐	☒	☐	☐
Montessori Education	☐	☒	☐	☐
Anti-bias/Anti-racism or DEI Initiatives	☐	☒	☐	☐
Board Governance	☐	☒	☐	☐
Advocacy/Policy	☐	☒	☐	☐
Communications/PR/Media	☐	☐	☒	☐
Entrepreneurship/Business	☐	☐	☒	☐
Facilities Planning/Management	☐	☐	☒	☐
Finance	☐	☐	☒	☐
Fundraising	☐	☒	☐	☐
Government/Civic Leadership	☐	☒	☐	☐
Human Resources	☐	☐	☒	☐
Legal	☒	☐	☐	☐
Real Estate Financing	☐	☒	☐	☐

16. Are there other skills, experiences, or strengths that you'd like to share with City Garden?

No

Wrapping Up

Is there anything else you would like us to know?

No

Do you have any questions about City Garden or about board or committee membership?

No

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Google Forms