

City Garden Montessori School

Board of Directors Meeting - September 2026

Date and Time

Tuesday September 15, 2026 at 6:00 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			6:00 PM
Opening Items			
A. Call the Meeting to Order		Jesse Dixon	1 m
B. Record Attendance and Guests		Sarah Miner	1 m
C. Welcome, Land Acknowledgement, and Board Meeting Agreements		Jesse Dixon	2 m
Welcome and Land Acknowledgement			
We acknowledge that City Garden gathers on the ancestral homelands of the Osage Nation, the Otoe-Missouria Tribe, and the peoples of the Illinois Confederacy. We honor their enduring relationship with this land and recognize Indigenous peoples as living communities and sovereign nations. May this acknowledgement deepen our responsibility to learn, build relationships, and act with care for the land and one another. Let's give a respectful and brief moment of silence.			

	Purpose	Presenter	Time
--	---------	-----------	------

Acknowledge Board Meeting Agreements

- We prioritize and value our relationships with one another.
- 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	Jesse Dixon	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	Jesse Dixon	3 m
-----------	----------------------------------	---------	-------------	-----

- Public Comment - Each individual will be given three minutes to speak.

F.	Review Board Question Tracker	Jesse Dixon	5 m
-----------	-------------------------------	-------------	-----

[September 2026 Board Question Tracker](#)

II. Action Items 6:13 PM

A.	Approve Minutes from June 2026 Board Meeting	Approve Minutes	Jesse Dixon	1 m
-----------	--	-----------------	-------------	-----

B.	June and July 2026 Financials	Vote	Benjamin Huebner	3 m
-----------	-------------------------------	------	------------------	-----

C.	Board Priorities	Vote	Jesse Dixon	3 m
-----------	------------------	------	-------------	-----

D.	Board Agreements	FYI	Jesse Dixon	3 m
-----------	------------------	-----	-------------	-----

Board members are asked to sign the board agreement for the 2026-27 school year.

	Purpose	Presenter	Time
E. Approve 2026 Missouri State Plan for Special Education and Required Local Compliance Plan The board approves the special education plan each year. City Garden is proposing to use the state's model compliance plan.	Vote	Christie Huck	1 m
F. Alternative Methods of Instruction Plan 2026-27 The board approves the Alternative Methods of Instruction plan each year, for possible use in the case of school cancellation.	Vote	Christie Huck	1 m
III. Information Items			6:25 PM
A. CEO Report CEO Report Loom Strategic Plan Implementation Update Loom	FYI	Christie Huck	5 m
B. Resource Development Committee Update Resource Development Committee Loom	FYI	Mia Howard	5 m
C. Governance Committee Report Governance Committee Loom	FYI	Jesse Dixon	5 m
D. A-F Grading System A-F Grading Executive Order	Discuss	Jesse Dixon	15 m
IV. Final Items			6:55 PM
A. Questions and Comments	Discuss	Mia Howard	3 m
V. Upcoming Board/Committee Meetings			6:58 PM
A. Board and Committee Meetings Board Meeting Schedule Board Business and Community Education is the 3rd Tuesday of every month, except for October 2026 and April 2027 Board Business and Community Engagement is the 4th Friday in October 2026 and April 2027	FYI		

	Purpose	Presenter	Time
Board Retreats - January 9 and June 11			

Committee Meeting Schedule

- Finance Committee - Next meeting 9/18/26
- Governance Committee - Next meeting 9/25/26
- Whole Child Success Committee - Next meeting 10/13/26

VI. Closing Items

- A. Adjourn Meeting
- Vote

Coversheet

Approve Minutes from June 2026 Board Meeting

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

DRAFT

City Garden Montessori School

Minutes

Board Meeting

Date and Time

Monday June 22, 2026 at 12:00 PM

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=RnI0cWNYaDZsdkdES3o2VE9hQnNMdz09>

The meeting will also be recorded and posted on the City Garden website

(citygardenschool.org/board)

Directors Present

B. Huebner (remote), K. Shaffer (remote), L. Vowell (remote), M. Chlebowski (remote), M. Howard (remote), N. Johnson (remote)

Directors Absent

J. Dixon, S. Haigler

Guests Present

A. Boyd (remote), C. Huck (remote), D. Blank (remote), H. Norton (remote), K. Lohrum (remote), Kacy Seals-Shahid (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 Monday Jun 22, 2026 at 12:01 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 May 2026 Board Meeting

B. Huebner made a motion to approve the minutes from Board Meeting on 05-22-26.

L. Vowell seconded the motion.

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

B. May 2026 Financials

M. Chlebowski made a motion to Approve the May 2026 Financials.

K. Shaffer seconded the motion.

Ben Huebner shared the following regarding the May 2026 Financials

- State money is currently below budget, driven by the SLPS data shift
- City Garden Enrollment is lower than anticipated
- Other budgets are under due to timing
- Philanthropy is over budget, due in part to a large anonymous donation
- Pre-K tuition is slightly above budget
- Salaries were under budget due to open roles while Purchase services and supplies are over budget
- June revision of the budget shows a deficit which allowed us to add some things back into the budget

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

C. Approve 2026-27 Budget

B. Huebner made a motion to Approve the 2026-27 Budget.

L. Vowell seconded the motion.

The Finance Committee spent a lot of time reviewing the budget and having good conversation about the balance of fiscal responsibility and making sure the school is properly resourced to achieve the goals in the new strategic plan.

David Blank shared the majors changes that impacted the final budget.

- Able to add some roles back in due to staff leaving
 - Full time interventionist in the EAEC

- Data management role to help with the state reporting
- Some School Support positions for the beginning of the school year and for substitute costs
- Admin for Principals and Chief of Learning
- HR Recruitment and Hiring
- Grant from the Opportunity Trust for tutoring during the school day
- WADA calculation slightly lower than what the Missouri Charter Public School Association recommended
- Budgeted 95% of our target revenue
- Should end the 2026-27 year with a 10% fund balance

Mia Howard asked if we think the SLPS miscalculation was a one time occurrence.

- David believes that MCPSA calculations are based on the corrected numbers and they are confident in the numbers.

Mia asked about the impact of the deficit on the 2027-28 budget.

- David stated that the per student amount should get higher and enrollment should be a little bit higher
- We will have to make hard decisions to be more conservatively budgeted going forward

Christie Huck shared the following:

- There's a lot of need and limited resources
- We want to shrink the deficit and the biggest opportunity for that is through Philanthropy
- We are working on a strong development plan and appreciate the board's help in raising funds to meet the goals we have over the next three years in our strategic plan

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

D. Approve 2026-27 Officer Slate

M. Chlebowski made a motion to Approve the Board Officer Slate for 2026-27.

B. Huebner seconded the motion.

Board Chair - Jesse Dixon

Vice Chair - Mia Howard

Treasurer - Ben Huebner

Secretary - Laura Vowell

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

E. Approve adding Heath Norton as a new Board Member

L. Vowell made a motion to Approve adding Heath Norton as a new Board Member for the 2026-27 school year.

M. Chlebowski seconded the motion.

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

III. Final Items

A. Questions and Comments

- No Board Meetings or Committee Meetings in July
- Upcoming meetings for August
- Donor breakfast still being scheduled
- Committee leadership will be meeting with staff in the coming weeks to finish the planning that was not completed during the board retreat

IV. Closing Items

A. Adjourn Meeting

M. Howard made a motion to Adjourn the June 2026 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 12:26 PM.

Respectfully Submitted,
S. Miner

Coversheet

June and July 2026 Financials

Section:	II. Action Items
Item:	B. June and July 2026 Financials
Purpose:	Vote
Submitted by:	
Related Material:	June 2026 Financials and Notes.pdf July 2026 Financials and Notes.pdf 2025-26 Fundraising Report as of 07012026_Updated 08262026.pdf 2026-27 Fundraising Report as of 07312026.pdf

Actual and Budget

Revenue				
Source	Actual June 2025 YTD	Actual June 2026 YTD	Budget 25-26 YTD	Variance to Budget
State	\$ 7,547,011	\$ 8,648,086	\$ 9,282,558	\$ (634,472)
Federal	1,125,687	594,421	697,600	(103,179)
Prop C	726,475	780,371	785,000	(4,629)
Annual Fund Philanthropy	789,396	1,029,400	962,947	66,453
Restricted/Capital Philanthropy	348,475	-	-	-
Preschool Tuition	480,465	435,488	418,050	17,438
Other	372,188	432,691	348,600	84,091
Total	\$ 11,389,696	\$ 11,920,457	\$ 12,494,755	\$ (574,298)

Expenses				
Category	Actual June 2025 YTD	Actual June 2026 YTD	Budget 25-26 YTD	Variance to Budget
Salaries	\$ 5,324,856	\$ 5,828,643	\$ 6,188,563	\$ (359,920)
Benefits	1,763,641	2,033,038	2,178,374	(145,336)
Purchased Services	1,821,544	2,205,212	1,856,226	348,986
Supplies	459,086	436,053	250,047	186,006
Occupancy	1,228,687	1,287,827	1,285,979	1,848
Capital/Debt Services	622,042	572,999	606,490	(33,491)
Total	\$ 11,219,855	\$ 12,363,772	\$ 12,365,679	\$ (1,907)
Net Income\Loss	\$ 169,841	\$ (443,315)	\$ 129,076	\$ (572,392)

Financial Health Check

Category	FY 23-24	FY 24-25	Actual June 2026 YTD	Budget FY 25-26
Ending Cash Fund Balance	\$ 1,138,259	\$ 1,791,648	\$ 1,411,813	\$ 1,920,726
Cash Days on Hand*	39	57	41	56
State Reimbursement per Comb WADA and WAM	\$ 11,994	\$ 14,699	\$ 14,850	\$ 15,075
Revenue per Student*	\$ 18,152	\$ 20,006	\$ 19,801	\$ 19,493
Cost per Student*	\$ 17,747	\$ 19,435	\$ 20,538	\$ 19,291
Excess/(Deficit) Per Student	\$ 405	\$ 571	(736)	201

Accountability Plan

202-23

Measure	FY 24-25	YTD June 2026	Budget FY-25-26	Measure Met?
Debt to Asset Ratio < 0.9	0.82	0.85	0.82	Yes
Enrollment Variance >= 95%	93.2%	93.9%	93.9%	No
Fund Balance >= 10% Unrestricted	16.0%	11.4%	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	\$ 8,635,000	\$ 9,282,558
Federal	980,074	1,125,687	710,768	697,600
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	June 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- June

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 better collections

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 June 30, 2026

	Total	
	As of Jun 30, 2026	As of Jun 30, 2025 (PY)
ASSETS		
Current Assets		
Bank Accounts		
1000 Cash on Hand	200	200
1113 Simmons Operating 9865	1,026,180	1,435,502
1115 US Bank 1830	1,352	1,352
1118 Simmons-4200 Folsom 9012	4,683	4,731
1120 Simmons- MM 8644	202,657	202,636
1122 Simmons- Junior High 8636	17,275	14,603
1130 USB Blocked Account FBO IFF-3851	28,720	3,880
1149 Edward Jones Investment 0317	130,747	116,312
Total Bank Accounts	\$ 1,411,813	\$ 1,779,216
Other Current Assets		
1205 Note Receivable	10,408,800	10,408,800
1215 Due to/From 4209 Folsom Owner	1,146	12,683
1216 Due to/From 4209 Folsom Prime Tenant	707	0
1217 Due To/From 4209 Managing Member	214	0
1230 Debt Issuance Costs	167,759	167,759
1231 Accumulated Amortization-Debt Issuance Costs	(130,657)	(102,313)
1245 Investment in 4209 Folsom Managing Member, LLC	2,668,639	2,668,639
Total Other Current Assets	\$ 13,116,608	\$ 13,155,568
Total Current Assets	\$ 14,528,421	\$ 14,934,785
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	(353,839)	(304,412)
Total Fixed Assets	\$ 404,916	\$ 454,343
TOTAL ASSETS	\$ 14,933,337	\$ 15,389,127
LIABILITIES AND EQUITY		
Liabilities		
Current Liabilities		
Credit Cards		
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
3111 Fund Balance	1,675,923	1,354,313
3119 Fund Balance- 4209 Project	1,057,631	1,057,631
Net Income	(455,790)	321,610
Total Equity	\$ 2,277,764	\$ 2,733,555
TOTAL LIABILITIES AND EQUITY	\$ 14,933,337	\$ 15,389,127

Tuesday, Aug 25, 2026 05:27:06 PM GMT-7 - Cash Basis

City Garden Montessori

Revenue -Actual vs. Budget

2025-2026

06/30/2026

	June			June YTD			Notes
	Actual	Budget	Variance	Actual	Budget	Variance	
Prop C	65,245	65,417	(172)	780,371	785,000	(4,629)	
Interest	8,576	8,667	(91)	135,265	104,000	31,265	
Student Food Sales	2,682	-	2,682	39,439	45,800	(6,361)	
Student Activity - JRH	20	5,300	(5,280)	7,398	17,500	(10,102)	
Student Activity-Club/Athletics	-	(2,597)	2,597	1,774	2,800	(1,026)	
Student Activity-Field Trips	525	-	525	5,669	26,000	(20,331)	Likely perm.
Facility Rental	-	-	-	-	-	-	
Donations	36,665	112,947	(76,282)	1,029,400	962,947	66,453	Timing
Donations-Restricted Capacity	-	-	-	-	-	-	
Preschool Tuition	1,398	9,050	(7,652)	435,488	418,050	17,438	Timing of Tuition payments
After Care Tuition	9,013	9,230	(217)	142,788	92,300	50,488	
Before Care Tuition	1,902	5,060	(3,158)	39,563	34,600	4,963	
Institute Tuition	-	600	(600)	-	15,600	(15,600)	
Other	41,617	833	40,784	60,795	10,000	50,795	
Total Local Revenue	167,644	214,507	(46,863)	2,677,950	2,514,597	163,353	
State Basic Formula/CTF	682,655	787,547	(104,892)	8,648,086	9,282,558	(634,472)	SLPS Data issue causing lower per student amount.
Medicaid Admin Billing	-	40,600	(40,600)	69,497	72,100	(2,603)	Perm.
CARES Act	-	-	-	-	-	-	
Preschool Expansion Grant	-	-	-	-	-	-	
Federal Grant	-	-	-	5,952	-	5,952	Timing
Special Ed Part B	24,596	-	24,596	125,303	155,900	(30,597)	Timing
Special Ed Early Childhood	9,159	1,250	7,909	9,159	10,000	(841)	Timing
Lunch Program	-	15,111	(15,111)	91,663	154,000	(62,338)	Timing
Breakfast Program	18,077	3,133	14,944	37,807	34,000	3,807	Timing
Snack Program	-	1,315	(1,315)	3,239	14,000	(10,761)	Timing
Other Federal	-	-	-	-	-	-	
Consolidated Federal Funds	-	67,423	(67,423)	251,801	257,600	(5,799)	Timing
Federal Revenue	51,832	128,832	(77,000)	594,421	697,600	(103,179)	
Total Revenue	902,131	1,130,886	(228,755)	11,920,457	12,494,755	(574,298)	

City Garden Montessori School

Wage and FTE Summary

06/30/2026

	2025-2026 Actual		2025-2026 Budget	Variance Over/(Under) Bud
	Wages	FTE	Wages	Wages
Lead Guide	\$ 1,316,116	21.0	\$ 1,505,312	\$ (189,196)
Assistant Guide	863,771	21.3	800,897	62,874
Other Instruction	449,763	8.0	437,692	12,072
School Support	481,946	11.4	458,196	23,750
SPED Instruction	398,506	5.2	373,825	24,681
SPED Support	370,771	6.0	252,512	118,258
Instruction	\$ 3,111,596	61.7	\$ 3,202,097	\$ (90,500)
Before/After Care	\$ 17,148	0.9	\$ 69,552	\$ (52,404)
Network Admin	1,014,923	13.0	1,155,202	(140,279)
School Admin	827,312	11.3	896,737	(69,425)
Summer School	88,387	-	238,638	(150,251)
Total Wages	\$ 5,828,643	98.0	\$ 6,188,563	\$ (359,920)
Benefits	2,033,038		2,178,374	\$ (145,336)
Wages and Benefits	\$ 7,861,681		\$ 8,366,937	\$ (505,256)

City Garden Montessori School**Services- Actual vs. Budget****06/30/2026****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	429,668.98	151,987.00	277,681.98	262,574.40	103,852.00	158,722.40	167,094.58	48,135.00	118,959.58	-	-	-
JH Instruction	32,370.21	5,570.00	26,800.21	32,370.21	5,570.00	26,800.21	-	-	-	-	-	-
Preschool Instruction	-	10,249.00	(10,249.00)	-	-	-	-	10,249.00	(10,249.00)	-	-	-
Summer School	36,804.70	10,137.00	26,667.70	18,031.94	6,795.00	11,236.94	18,772.76	3,342.00	15,430.76	-	-	-
SPED	161,695.35	170,648.00	(8,952.65)	100,125.46	127,787.00	(27,661.54)	61,569.89	42,861.00	18,708.89	-	-	-
Reading and other Instruction	-	223.00	(223.00)	-	223.00	(223.00)	-	-	-	-	-	-
Subtotal- Instruction	660,539.24	348,814.00	311,725.24	413,102.01	244,227.00	168,875.01	247,437.23	104,587.00	142,850.23	-	-	-

Student and Family Support

Principal	1,504.20	30,467.00	(28,962.80)	1,476.21	23,783.00	(22,306.79)	27.99	6,684.00	(6,656.01)	-	-	-
Student Support	158,177.79	126,769.00	31,408.79	80,932.04	113,336.00	(32,403.96)	54,658.00	13,433.00	41,225.00	22,587.75	-	22,587.75
Nurse	28,605.00	66,434.00	(37,829.00)	16,817.50	42,441.00	(25,623.50)	7,787.50	23,993.00	(16,205.50)	4,000.00	-	4,000.00
Parental Support	2,400.39	8,276.00	(5,875.61)	1,913.89	3,024.00	(1,110.11)	-	5,252.00	(5,252.00)	486.50	-	486.50
Before/Aftercare	27,632.03	2,144.00	25,488.03	27,632.03	1,072.00	26,560.03	-	1,072.00	(1,072.00)	-	-	-
Student Activities and Athletics	11,515.00	11,139.00	376.00	11,515.00	11,139.00	376.00	-	-	-	-	-	-
Transportation	7,438.98	36,769.00	(29,330.02)	6,977.22	28,140.00	(21,162.78)	461.76	8,629.00	(8,167.24)	-	-	-
Food	310,659.79	233,375.00	77,284.79	204,899.72	138,695.00	66,204.72	105,748.07	94,680.00	11,068.07	12.00	-	12.00
Subtotal- Student and Family Sup.	547,933.18	515,373.00	32,560.18	352,163.61	361,630.00	(9,466.39)	168,683.32	153,743.00	14,940.32	27,086.25	-	27,086.25

Admin and Other

Professional Development	96,894.59	144,824.00	(47,929.41)	51,894.70	126,204.00	(74,309.30)	9,202.39	18,620.00	(9,417.61)	35,797.50	-	35,797.50
Technology	98,195.70	89,116.00	9,079.70	64,696.50	60,153.00	4,543.50	26,000.00	28,963.00	(2,963.00)	7,499.20	-	7,499.20
Executive Admin	418,216.48	581,985.00	(163,768.52)	22,580.25	-	22,580.25	724.63	-	724.63	394,911.60	581,985.00	(187,073.40)
Business Office	190,466.39	68,204.00	122,262.39	8,444.89	-	8,444.89	1,035.95	-	1,035.95	180,985.55	68,204.00	112,781.55
Philanthropy	177,733.13	51,258.00	126,475.13	10,676.22	-	10,676.22	-	-	-	167,056.91	51,258.00	115,798.91
Institute	27,708.08	56,652.00	(28,943.92)	11,226.85	-	11,226.85	683.16	-	683.16	15,798.07	56,652.00	(40,853.93)
Subtotal- Admin and Other	1,009,214.37	992,039.00	17,175.37	169,519.41	186,357.00	(16,837.59)	37,646.13	47,583.00	(9,936.87)	802,048.83	758,099.00	43,949.83

Subtotal- Before Building	2,217,686.79	1,856,226.00	361,460.79	934,785.03	792,214.00	142,571.03	453,766.68	305,913.00	147,853.68	829,135.08	758,099.00	71,036.08
Building	1,073,288.39	1,063,655.51	9,632.88	467,003.37	545,806.97	(78,803.60)	485,363.51	491,007.14	(5,643.63)	120,921.51	26,841.39	94,080.12
Total	3,290,975.18	2,919,881.51	371,093.67	1,401,788.40	1,338,020.97	206,338.46	939,130.19	796,920.14	290,063.73	950,056.59	784,940.39	236,152.28

City Garden Montessori School

Supplies- Actual vs. Budget

06/30/2026

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	227,612.38	73,482.02	154,130.36	204,391.35	62,024.02	142,367.33	26,130.61	11,458.00	14,672.61	(2,909.58)	-	(2,909.58)
JH Instruction	19,285.24	5,346.94	13,938.30	17,182.76	5,346.94	11,835.82	50.40	-	50.40	2,052.08	-	2,052.08
Preschool Instruction	1,804.00	4,148.00	(2,344.00)	-	-	-	1,804.00	4,148.00	(2,344.00)	-	-	-
Summer School	2,932.74	-	2,932.74	1,735.16	-	1,735.16	1,197.58	-	1,197.58	-	-	-
SPED	6,965.79	1,973.00	4,992.79	4,386.48	1,305.00	3,081.48	2,579.31	668.00	1,911.31	-	-	-
Reading and other Instruction	3,530.43	1,337.00	2,193.43	3,530.43	1,337.00	2,193.43	-	-	-	-	-	-
Subtotal- Instruction	262,130.58	86,286.96	175,843.62	231,226.18	70,012.96	161,213.22	31,761.90	16,274.00	15,487.90	(857.50)	-	(857.50)
Student and Family Support												
Principal	37,241.37	22,056.00	15,185.37	23,636.71	13,367.00	10,269.71	13,604.66	8,689.00	4,915.66	-	-	-
Student Support	8,478.43	557.00	7,921.43	2,325.53	557.00	1,768.53	850.45	-	850.45	5,302.45	-	5,302.45
Nurse	1,041.93	1,631.00	(589.07)	836.59	1,087.00	(250.41)	205.34	544.00	(338.66)	-	-	-
Parental Support	8,384.20	8,597.00	(212.80)	5,288.55	5,469.00	(180.45)	1,349.00	3,128.00	(1,779.00)	1,746.65	-	1,746.65
Before/Aftercare	25,611.45	1,102.00	24,509.45	25,392.39	556.00	24,836.39	219.06	546.00	(326.94)	-	-	-
Student Activities and Athletics	1,851.01	11,299.00	(9,447.99)	1,200.93	11,299.00	(10,098.07)	650.08	-	650.08	-	-	-
Transportation	-	-	-	-	-	-	-	-	-	-	-	-
Food	12,199.31	18,035.00	(5,835.69)	9,970.07	13,481.00	(3,510.93)	2,229.24	4,554.00	(2,324.76)	-	-	-
Subtotal- Student and Family Sup.	94,807.70	63,277.00	31,530.70	68,650.77	45,816.00	22,834.77	19,107.83	17,461.00	1,646.83	7,049.10	-	7,049.10
Admin and Other												
Professionssional Development	2,948.16	223.00	2,725.16	1,117.01	136.00	981.01	351.47	87.00	264.47	1,479.68	-	1,479.68
Technology	1,324.71	32,888.00	(31,563.29)	(58.80)	-	(58.80)	1,273.00	-	1,273.00	110.51	32,888.00	(32,777.49)
Executive Admin	30,397.71	26,489.00	3,908.71	294.00	-	294.00	-	-	-	30,103.71	26,489.00	3,614.71
Business Office	8,637.45	557.00	8,080.45	1,117.35	-	1,117.35	42.34	-	42.34	7,477.76	557.00	6,920.76
Philanthropy	28,575.62	24,507.00	4,068.62	410.47	-	410.47	-	-	-	28,165.15	24,507.00	3,658.15
Institute	7,230.95	15,819.00	(8,588.05)	2,851.31	-	2,851.31	-	-	-	4,379.64	15,819.00	(11,439.36)
Subtotal- Admin and Other	79,114.60	100,483.00	(21,368.40)	5,731.34	136.00	5,595.34	1,666.81	87.00	1,579.81	71,716.45	100,260.00	(28,543.55)
Subtotal- Before Building	436,052.88	250,046.96	186,005.92	305,608.29	115,964.96	189,643.33	52,536.54	33,822.00	18,714.54	77,908.05	100,260.00	(22,351.95)
Building	214,538.35	222,323.26	(7,784.91)	139,584.61	134,113.87	5,470.74	69,451.43	79,897.68	(10,446.25)	5,502.31	8,311.71	(2,809.40)
Total	650,591.23	472,370.22	178,221.01	445,192.90	250,078.82	195,114.08	121,987.97	113,719.68	8,268.29	83,410.36	108,571.71	(25,161.35)

City Garden Montessori School

Facilities- Actual vs. Budget

06/30/2026

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	85,334.24	77,586.65	7,747.59	54,625.59	41,942.84	12,682.75	29,813.54	33,008.66	(3,195.12)	895.11	2,635.15	(1,740.04)
Electric	117,844.86	133,299.88	(15,455.02)	80,875.67	88,919.32	(8,043.65)	33,846.03	40,976.82	(7,130.79)	3,123.16	3,403.74	(280.58)
Natural Gas	11,359.25	11,436.73	(77.48)	4,083.35	3,251.71	831.64	5,791.86	5,912.20	(120.34)	1,484.04	2,272.82	(788.78)
Subtotal- Supplies	214,538.35	222,323.26	(7,784.91)	139,584.61	134,113.87	5,470.74	69,451.43	79,897.68	(10,446.25)	5,502.31	8,311.71	(2,809.40)

Rent and Services

Rent	691,060.36	660,488.00	30,572.36	326,138.92	323,500.00	2,638.92	364,921.44	336,988.00	27,933.44	-	-	-
Cleaning Services	166,981.77	129,899.48	37,082.29	97,632.00	87,627.25	10,004.75	55,699.77	37,880.31	17,819.46	13,650.00	4,391.92	9,258.08
Maintenance	88,523.71	105,211.00	(16,687.29)	(480.09)	69,696.20	(70,176.29)	30,693.99	32,220.86	(1,526.87)	58,309.81	3,293.94	55,015.87
Trash	19,399.41	14,383.54	5,015.87	10,491.92	6,038.89	4,453.03	7,999.52	7,246.67	752.85	907.97	1,097.98	(190.01)
Other Property Services	40,750.19	28,105.54	12,644.65	23,316.20	16,081.18	7,235.02	15,873.46	7,632.44	8,241.02	1,560.53	4,391.92	(2,831.39)
Property Insurance	40,763.95	75,246.68	(34,482.73)	-	37,373.55	(37,373.55)	3,316.00	31,454.17	(28,138.17)	37,447.95	6,418.96	31,028.99
Communications	25,809.00	23,268.73	2,540.27	9,904.42	5,489.90	4,414.52	6,859.33	11,190.95	(4,331.62)	9,045.25	6,587.88	2,457.37
Property Taxes	-	27,052.54	(27,052.54)	-	-	-	-	26,393.75	(26,393.75)	-	658.79	(658.79)
Subtotal- Rent and Services	1,073,288.39	1,063,655.51	9,632.88	467,003.37	545,806.97	(78,803.60)	485,363.51	491,007.14	(5,643.63)	120,921.51	26,841.39	94,080.12

Capital and Debt Service

Capital Spending	-	-	-	-	-	-	-	-	-	-	-	-
Interest- Cash	495,228.71	525,290.22	(30,061.51)	495,228.71	525,290.22	(30,061.51)	-	-	-	-	-	-
Interest- Amortization of Debt Cost	28,344.12	31,200.00	(2,855.88)	28,344.12	31,200.00	(2,855.88)	-	-	-	-	-	-
Depreciation	49,426.56	50,000.00	(573.44)	-	-	-	41,643.60	10,000.00	31,643.60	7,782.96	40,000.00	(32,217.04)
Subtotal- Capital and Debt Service	572,999.39	606,490.22	(33,490.83)	523,572.83	556,490.22	(32,917.39)	41,643.60	10,000.00	31,643.60	7,782.96	40,000.00	(32,217.04)

Total

1,860,826.13	1,892,468.98	(31,642.85)	1,130,160.81	1,236,411.06	(106,250.25)	596,458.54	580,904.83	15,553.71	134,206.78	75,153.10	59,053.68
---------------------	---------------------	--------------------	---------------------	---------------------	---------------------	-------------------	-------------------	------------------	-------------------	------------------	------------------

City Garden Montessori Charter School

Statement of Activity

June 2026

	Total	
	Jun 2026	Jul 2025 - Jun 2026 (YTD)
Income		
5100001 Local Revenue		
5113001 Prop C,Local	65,245.34	780,370.79
5141001 Interest,Local	-98.05	5,155.32
5141901 Interest-4209 Project,Local	8,674.00	130,110.00
5179A01 Activity Fee- Athletics		1,454.00
5180001 Tuition-Pre K, Before/After Care		
5181011 After School Care,Local	9,013.42	142,787.79
5181021 Before School Care,Local	1,902.00	39,563.14
5182P01 Preschool Tuition,Local	-5,011.35	377,659.01
5182P21 Preschool Tuition- Deposit,Local	4,029.66	56,526.66
Total 5180001 Tuition-Pre K, Before/After Care	\$ 9,933.73	\$ 616,536.60
5192011 Donations,Local Annual Fund	36,665.20	1,029,399.89
5198901 Other Income-Local	67.00	3,713.42
5151001 Student Food Sales,Local	2,682.05	39,438.70
5179001 Activity Fees ,Local	525.00	5,669.30
5179J01 Student Activity - JRH,Local	20.00	7,398.35
5188001 Facility Rental,Local		100.00
5198001 Other,Local	42,059.36	57,422.63
5198091 Misc Rev-Returned Check,Local	-509.40	-441.40
Total 5198901 Other Income-Local	\$ 44,844.01	\$ 113,301.00
5198A01 Other Athletic Revenue		320.00
Total 5100001 Local Revenue	\$ 165,264.23	\$ 2,676,647.60
5300003 State Revenue		
5311003 Basic Formula,State	646,848.00	8,141,742.88
5314003 ECSE- STATE	10,226.37	80,405.22
5319003 Classroom Trust,State	25,580.92	255,514.11
5333003 State Foodservice Revenue,State		1,855.50
5338003 MOQPK- Preschool State Funding		168,068.70
5397003 Charter School Closure Refund- State		500.00
Total 5300003 State Revenue	\$ 682,655.29	\$ 8,648,086.41
5400004 Federal Revenue		
5412004 Medicaid Revenue,Federal		69,496.57
5441004 Part B SPED,Federal	24,595.83	125,303.00
5442004 ECSE-Federal (619)	9,159.00	9,159.00
5445004 Lunch Program,Fed		91,662.50
5446004 Breakfast Program,Federal	18,077.08	37,807.46
5448004 Snack Program,Federal		3,239.21
5451004 Title I - Revenue,Federal		215,427.29
5461004 Title IV Revenue,Federal		15,185.07
5465004 Title II - Revenue, Federal		21,188.42
5497014 Federal Charter School Expansion		5,952.00
Total 5400004 Federal Revenue	\$ 51,831.91	\$ 594,420.52
Unapplied Cash Payment Revenue	2,379.52	1,302.25
Total Income	\$ 902,130.95	\$ 11,920,456.78

City Garden Montessori Charter School

Statement of Activity

June 2026

	Total	
	Jun 2026	Jul 2025 - Jun 2026 (YTD)
Gross Profit	\$ 902,130.95	\$ 11,920,456.78
Expenses		
6100000 Salaries		
6110000 Certified Salaries		
6111001 FT Cert Salaries,Local	18,405.34	210,784.90
6111003 Full-Time Certified Salaries,State	165,426.80	2,046,431.16
6111004 FT Cert Salaries,Federal		13,344.00
6121003 Part-Time Certified Salaries,State	68,447.97	133,073.24
6121T03 Tutoring Wages.Certified.State		5,805.84
Total 6110000 Certified Salaries	\$ 252,280.11	\$ 2,409,439.14
6150000 Classified Salaries		
6151001 Classified Salaries,Local	22,056.62	209,278.59
6151003 Full-Time Classified Salaries,State	253,441.78	2,930,879.65
6161001 Part-time Classified Salaries,Local		1,453.22
6161003 Part-time Classified Salaries,State	74,593.84	277,592.18
Total 6150000 Classified Salaries	\$ 350,092.24	\$ 3,419,203.64
Total 6100000 Salaries	\$ 602,372.35	\$ 5,828,642.78
6200000 Employee Benefits		
6211001 Retirement- Teachers Local	2,983.96	28,746.00
6211003 Teachers' Retirement,State	25,970.80	299,399.33
6211004 Teachers' Retire,Federal		1,921.72
6221001 Employee Benefits;Non Teacher Retirement, Local	2,873.14	35,495.46
6221003 Non-Teacher Retirement,State	37,549.20	407,204.76
6231001 Social Security,Local	3,199.68	27,215.78
6231003 Social Security,State	33,873.38	329,377.15
6231004 Social Security,Federal		816.64
6232001 Medicare,Local	748.33	6,080.05
6232003 Medicare, State	7,921.98	77,264.14
6232004 Medicare, Federal		191.00
6241001 Employee Insurance,Local	7,203.62	71,038.82
6241003 Employee Insurance,State	58,366.01	688,827.33
6241004 Employee Insur,Federal		2,029.74
6241103 Employee Insurance-ded. Reimb Plan,State	322.00	9,724.00
6241T03 Employee Insurance- Term Empl,State		-2,094.00
6261003 Workers' Compensation,State	4,525.00	45,951.00
6271003 Unemployment Compensation,State		3,849.54
Total 6200000 Employee Benefits	\$ 185,537.10	\$ 2,033,038.46
6300000 Purchased Services		
6300B00 Purchase Service- Facilities		
6331003 Cleaning Services-State	6,832.00	166,981.77
6332003 Repairs & Maintenance,State	1,512.00	79,053.35
6332B33 Other Repairs & Maintenance,State	1,503.01	11,130.50
Total 6332003 Repairs & Maintenance,State	\$ 3,015.01	\$ 90,183.85
6332B13 Building Maintenance,State		3,864.86
6333003 Rent-Building,State	67,786.73	691,164.76

City Garden Montessori Charter School

Statement of Activity

June 2026

	Total	
	Jun 2026	Jul 2025 - Jun 2026 (YTD)
6339003 Other Property Services,State		9,948.00
6334003 Rental Equipment,State	716.30	13,488.45
6336003 Trash Removal,State	331.52	21,329.42
6339B13 Extermination,State	510.56	6,055.70
6339B23 Security,State		1,900.00
6339B33 Snow Removal,State		12,414.28
6339B43 Water/Sewer	137.13	10,422.21
Total 6339003 Other Property Services,State	\$ 1,695.51	\$ 75,558.06
6351003 Property Insurance,State		40,763.95
Total 6300B00 Purchase Service- Facilities	\$ 79,329.25	\$ 1,068,517.25
6300D00 Purchase Services- Development		
6319D11 Other Development Consulting/Design	3,500.00	62,915.84
6319D21 Development Consulting	4,957.50	70,790.00
6319D41 Website/Online Resources		3,583.98
6395001 Special Events,Local		8,536.75
6395DA1 Major Gifts		89.84
6395DB1 Block Party	1,275.00	5,225.80
6395DG1 Bloomarang, CC fees	233.44	11,897.04
6395DL1 Mid-Level Giving		152.71
Total 6395001 Special Events,Local	\$ 1,508.44	\$ 25,902.14
Total 6300D00 Purchase Services- Development	\$ 9,965.94	\$ 163,191.96
6300I00 Purchase Services- Instruction		
6311003 Professional Services,State	251.40	72,534.32
6311004 Purchased Services,Federal	66,497.80	66,497.80
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	97,984.82	431,485.81
6311I63 Summer School-State	3,559.19	5,485.96
6319I13 Student Information System		22,180.55
Total 6300I00 Purchase Services- Instruction	\$ 168,293.21	\$ 640,427.54
6300S00 Prof. Services- Support		
6319S13 Student Information Systems	725.19	3,999.88
6319S33 Data Managment and Reporting		30,000.00
6341S14 McKinney-Vento Student Transportation,Federal	20.00	3,252.03
6391F13 FoodService, State	65.45	1,192.31
6391F14 Food Service,Federal	13,895.00	309,695.37
Total 6300S00 Prof. Services- Support	\$ 14,705.64	\$ 348,139.59
6300T00 Purchase Services- Training		
6312T13 Montessori Training,State		32,857.22
6312T23 Common Core Training,State	610.00	15,112.72
6312T33 Administrative Staff PD,State	500.00	14,888.55
6312T91 PD- Outside Facilitation,Local		6,850.00
Total 6300T00 Purchase Services- Training	\$ 1,110.00	\$ 69,708.49
6300X00 Purchase Services- Admin		

City Garden Montessori Charter School

Statement of Activity

June 2026

	Total	
	Jun 2026	Jul 2025 - Jun 2026 (YTD)
6315003 Audit,State		24,890.00
6317003 Legal,State	1,419.00	28,854.50
6319003 Other Professional Services,State	50,514.21	477,923.69
6352003 Liability Insurance,State	7,943.07	84,466.63
6361003 Communication,State	3,315.32	29,800.63
6362003 Advertising,State		1,710.00
6363003 Printng & Copying,State		378.12
6371003 Dues & Memberships,State		33,456.28
6391003 Other Purchased Services,State	13,435.01	101,450.08
6343T91 Travel Expense to be Reimbursed		618.10
Total 6391003 Other Purchased Services,State	\$ 13,435.01	\$ 102,068.18
6392003 Admin Fees,State	713.86	12,492.63
Total 6300X00 Purchase Services- Admin	\$ 77,340.47	\$ 796,040.66
6312T43 Missouri Certification Training and Course Work	772.60	2,769.60
6312T94 Training Outside Facilitation, Federal		526.50
6319E03 Online other services	689.29	15,135.90
6341003 Transportation- Other Student, State	80.00	1,015.50
6341M03 Transportaion- McKinney-Vento,State	15.76	4,906.95
6343001 Travel,Local	3,665.31	25,805.26
6362E03 Advertising- Employee Recruitment	6,172.33	12,487.86
6362S03 Advertising for Student Recruitment	29.96	365.54
6391004 Professional Services, Federal	26,389.73	71,823.19
6391A03 HR IS Fees Zenefits/Trinet		13,092.50
6391A13 Payroll Service Fee Heartland	3,164.07	28,571.41
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	\$ 391,723.56	\$ 3,278,500.18
6312Y14 Montessori Training,Federal		12,475.00
6400000 Supplies & Materials		
6400B00 Supplies- Facilities		
6411B13 Building Supplies,State	8,273.22	78,303.04
6411B33 Other Supplies,State		615.79
6412003 Supplies- Tech Related,State		-6,911.15
6481003 Electirc,State	7,704.11	117,844.86
6483003 Gas,State	281.86	11,359.25
Total 6400B00 Supplies- Facilities	\$ 16,259.19	\$ 201,211.79
6400I00 Supplies- Instruction		
6411003 General Supplies,State	5,346.17	58,100.30
6411i13F Food and Drink- Staff- Prin. Discretion	1,378.21	23,494.41
6411I33 Outdoor Ed/Stem Supplies,State	39.56	2,717.15
6411J13 Supplies-JH 1,State		1,341.17
6411J23 Supplies-JH 2,State		1,438.93
6411L13 Supplies-Lower EL 1,State	293.16	1,180.51
6411L23 Supplies-Lower EI 2,State		1,121.41

City Garden Montessori Charter School

Statement of Activity

June 2026

	Total	
	Jun 2026	Jul 2025 - Jun 2026 (YTD)
6411L33 Supplies-Lower EI 3,State	142.58	1,339.43
6411L83 Supplies-Lower EL 8, State		907.29
6411P33 Supplies-Primary 3,State		402.42
Total 6411003 General Supplies,State	\$ 7,199.68	\$ 92,043.02
6411I13 Instruction Supplies, State	290.09	55,927.99
6411I23 Physical Ed Supplies,State	84.95	974.09
6411I43 ESL Supplies for Instruction,State	509.40	890.97
6411i63 Supplies-Art,State		2,470.11
6411I73 Supplies for Chickens		597.54
6411I93 General Office	3,177.81	28,995.81
6411i93F Staff Food and Beverage-BOM		3,511.90
6411IR3 Curriculum, Furniture and Fixtures	216.26	48,449.84
6411J33 Supplies JH3		690.90
6411JC1 Jr High Capstone Expense	54.62	3,759.17
6411JS3 JH School Store, State		4,209.00
6411P11 Supplies & Materials Preschool,Local		451.85
6411P21 Supplies & Materials Preschool 2,Local	392.04	563.30
6411P31 Supplies & Materials Preschool 3, Local	13.81	85.14
6411P41 Supplies & Materials Preschool 4, Local		1,139.01
6411P51 Supplies & Materials Preschool 5, Local		67.41
6411P61 Supplies & Materials Preschool 6, Local	0.00	-250.00
Total 6400I00 Supplies- Instruction	\$ 11,938.66	\$ 244,577.05
6400S00 Supplies- Support		
6411A11 Supplies- Before/Aftercare,Local		202.96
6411F14 Food Supplies,Federal		3,102.62
6411S13 Character Ed/Family Support,State	38.73	7,089.36
6411S21 Supplies/Childcare-Events		38.15
6411S33 Supplies Nautius		84.56
6411S43 Supplies/Outreach,State	806.86	9,806.55
6411S61 Supplies/Volunteer Appreciation,Local		261.96
6471003 Food Supplies,State	1,922.03	7,846.52
Total 6400S00 Supplies- Support	\$ 2,767.62	\$ 28,432.68
6400T00 Supplies- Training		
6411T13 Montessori Training Supplies,State		884.56
6411T23 Other Training Supplies		3,841.64
6411T33 Training-Staff Resources,State		1,008.66
Total 6400T00 Supplies- Training	\$ 0.00	\$ 5,734.86
6400X00 Supplies- Admin		
6411001 Supplies,Local		3,276.57
6411X13 Board Supplies and Materials,State	307.25	1,430.01
6411X23 Admin Office Supplies	729.40	14,216.26
6411X31 Staff/Board Winter Party		3,272.16
6411X33 Staff Appreciation		15,721.54
6491003 Other Supplies & Materials,State		409.49
Total 6400X00 Supplies- Admin	\$ 1,036.65	\$ 38,326.03

City Garden Montessori Charter School

Statement of Activity

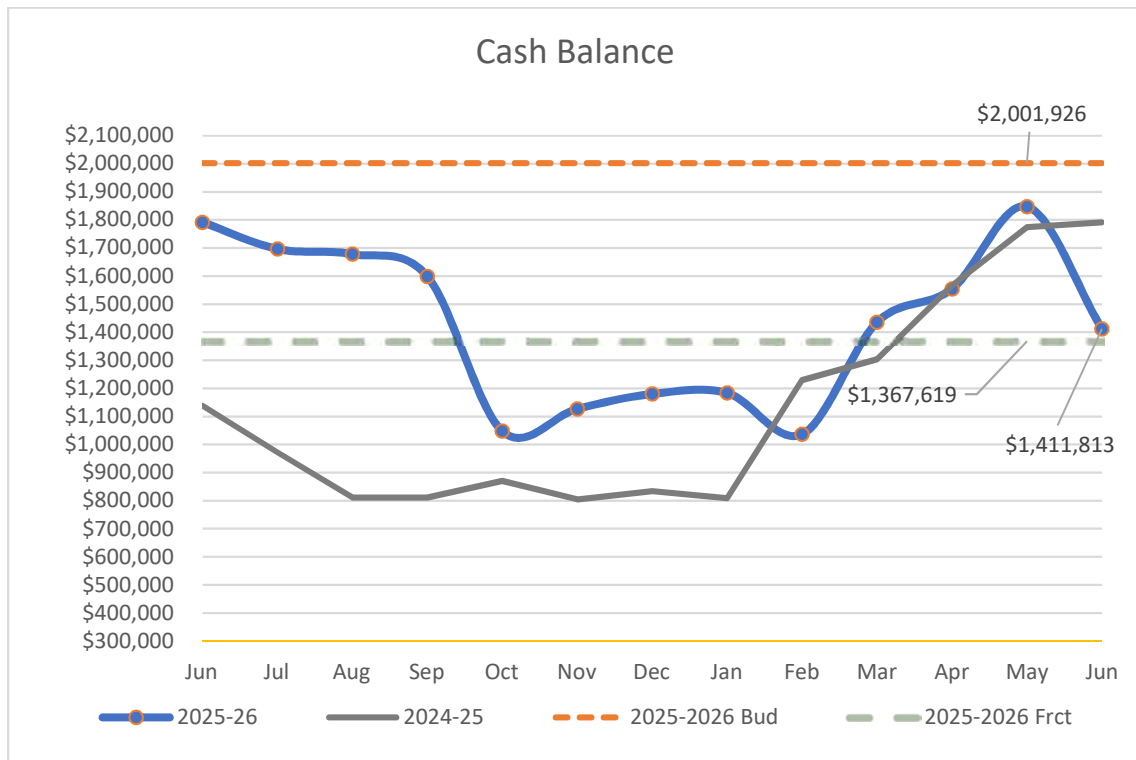
June 2026

	Total	
	Jun 2026	Jul 2025 - Jun 2026 (YTD)
6411004 Supplies, Federal		891.47
6411a001 Accidental CC usage	-80.39	624.81
6411A21 Supplies for After School Activities and Athletics		373.57
6411D11 Other Supplies-Development,Local	1,433.48	27,991.45
6411i83 Summer School Supplies	461.34	2,513.89
6411IC4 Supplies & Materials		1,039.12
6411iM3 Music Supplies	371.88	1,880.64
6411IR4 Supplies & Materials-Startup, Federal		74,908.74
6411K13 Supplies- Kindergarten 1,State		696.67
6411K23 Supplies- Kindergarten 2, State		397.41
6411K33 Supplies- Kindergarten 3, State		908.42
6411L43 Supplies-Lower EL 4,State		986.10
6411L53 Supplies-Lower EL 5,State		588.12
6411L63 Supplies-Lower EL 6,State	443.56	2,010.34
6411L73 Supplies-Lower EL 7,State		291.35
6411U13 Supplies Upper EL 1,State	427.83	1,444.02
6411U23 Supplies-Upper EI 2,State		255.11
6411U33 Supplies-Upper EI 3,State		-860.44
6411u43 Supplies Upper EL 4,State	266.37	1,189.36
6411U53 Supplies Upper EI 5,State	635.61	1,439.73
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	\$ 35,961.80	\$ 650,591.23
6624901 Interest- 4209,Local	16,256.17	495,228.71
6624911 Interest-4209 Debt Cost,Local	2,362.01	28,344.12
Unapplied Cash Bill Payment Expenditure		0.00
Total Expenses	\$ 1,234,212.99	\$ 12,326,820.48
Net Operating Income	-\$ 332,082.04	-\$ 406,363.70
Other Expenses		
6999000 Depreciatioin	4,118.88	49,426.56
Total Other Expenses	\$ 4,118.88	\$ 49,426.56
Net Other Income	-\$ 4,118.88	-\$ 49,426.56
Net Income	-\$ 336,200.92	-\$ 455,790.26

Tuesday, Aug 25, 2026 05:28:10 PM GMT-7 - Cash Basis

City Garden Montessori School
Notes Accompanying Financial Statements
June 30, 2026

The period ending June 30, 2026 had a cash balance of \$1,411,813. This is a decrease of \$379,835 from June 30, 2025 and a decrease of \$434,401 from May 31, 2026.



Highlights of Financial Statements and Budget:

Revenue:

- State below budget by \$634.5 due to SLPS data issue and City Garden under enrollment.
 - Enrollment and attendance shortfall- \$435.6K
 - Prior Period pull back due to data issue- \$104.7K
 - \$225 per student decrease- \$94.2K
- Prop C under budget by \$4.6K due to timing.
- Federal under budget by \$163.2K due to:
 - Title and SPED B under budget due to timing of reimbursements \$36.4K
 - Food Reimbursement lower than expected and timing of final payment \$69.3K
- Philanthropy over budget \$60.8K due to better than budgeted collections.
- PreK Tuition over budget by \$17.4K due better than expected payments and deposits

Expenses:

- Salary under budget by \$359.9K due to open positions and timing of hiring some 12 month roles.
- Benefits under budget by \$145.3K due to open positions.
- Purchase Services over budget by \$349.0 due to timing of substitute invoice payment, continued substitute costs, and timing strategic plan payments.
- Supplies over by \$186.0K due to purchases for opening of new classrooms(perman) and beginning of the year spending (timing).
- Facilities over by \$1.8K due to timing of maintenance and rent payments.
- Capital/Debt service under budget by \$33.5K due to timing of interest payments.

Actual Enrollment and Attendance**Full Year Ending 6/30/2026**

Grade	Budget	Average Daily Membership	Average Daily Attendance	Attendance Percentage
1	82	76.7	71.7	93.42%
2	76	73.5	68.9	93.79%
3	66	68.8	64.5	93.91%
4	76	72.0	67.0	93.05%
5	49	40.5	38.1	94.32%
6	36	31.4	28.5	90.86%
7	40	34.1	32.1	94.02%
8	26	24.0	22.5	93.77%
K	90	92.3	85.1	92.16%
Total Charter	541	513.2	478.3	93.21%
PS	42	40.94	37.38	91.25%
PK	58	51.37	47	91.52%
PreSchool	100	92.31	84.38	91.41%
All School	641	605.46	562.69	92.95%

Impact of Under Enrollment and Attendance

	Enrollment	Attendance	Total
Charter Actual	513.15	478.31	
Charter Budget	541	479.79525	
Variance	(27.85)	(1.49)	
\$ per	\$ 14,850.00	\$ 14,850.00	
Estimated Financial Impact	\$ (413,572.50)	\$ (22,055.96)	\$ (435,628.46)

Actual and Budget

Revenue				
Source	Actual July 2025 YTD	Actual July 2026 YTD	Budget 26-27 YTD	Variance to Budget
State	\$ 676,937	\$ 669,050	\$ 702,900	\$ (33,850)
Federal	8,761	161,619	67,992	93,627
Prop C	68,355	70,058	69,667	391
Annual Fund Philanthropy	139,311	40,890	40,000	890
Restricted/Capital Philanthropy		-	-	-
Preschool Tuition	183	23,405	37,096	(13,691)
Other	47,599	16,501	31,691	(15,190)
Total	\$ 941,145	\$ 981,523	\$ 949,345	\$ 32,177

Expenses				
Category	Actual July 2025 YTD	Actual July 2026 YTD	Budget 26-27 YTD	Variance to Budget
Salaries	\$ 458,032	\$ 543,653	\$ 553,235	\$ (9,582)
Benefits	142,026	184,319	190,865	(6,546)
Purchased Services	161,183	113,338	140,432	(27,094)
Supplies	61,743	25,701	20,279	5,422
Occupancy	158,875	92,781	112,096	(19,315)
Capital/Debt Services	51,920	48,229	50,541	(2,312)
Total	\$ 1,033,779	\$ 1,008,021	\$ 1,067,449	\$ (59,428)
Net Income\Loss	\$ (92,633)	\$ (26,498)	\$ (118,104)	\$ 91,605

Financial Health Check

Category	FY 24-25	FY 25-26	Actual July 2026 YTD	Budget FY 26-27
Ending Cash Fund Balance	\$ 1,791,648	\$ 1,411,813	\$ 1,447,917	\$ 1,168,992
Cash Days on Hand*	57	41	39	32
State Reimbursement per Comb WADA and WAM	\$ 14,699	\$ 14,850	\$ 14,850	\$ 15,075
Revenue per Student*	\$ 20,006	\$ 19,801	\$ 1,458	\$ 20,000
Cost per Student*	\$ 19,435	\$ 20,538	\$ 1,498	\$ 20,372
Excess/(Deficit) Per Student	\$ 571	\$ (736)	\$ (39)	\$ (371)

Accountability Plan

Measure	FY 24-25	YTD July 2026	Budget FY-26-27	Measure Met?
Debt to Asset Ratio < 0.9	0.85	0.84	0.82	Yes
Enrollment Variance >= 95%	93.9%	102.9%	100.0%	Yes
Fund Balance >= 10% Unrestricted	11.4%	10.9%	10.0%	Yes

Annual Trends

Revenue				
Source	Actual FY 24-25	Actual FY 25-26	Forecast FY 26-27	Budget FY 26-27
State	\$ 7,547,011	\$ 8,648,086	\$ 9,372,000	\$ 9,372,000
Federal	1,125,687	594,421	815,900	815,900
Prop C	726,475	780,371	836,000	836,000
Annual Fund Philanthropy	789,396	1,029,400	1,060,875	1,060,875
Restricted/Capital Philanthropy	561,860	-	170,000	170,000
Preschool Tuition	494,764	435,488	445,150	445,150
Other	358,239	432,691	380,300	380,300
Total Revenue	\$ 11,603,432	\$ 11,920,457	\$ 13,080,225	\$ 13,080,225

Expenses				
Category	Actual FY 24-25	Actual FY 25-26	Forecast FY 26-27	Budget FY 26-27
Salaries	\$ 5,324,856	\$ 5,828,643	\$ 6,988,236	6,988,236
Benefits	1,763,641	2,033,038	2,410,941	2,410,941
Purchased Services	1,843,410	2,205,212	1,685,174	1,685,174
Supplies	469,540	436,053	243,355	243,355
Occupancy	1,261,250	1,287,827	1,398,848	1,398,848
Capital Outlay/Debt Services	609,611	572,999	596,492	596,492
Total Expenses	\$ 11,272,308	\$ 12,363,772	\$ 13,323,046	\$ 13,323,046
Net Income\Loss	\$ 331,124	\$ (443,315)	\$ (242,821)	\$ (242,821)

School Stats

Category	FY 24-25	FY 25-26	July 2026	FY26-27 Budget
Charter School Enrollment	482	511	584	560
Pre-School Enrollment	98	91	89	94
Average Daily Attendance - Charter # / %	454.8339 / 93.2%	479.9 / 93.48%	552.0 / 94.5%	525 / 93.5%
Free & Reduced Lunch Count - Charter	239	276	Not Available Yet	281
Free & Reduced Lunch % - Charter	50%	54%	Not Available Yet	50%
new 2025/2026 - combined weighted average daily attendance and weighted average membership	532.57	579.88	530.8398**	619.53

** Per current Payment

Points to Note- July

Federal due to timing of reimbursements from 25-26 in current year
 State is timing of 25-26 data uploads in July through October

City Garden Montessori Charter School

Statement of Financial Position

As of July 31, 2026

	Total	
	As of Jul 31, 2026	As of Jul 31, 2025 (PY)
ASSETS		
Current Assets		
Bank Accounts		
1000 Cash on Hand	200	200
1113 Simmons Operating 9865	1,089,570	1,334,406
1115 US Bank 1830	1,352	1,352
1118 Simmons-4200 Folsom 9012	4,683	4,719
1120 Simmons- MM 8644	202,659	202,638
1122 Simmons- Junior High 8636	17,275	14,603
1130 USB Blocked Account FBO IFF-3851	1,690	27,872
1149 Edward Jones Investment 0317	130,490	116,312
Total Bank Accounts	\$ 1,447,917	\$ 1,702,102
Other Current Assets		
1199 Undeposited Funds	12,839	0
1205 Note Receivable	10,408,800	10,408,800
1210 Accrued Interest Receivable	8,674	8,674
1215 Due to/From 4209 Folsom Owner	1,146	13,481
1216 Due to/From 4209 Folsom Prime Tenant	707	0
1217 Due To/From 4209 Managing Member	214	0
1230 Debt Issuance Costs	180,259	180,259
1231 Accumulated Amortization-Debt Issuance Costs	(133,019)	(104,675)
1245 Investment in 4209 Folsom Managing Member, LLC	2,668,639	2,668,639
Total Other Current Assets	\$ 13,148,259	\$ 13,175,178
Total Current Assets	\$ 14,596,176	\$ 14,877,280
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	(357,957)	(308,531)
Total Fixed Assets	\$ 400,797	\$ 450,224
TOTAL ASSETS	\$ 14,996,973	\$ 15,327,504
LIABILITIES AND EQUITY		
Liabilities		
2155 Ramp Card	7,205	14,047
Total Credit Cards	\$ 7,205	\$ 13,871
Total 2200 Payroll Clearing	\$ 110,774	\$ -
2240 Other Current Liabilities	12,500	12,500
2242 Accrued Rent Payable	22,500	63,605
2245 Accrued Interest Payable	88,783	108,730
Total Other Current Liabilities	\$ 234,557	\$ 184,836
Total Current Liabilities	\$ 241,762	\$ 198,707
Long-Term Liabilities		
2130 Note Payable-IFF Source Loan	7,160,853	7,160,853
2132 Note Payable-4209 Folsom Mgng 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	\$ 12,897,335	\$ 12,854,279
Equity		
3111 Fund Balance	1,219,946	1,675,923
3119 Fund Balance- 4209 Project	906,191	889,934
Net Income	(26,498)	(92,633)
Total Equity	\$ 2,099,638	\$ 2,473,225
TOTAL LIABILITIES AND EQUITY	\$ 14,996,973	\$ 15,327,504

Wednesday, Aug 26, 2026 07:40:10 PM GMT-7 - Cash Basis

City Garden Montessori Charter School

Statement of Activity

July 2026

	Total	
	Jul 2026	Jul 2026 (YTD)
Income		
5100001 Local Revenue		
5113001 Prop C,Local	70,057.71	70,057.71
5141001 Interest,Local	-255.57	-255.57
5141901 Interest-4209 Project,Local	8,674.00	8,674.00
5180001 Tuition-Pre K, Before/After Care		
5181011 After School Care,Local	6,444.41	6,444.41
5181021 Before School Care,Local	522.19	522.19
5182P01 Preschool Tuition,Local	20,924.20	20,924.20
5182P21 Preschool Tuition- Deposit,Local	5,549.70	5,549.70
Total 5180001 Tuition-Pre K, Before/After Care	\$ 33,440.50	\$ 33,440.50
5192011 Donations,Local Annual Fund	40,889.70	40,889.70
5198901 Other Income-Local	63.00	63.00
5151001 Student Food Sales,Local	795.50	795.50
5198001 Other,Local	181.84	181.84
5198091 Misc Rev-Returned Check,Local	75.82	75.82
Total 5198901 Other Income-Local	\$ 1,116.16	\$ 1,116.16
Total 5100001 Local Revenue	\$ 153,922.50	\$ 153,922.50
5300003 State Revenue		
5311003 Basic Formula,State	654,883.00	654,883.00
5319003 Classroom Trust,State	14,166.74	14,166.74
Total 5300003 State Revenue	\$ 669,049.74	\$ 669,049.74
5400004 Federal Revenue		
5412004 Medicaid Revenue,Federal	45,350.23	45,350.23
5445004 Lunch Program,Fed	84,937.91	84,937.91
5451004 Title I - Revenue,Federal	26,891.00	26,891.00
5461004 Title IV Revenue,Federal	1,885.12	1,885.12
5465004 Title II - Revenue, Federal	2,554.75	2,554.75
Total 5400004 Federal Revenue	\$ 161,619.01	\$ 161,619.01
Unapplied Cash Payment Revenue	-3,068.62	-3,068.62
Total Income	\$ 981,522.63	\$ 981,522.63
Gross Profit	\$ 981,522.63	\$ 981,522.63
Expenses		
6100000 Salaries		
6110000 Certified Salaries		
6111001 FT Cert Salaries,Local	18,405.34	18,405.34
6111003 Full-Time Certified Salaries,State	188,346.40	188,346.40
6121003 Part-Time Certified Salaries,State	49,660.95	49,660.95
Total 6110000 Certified Salaries	\$ 256,412.69	\$ 256,412.69
6150000 Classified Salaries		
6151001 Classified Salaries,Local	16,673.50	16,673.50
6151003 Full-Time Classified Salaries,State	222,685.55	222,685.55
6161003 Part-time Classified Salaries,State	47,881.47	47,881.47
Total 6150000 Classified Salaries	\$ 287,240.52	\$ 287,240.52
Total 6100000 Salaries	\$ 543,653.21	\$ 543,653.21

City Garden Montessori Charter School

Statement of Activity

July 2026

	Total	
	Jul 2026	Jul 2026 (YTD)
6200000 Employee Benefits		
6211001 Retirement- Teachers Local	2,983.96	2,983.96
6211003 Teachers' Retirement,State	28,759.54	28,759.54
6221001 Employee Benefits;Non Teacher Retirement, Local	2,897.86	2,897.86
6221003 Non-Teacher Retirement,State	35,936.97	35,936.97
6231001 Social Security,Local	2,742.31	2,742.31
6231003 Social Security,State	30,568.46	30,568.46
6232001 Medicare,Local	641.36	641.36
6232003 Medicare, State	7,149.06	7,149.06
6241001 Employee Insurance,Local	7,203.62	7,203.62
6241003 Employee Insurance,State	58,019.44	58,019.44
6241103 Employee Insurance-ded. Reimb Plan,State	2,891.76	2,891.76
6261003 Workers' Compensation,State	4,525.00	4,525.00
Total 6200000 Employee Benefits	\$ 184,319.34	\$ 184,319.34
6300000 Purchased Services		
6300B00 Purchase Service- Facilities		
6331003 Cleaning Services-State	6,156.25	6,156.25
6332003 Repairs & Maintenance,State		
6332B33 Other Repairs & Maintenance,State	597.00	597.00
Total 6332003 Repairs & Maintenance,State	\$ 597.00	\$ 597.00
6332B13 Building Maintenance,State	14,164.39	14,164.39
6333003 Rent-Building,State	37,890.80	37,890.80
6339003 Other Property Services,State		
6334003 Rental Equipment,State	745.16	745.16
6336003 Trash Removal,State	3,580.91	3,580.91
6339B13 Extermination,State	508.31	508.31
6339B23 Security,State	719.00	719.00
6339B43 Water/Sewer	2,331.32	2,331.32
Total 6339003 Other Property Services,State	\$ 7,884.70	\$ 7,884.70
Total 6300B00 Purchase Service- Facilities	\$ 66,693.14	\$ 66,693.14
6300D00 Purchase Services- Development		
6319D11 Other Development Consulting/Design	3,500.00	3,500.00
6319D21 Development Consulting	5,560.00	5,560.00
6395001 Special Events,Local		
6395DG1 Bloomarang, CC fees	513.23	513.23
Total 6395001 Special Events,Local	\$ 513.23	\$ 513.23
Total 6300D00 Purchase Services- Development	\$ 9,573.23	\$ 9,573.23
6300I00 Purchase Services- Instruction		
6311003 Professional Services,State	6,255.00	6,255.00
6311I53 Substitutes,State	8,985.24	8,985.24
6311I63 Summer School-State	163.78	163.78
Total 6300I00 Purchase Services- Instruction	\$ 15,404.02	\$ 15,404.02
6300S00 Prof. Services- Support		
6319S13 Student Information Systems	49.07	49.07
6391F14 Food Service,Federal	14,265.00	14,265.00

City Garden Montessori Charter School

Statement of Activity

July 2026

	Total	
	Jul 2026	Jul 2026 (YTD)
Total 6300S00 Prof. Services- Support	\$ 14,314.07	\$ 14,314.07
6300T00 Purchase Services- Training		
6312T13 Montessori Training,State	17,246.67	17,246.67
6312T23 Common Core Training,State	3,981.00	3,981.00
6312T33 Administrative Staff PD,State	275.89	275.89
Total 6300T00 Purchase Services- Training	\$ 21,503.56	\$ 21,503.56
6300X00 Purchase Services- Admin		
6317003 Legal,State	8,772.00	8,772.00
6319003 Other Professional Services,State	24,996.32	24,996.32
6352003 Liability Insurance,State	125.67	125.67
6361003 Communication,State	759.72	759.72
6371003 Dues & Memberships,State	719.92	719.92
6391003 Other Purchased Services,State	6,459.84	6,459.84
6392003 Admin Fees,State	500.41	500.41
Total 6300X00 Purchase Services- Admin	\$ 42,333.88	\$ 42,333.88
6312T43 Missouri Certification Training and Course Work	166.02	166.02
6319E03 Online other services	965.63	965.63
6343001 Travel,Local	1,593.62	1,593.62
6362E03 Advertising- Employee Recruitment	2,212.60	2,212.60
6362S03 Advertising for Student Recruitment	184.00	184.00
6391004 Professional Services, Federal	1,860.70	1,860.70
6391A13 Payroll Service Fee Heartland	2,865.00	2,865.00
Total 6300000 Purchased Services	\$ 179,669.47	\$ 179,669.47
6400000 Supplies & Materials		
6400B00 Supplies- Facilities		
6411B13 Building Supplies,State	7,117.52	7,117.52
6412003 Supplies- Tech Related,State	500.00	500.00
6481003 Electirc,State	19,002.60	19,002.60
6483003 Gas,State	55.40	55.40
Total 6400B00 Supplies- Facilities	\$ 26,675.52	\$ 26,675.52
6400I00 Supplies- Instruction		
6411003 General Supplies,State	4,276.80	4,276.80
6411i13F Food and Drink- Staff- Prin. Discretion	3,613.93	3,613.93
Total 6411003 General Supplies,State	\$ 7,890.73	\$ 7,890.73
6411I13 Instruction Supplies, State	6,296.66	6,296.66
6411I93 General Office	4,861.34	4,861.34
6411P41 Supplies & Materials Preschool 4, Local	323.40	323.40
6411P51 Supplies & Materials Preschool 5, Local	136.36	136.36
Total 6400I00 Supplies- Instruction	\$ 19,508.49	\$ 19,508.49
6400S00 Supplies- Support		
6411S43 Supplies/Outeach,State	75.03	75.03
6471003 Food Supplies,State	135.09	135.09
Total 6400S00 Supplies- Support	\$ 210.12	\$ 210.12
6400X00 Supplies- Admin		
6411X13 Board Supplies and Materials,State	43.00	43.00

City Garden Montessori Charter School

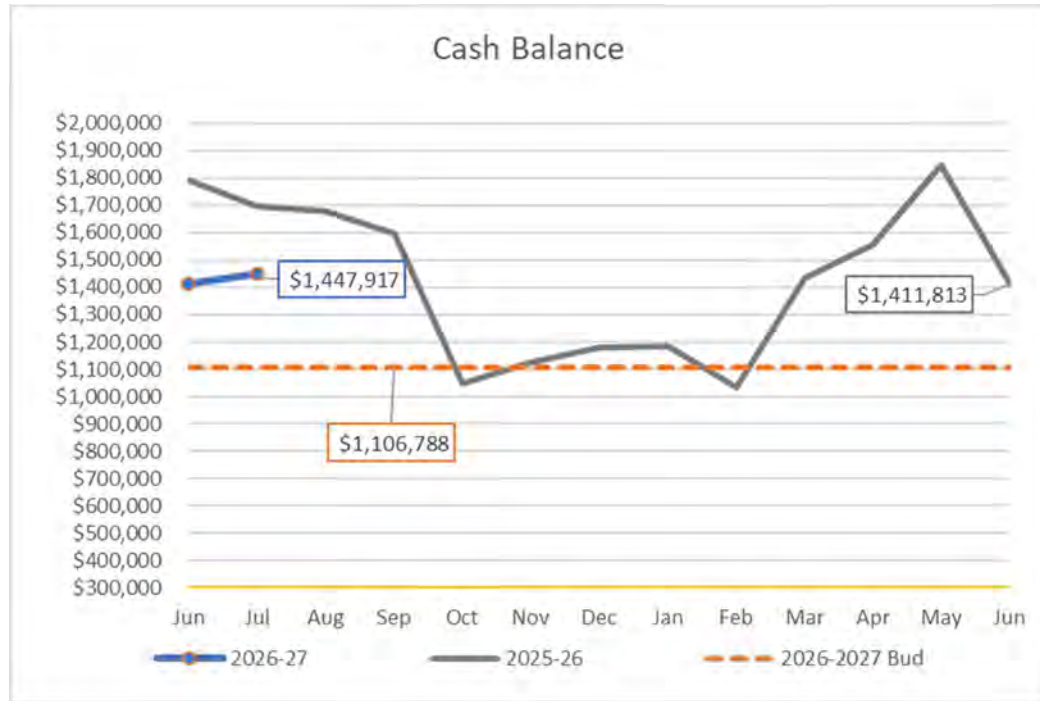
Statement of Activity

July 2026

	Total	
	Jul 2026	Jul 2026 (YTD)
6411X23 Admin Office Supplies	3,311.01	3,311.01
Total 6400X00 Supplies- Admin	\$ 3,354.01	\$ 3,354.01
6411a001 Accidental CC usage	118.66	118.66
6411A21 Supplies for After School Activities and Athletics	64.98	64.98
6411D11 Other Supplies-Development,Local	1,138.25	1,138.25
6411Y04 Supplies- Institute, Federal	1,080.00	1,080.00
Total 6400000 Supplies & Materials	\$ 52,150.03	\$ 52,150.03
6624901 Interest- 4209,Local	41,748.02	41,748.02
6624911 Interest-4209 Debt Cost,Local	2,362.01	2,362.01
Total Expenses	\$ 1,003,902.08	\$ 1,003,902.08
Net Operating Income	-\$ 22,379.45	-\$ 22,379.45
Other Expenses		
6999000 Depreciatioin	4,118.88	4,118.88
Total Other Expenses	\$ 4,118.88	\$ 4,118.88
Net Other Income	-\$ 4,118.88	-\$ 4,118.88
Net Income	-\$ 26,498.33	-\$ 26,498.33

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

The period ending July 31, 2026 had a cash balance of \$1,447,917. This is an increase of \$36,104 from June 30, 2026.



Highlights of Financial Statements and Budget:

Revenue:

- State below budget by \$33.9, which is timing. August payment will include summer school enrollment. October payment will include actual 2026-27 estimated enrollment.
- Federal over budget by \$93.6K due to:
 - Title reimbursements from 25-26 \$31K
 - Food Reimbursement from 25-26 \$62K
- Philanthropy on Budget
- PreK Tuition under budget by \$13.7K due to timing of payments and deposits

Expenses:

- Salary under budget by \$9.6K due to open positions and timing of hiring some 12 month roles.
- Benefits under budget by \$6.6K due to open positions.
- Purchase Services under budget by \$27.1K due to timing.
- Supplies over by \$5.4K due to timing.
- Facilities under by \$19.3K due to timing of maintenance and rent payments.
- Capital/Debt service under budget by \$33.5K due to timing of interest payments.

City Garden Montessori School

Year to Date Enrollment and Attendance

As of 8/25/2026

Grade	2025-2026	2026-2027					
	Average Daily Membership	Seats Accepted*	Target Enrollment	Budget Enrollment (95% of Target)	Average Daily Membership 8/25/26	Average Daily Attendance 8/25/26	Percent In Attendance 8/25/26
1	76.7	109	94	89	91.1	88.2	96.8%
2	73.5	92	80	76	84.9	80.8	95.1%
3	68.8	76	70	67	72.0	67.8	94.1%
4	72.0	84	74	70	70.4	68.5	97.3%
5	40.5	80	68	65	69.0	65.6	95.0%
6	31.4	51	38	36	42.0	40.5	96.3%
7	34.1	42	37	35	34.3	31.9	92.9%
8	24.0	34	30	29	32.4	31.2	96.3%
K	92.33	93	98	93	88.0	77.7	88.3%
Total Charter	513.15	661	589	560	584.1	552.0	94.5%
PS	40.94	37	37	37	32.0	29.7	92.9%
PK	51.37	57	57	57	57.0	53.0	93.1%
Preschool	92.31	94	94	94	89.0	82.8	93.0%
All School	605.46	755	683	654	673.1	634.8	94.3%
Class Sizes							
Lower Elementary	27.4	34.6	30.5	29.0	31.0	29.6	
Upper Elementary	24.0	35.8	30.0	28.5	30.2	29.1	
Junior High	19.4	25.3	22.3	21.3	22.2	21.0	
K+Preschoo	23.1	23.4	24.0	23.4	22.1	20.1	

* Seats Accepted= prior years enrollment (no attrition) plus all seats offered and accepted for current year

Impact of Under Enrollment and Attendance

	Enrollment	Attendance	Total
Charter Actual	584.1	552.0	
Charter Budget	560.0	546.1	
Variance	24.10	5.89	
 \$ per	 \$ 15,358.00	 \$ 15,358.00	
Estimated Financial Impact	\$ 370,127.80	\$ 90,404.87	\$ 460,532.67

last run: 8/26/2026

	FY26 Goal Cash In	Cash In FY26	Dollars Raised FY26	CI + DR	Gap to Goal	Percent to Goal	Pending Asks
FY26 Annual Fund General Operating	\$962,947	\$1,029,400		\$1,029,400	-\$66,453	106.90%	

Historical Context

Monthly Revenue for June				*Actual Cash In FY26
FY23	FY24	FY25	3-Yr Average	
\$310,366	\$26,909	\$471,730	\$269,668	\$35,130

As of report Date

Cumulative Revenue for June				*Actual Cash In FY26
FY23	FY24	FY25	3-Yr Average	
\$891,573	\$825,383	\$790,021	\$835,659	\$1,029,400

* \$95k came
in after 7/1

last run: 8/24/2026

	FY27 Goal Cash In	Cash In FY27	Dollars Raised FY27	CI + DR	Gap to Goal	Percent to Goal	Pending Asks
FY27 Annual Fund General Operating	\$1,200,000	\$40,128	\$65,873	\$106,001	\$1,093,999	8.83%	

Historical Context

Monthly Revenue for July				*Actual Cash In FY27
FY24	FY25	FY26	3-Yr Average	
\$7,225	\$4,428	\$129,163	\$46,939	\$40,128

As of report Date

Cumulative Revenue for July				*Actual Cash In FY27
FY24	FY25	FY26	3-Yr Average	
\$7,225	\$4,428	\$129,163	\$46,939	\$40,128

Coversheet

Board Priorities

Section:	II. Action Items
Item:	C. Board Priorities
Purpose:	Vote
Submitted by:	
Related Material:	CG SY27 Board Priorities - DRAFT.docx.pdf

City Garden Montessori School: 2026/2027 Board Priorities --- DRAFT

Priority 1: Advance Student Outcomes through Strong Oversight

By June 2027, the Board will have strengthened its understanding, monitoring and support of student outcomes by focusing on clear indicators of success and exercising strong academic oversight.

Board Owners: *Kyle Shaffer and Whole Child Success Committee Members*

Milestones:

- **Monthly:** *Updates from Whole Child Success Committee on committee priorities*
- **Quarterly:** *Updates from CEO on strategic plan implementation*
- **By September 2026:** *Committee to revisit and review 3-year student outcome goals and accompanying priority workstreams for SY27, identifying 1-2 focus areas for deeper Board-level attention*
- **By October 2026:** *Finalize Board-level dashboard for regular review and launch in October Board meeting*
- **By November 2026:** *Engage COL in 90-Day presentation to understand learnings & opportunities assess change efforts and calibrate resource needs*
- **By November 2026:** *Identify need for external expertise and appropriate resources required to support Instructional Leadership team*
- **By February 2026:** *Identify caregiver participation and/or clear line of sight into Whole Child Success committee, in collaboration with Governance Committee*
- **By March 2027:** *At least 2 Board Learning opportunities around “academic bets” to deepen Board understanding of student performance*

Success by Year-End:

- *Staff and Board are aligned on reporting content and frequency, increasing accountability and minimizing unnecessary burden or rework*
- *Board demonstrates greater confidence and consistency in monitoring student outcomes.*
- *Progress is evident in identified academic focus areas*

Priority 2: Strengthen Philanthropic Capacity & Development Governance

By June 2027, the Board will strengthen the organization's long-term philanthropic capacity by establishing the governance structures, strategy, and leadership needed to support sustainable fundraising and future capital investments.

Board Owner: Mia Howard and Development Committee Members/Governance Committee

Milestones:

- **By September 2026:** Board members have set individual philanthropy goals for the 2026-27 fiscal year.
- **By October 2026:** Establish a Board Development Committee and define its purpose, responsibilities, and annual work plan.
- **By January 2026:** Develop a long-term development strategy that identifies philanthropic priorities, funding goals, and organizational capacity needs.
- **By January 2026:** Re-clarify Board member roles and expectations related to fundraising and stewardship.
- **By January 2027:** Evaluate options for supporting future philanthropic growth, including governance structures (e.g., foundation), staffing, and operational infrastructure.
- **By May 2027:** Approve a roadmap for implementing the organization's long-term development strategy, including priorities related to facilities and other strategic initiatives.
- **By June 2027:** Board members (80% or more) have met their individual philanthropy goals and the board has achieved 100% giving among board members.

Success by Year-End:

- At least 80% of Board members have met 100% of their individual philanthropy goals and the board has achieved 100% giving.
- A Board Development Committee is established and actively supporting philanthropic strategy.
- Board members have a shared understanding of their role in fundraising and stewardship.
- A multi-year development strategy has been adopted to guide philanthropic growth.
- The Board has identified the governance and organizational structure needed to support future fundraising efforts, including consideration of a foundation or affiliated fundraising entity.

Priority 3: Strengthen Long-Term Facilities Planning & Readiness

By June 2027, the Board will strengthen long-term facilities planning by advancing a sustainable plan for the Early Childhood Education Center (ECEC) facility while increasing board understanding of the school's broader facility needs, risks, and long-term capital priorities.

Board Owners: Ben Huebner and Finance Committee Members

Milestones:

- **Monthly:** Review facilities and capital planning updates with reflections aligned to this board goal.
- **By September 2026:** Share ECEC facility audit with the board, including major maintenance needs, capacity constraints, long-term risks and facility options for the ECEC.
- **By January 2027:** Evaluate options and develop a long-term strategy for the Early Childhood Education Center (ECEC) facility.
- **By April 2027:** Review a draft multi-year facilities master plan, including major capital priorities, playground improvements, and projected investments needed to support the strategic plan.
- **By May 2027:** Identify funding strategies and board priorities to support future facilities investments, including alignment with philanthropy and potential capital campaign planning.
- **By June 2027:** Adopt a long-term facilities roadmap to guide future board oversight and investment decisions.

Success by Year-End:

- *Long-range facilities plan is reviewed and updated*
- *The Board has a shared understanding of the organization's current facility assets, risks, and future needs.*
- *Facilities planning is aligned with projected enrollment, programmatic priorities, and long-term financial sustainability.*
- *A long-term strategy for the ECEC facility has been developed and endorsed by the Board.*
- *The Board has identified its role in supporting future capital investments and facility-related fundraising.*

Priority 4: Strengthen Family Trust & Community Understanding

By June 2027, the Board will have strengthened trust, understanding, and partnership with families so that more families choose to stay because they are confident in the school's mission and strategic direction.

Board Owner: *Jesse Dixon and Governance Committee Members*

Milestones:

- **By September 2026:** *Establish engagement goals, alongside key metrics the Board will monitor on quarterly basis*
- **By September 2026:** *Review current Board-level family engagement structures, and identify opportunities to strengthen two-way communication and partnership*
- **By October 2026:** *Collaborate with key staff to ensure Board education series helps staff and families better understand the school's mission, strategic plan, and priorities*
- **By November 2026:** *Collaborate with WCS Committee to determine appropriate level of student outcome data to share as part of community updates at mid-year and EOY*

- **Quarterly:** Lead Community Education sessions to improve community understanding of Board functioning, particularly related to strategic goals
- **By January 2027:** Review community feedback and engage in capacity-building around listening and power dynamics, as part of mid-year Board retreat
- **By May 2027:** Increase community participation in Board-led community engagement (e.g., surveys, events)

Success by Year-End:

- More families report understanding the school's mission and strategic direction
- Family confidence and trust improve, as measured through survey and engagement data
- Student retention meets or exceeds established goals
- The Board regularly reviews indicators related to reputation, engagement, and retention as part of its governance responsibilities

Board Attention Area: Organizational Capacity & Leadership Health

Throughout the year, the Board will intentionally consider the organization's leadership and talent capacity when monitoring progress on each strategic priority. Recognizing that successful execution depends on strong people, healthy culture, and sustainable leadership, the Board will regularly engage leadership in conversations about organizational capacity and identify opportunities to provide strategic support.

Ongoing Board Practices:

- **Regularly review** organizational capacity as part of progress updates on each board priority.
- **Monitor leadership succession, retention, and key staffing risks** that could impact implementation of the strategic plan.
- **Discuss organizational culture, staff well-being, and leadership development** as indicators of long-term organizational health.
- **Consider whether strategic priorities are appropriately resourced** and whether additional investments in people or organizational infrastructure may be needed.
- **Provide strategic guidance and support** to the CEO on talent-related opportunities and challenges while remaining in the board's governance role.

Coversheet

Board Agreements

Section:	II. Action Items
Item:	D. Board Agreements
Purpose:	FYI
Submitted by:	
Related Material:	CG Board Member Agreement - revised 2025 (1).pdf

City Garden Board Member Agreement

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.

As a member of the City Garden Board of Directors, you are in a position to play a significant leadership role on behalf of the school and its students. The vitality of City Garden depends on your commitment as well as imaginative and strategic leadership. You and the other members of the Board hold accountability for the charter for our school and therefore are entrusted to act in ways that lead to exceptional results for our students, and therefore, the long-term sustainability of the organization.

We ask all board members to affirm their personal commitment to the [full board responsibilities](#), as well as individual expectations outlined below:

Board Member Ethics & Integrity

1. I will uphold the highest ethical standard to support the school mission on behalf of the students, parents, teachers, and other key stakeholders of City Garden.
2. I will prioritize the well-being and best interests of students in all board decisions, ensuring their needs, safety, and development remain the central focus of our decision-making processes.
3. I have reviewed and comply with the [board bylaws, conflict of interest policy, and other key board policies](#).
4. I will maintain the confidentiality of all board deliberations and will publicly support the decisions of the board, including those with which I might have disagreed.
5. I will not attempt to influence school operations or decision-making in ways that are misaligned with my governance role. To support transparent & impartial governance, board members with a personal or professional interest in a matter under discussion (e.g., personnel actions involving their child, program decisions tied to an affiliated organization) must:
 - a. Disclose the conflict at the earliest opportunity to the board
 - b. Recuse from participation in the discussion, deliberation & voting on that matter

CEO Support & Accountability

1. I will remain cognizant of my governance role (vs management) in my support of the CEO.
2. I will support the CEO in achieving goals set and actively engage in the annual leadership evaluation processes of the CEO and the board.

Board Participation

1. I will attend at least 70% of City Garden Board meetings. *Your presence is valued, and your active participation is critical for board deliberations. If you are unable to attend a meeting, please inform the Board Chair at least 48 hours in advance.*
2. I will review all materials sent to me in advance of board and committee meetings and share questions or concerns in advance.
3. I will commit to serving on and actively participating in at least one Board committee.
4. I will attend City Garden Events where board membership is requested or required.
5. I will champion the school in the community, will invite my network to become aware of and supportive of City Garden, and will be an active donor to the school.

Board Interactions

I strive to put the board working agreements into practice in my behavior and interactions with other board members:

- We prioritize and value our relationships with one another.
- 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.

If for any reason, I am unable to carry out my duties as described in the Board Member Description and this Agreement, I agree to contact the Board Chair in a timely manner.

In support of your board service, City Garden will also fulfill its responsibilities to you as a member of its Board of Directors:

1. We will maintain a high standard of ethics, integrity, and professionalism in fulfilling our duties as a board and as a school leadership team.
2. You will be thoroughly oriented to the board and the school. City Garden will also provide ongoing training and education to ensure you have the knowledge and tools you need to be effective.
3. You will receive critical information – including meeting agendas, reports, or updates requiring action – in a timely manner before each meeting. We will also keep you informed about any critical events or concerns that may arise between meetings.
4. We will work in good faith with each board member towards achievement of the board's goals.
5. If the organization does not fulfill its commitments to me, I can call on the Board Chair and/or CEO to discuss these responsibilities.

I, _____, understand that as a member of the Board of Directors, I have a legal and ethical responsibility to ensure that the organization does the best work possible in pursuit of its goals. I believe in the purpose and the mission of the organization, and I will act responsibly and prudently as its steward.

Board Member

Date

Chair, Board of Directors

Date

CEO

Date

Coversheet

Approve 2026 Missouri State Plan for Special Education and Required Local Compliance Plan

Section:	II. Action Items
Item:	E. Approve 2026 Missouri State Plan for Special Education and Required
Local Compliance Plan	
Purpose:	Vote
Submitted by:	
Related Material:	Local Compliance Plan Certification Statement 2026-2027.pdf



MISSOURI DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION
OFFICE OF SPECIAL EDUCATION-COMPLIANCE

LOCAL COMPLIANCE PLAN CERTIFICATION STATEMENT

SCHOOL DISTRICT NAME City Garden Montessori School		COUNTY-DISTRICT CODE 115911
DISTRICT CONTACT Cathy Bain	DISTRICT PHONE NUMBER 314-664-7646 ext. 132	DISTRICT FAX NUMBER 314-664-4997

INSTRUCTIONS

Complete the Adoption and Certification sections below. The form must be signed by the Board President, Superintendent, and Compliance Plan Contact.

Submit form via MAIL or FAX to: Special Education Compliance
Missouri Department of Elementary and Secondary Education
PO Box 480
Jefferson City, MO 65102 or Fax 573-751-3910

QUESTIONS: Contact Special Education Compliance at 573-751-0699 or secompliance@desse.mo.gov

ADOPTION

The Responsible Public Agency has chosen the following (check only one) in regard to adoption of a local plan for compliance with state and federal regulations implementing the Individuals with Disabilities Education Act (IDEA):

- ☐ Option A: Adopt the Model Compliance Plan made available by the Department of Elementary and Secondary Education (DESE).
- ☐ Option B: Adapt the Model Compliance Plan made available by the Department with agency revisions. All pages on which revisions have been made to the Model Compliance Plan with highlighted revisions are enclosed. These revisions must be approved by DESE before the agency's plan becomes final.
- ☐ Option C: Agency developed Compliance Plan (plan enclosed for DESE's approval).

CERTIFICATION

The Responsible Public Agency assures that the agency's Compliance Plan and applicable state and federal regulations constitute the basis for operation and administration of the activities to be carried out in the agency under Part B of the IDEA, to provide special education services for all children with disabilities between the ages of three (3) and twenty-one (21) who meet the eligibility criteria as stated in this plan and under the jurisdiction of the agency.

The Responsible Public Agency assures that programs administered under Part B of the IDEA are in accordance with the assurances provided in 34 CFR 76.301 of the General Education Provision Act (GEPA) and that federal funds made available under Part B of the IDEA are used in accordance with the excess cost and maintenance of fiscal effort and comparable services requirements of 34 CFR Sections 300.202 - 300.205 of the federal regulations governing the IDEA.

The local compliance plan was adopted by the Governing Board of the agency on _____ (mm/dd/yy).

SIGNATURE OF BOARD PRESIDENT	DATE
SIGNATURE OF SUPERINTENDENT	DATE
SIGNATURE OF COMPLIANCE PLAN CONTACT PERSON <i>Cathy Bain</i>	DATE 7/31/26

The Department of Elementary and Secondary Education does not discriminate on the basis of race, color, religion, gender, gender identity, sexual orientation, national origin, age, veteran status, mental or physical disability, or any other basis prohibited by statute in its programs and activities. Inquiries related to department programs and to the location of services, activities, and facilities that are accessible by persons with disabilities may be directed to the Jefferson State Office Building, Director of Civil Rights Compliance and MOA Coordinator (Title VI/Title VII/Title IX/504/ADA/ADAAA/Age Act/GINA/USDA Title VI), 5th Floor, 205 Jefferson Street, P.O. Box 480, Jefferson City, MO 65102-0480; telephone number 573-526-4757 or TTY 800-735-2966; email civilrights@desse.mo.gov.

Coversheet

Alternative Methods of Instruction Plan 2026-27

Section:	II. Action Items
Item:	F. Alternative Methods of Instruction Plan 2026-27
Purpose:	Vote
Submitted by:	
Related Material:	Alternative Methods of Instruction Plan 2026-27.pdf



Christie Huck <christie@citygardenschool.org>

ALTERNATIVE METHODS OF INSTRUCTION APPLICATION

Department of Elementary and Secondary Education <no-reply@wufoo.com>

Fri, May 22, 2026 at 12:11 PM

To: christie@citygardenschool.org

Thank you for submitting your Alternative Method of Instruction Application.

ALTERNATIVE METHODS OF INSTRUCTION APPLICATION

LEA NAME (A-H)	City Garden Montessori * 115911
I have selected the appropriate LEA name from one of the three fields above. *	Yes
LEA PROGRAM CONTACT *	Christie Huck
CONTACT PHONE *	(314) 809-9736
CONTACT EMAIL *	christie@citygardenschool.org
1. On days that the district implements the AMI plan, the LEA is (check all that apply): *	• Reviewing and reinforcing previously taught skills • Introducing new concepts
Describe:	Junior High continues to introduce new concepts while K through 6th grade reviews and reinforces previously taught skills.
2.a. How will the LEA communicate the purpose and expectations of AMI to students and parents through multiple methods? (check all that apply) *	• Student handbooks • Website • Email • Parent/student meetings
Describe:	Emails go out as the seasons change as well as prior to known inclement weather. Parent/student meetings reenforce grade level expectation on AMI days.
2.b. When will the LEA communicate the purpose of AMI days? (check all that apply) *	• Early in the school year • With reminders at least quarterly • Other (Please describe)
Describe:	In any emails prior to inclement weather the purpose of the AMI days is communicated again.

3. How will the LEA communicate the implementation of AMI days to students and parents? (check all that apply) *	• Email • Text
4. On AMI days, the LEA will use the following types of materials and assignments to effectively facilitate teaching and support learning for the benefit of students (check all that apply): *	• Textbooks • Library/classroom library books • Packets/worksheets • Manipulatives • Learning games • Teacher created materials • Other (Please describe)
Describe:	Digital learning platforms such as iReady Learning Pathways
5a. On AMI days, attendance will be determined by the completion of lessons and activities in the following manner (check all that apply): *	• Completion of lessons and activities turned in the next day of attendance • Electronic submission of lessons and activities on the AMI day or the next day of attendance • Log of electronic/web-based/app activity
5b: LEA attendance determination for AMI. Describe: *	All packets are collected the next day, and all electronic/web-based/app activity is audited in the reports the next day after the AMI. Students completing requirements in alignment with state guidance are marked as having attended in the SIS system.
6. The LEA provides instruction on AMI days using the following methods (check all that apply): *	• Teacher's notes with instructions and examples • Virtual instruction (Synchronous, Asynchronous) • Instruction provided through a learning management system
Describe:	App or web-based software to teach/reinforce concepts as assigned by instructional staff. iReady learning pathways, Junior Great Books digital, Words Their Way 3000 digital edition, and NewsELA.com are example.
7. The students are engaged in learning on AMI days using the following methods: *	• Independent practice and application of previously taught concepts • App or web-based software to teach/reinforce concepts • Virtual instruction (Synchronous, Asynchronous) • Assigned reading, study, or activity to introduce new concepts
8. The LEA provides equitable access to instruction to all students. If electronic methods will be used, the LEA is providing students with (check all that apply): *	• Chromebook
9. How are students accessing the internet? (check all that apply) *	• Parent provided connection • District provided connection (please describe what the LEA is providing)
Describe:	Hot Spots for parents when requested.

10. The LEA assures that the instructional plan for AMI days for students with disabilities is documented in each student's individualized education program (IEP) according to the guidance developed by DESE's Office of Special Education.

- I confirm that our district's AMI Plan meets this requirement.

Guidance for implementing AMI for students with disabilities is available [here](#). *

11. How will the LEA ensure that teachers and other certified personnel are available to communicate with students on AMI days? (check all that apply)

- Email
- Platform (Seesaw™, Google™, etc)
- Messaging/chat through learning management system
- Messaging through other electronic means (Remind™, etc.)
- Other (please describe)

Note: If internet is not provided by the LEA, please check other and explain. *

Describe: Zoom or Google Meet

AMI plan has been submitted and approved by local school board/sponsor.
Date submitted/approved: *

05/22/2026

I confirm that this plan will favorably impact teaching and learning. Administrators and teaching staff at all participating attendance centers are knowledgeable of and agree to comply with the provisions of [Section 171.033, RSMo](#), and this application.

Christie Huck

The typed name of the superintendent below serves as the official signature on this form. *

Date *

Friday, May 22, 2026

Name *

Mike Flohr

Coversheet

CEO Report

Section:	III. Information Items
Item:	A. CEO Report
Purpose:	FYI
Submitted by:	
Related Material:	CEO Report to the Board_9-2026.pdf CG Strategic Plan Update - September 2026.pptx.pdf



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

September 2026

Welcome to the 2026-27 School Year!

- *Our students, staff and families are off to a fantastic start!*
- *We started school Wednesday, August 12th.*
- *This is our 19th year as a charter school and our 32nd year as an early childhood Montessori program.*
- *We've already completed Beginning of Year assessments, held our Back to School BBQ and first "Coffee and Conversation" with families and completed our first Parent Communication Conferences, a welcome and get-to-know-you opportunity for caregivers and guides (teachers), in service of supporting student success.*



Highlights from the First Weeks of School



10 4th Graders began their Earn-A-Bike program with Bworks and learned to ride a bike for the first time ever! (All 4th graders participate in this program and get a bike.)

- *All 8 Primary classrooms in our Early Childhood Education Center are now serving 3-, 4- and 5-year-olds in mixed-age classrooms. This is a big deal! Guides are doing a great job navigating and settling into this new structure.*
- *Classrooms celebrated Dr. Maria Montessori's 154th birthday on August 31st, grounding in our Montessori identity as a school.*
- *Our instructional leadership team launched a new walkthrough tool that aligns the team on what exemplary instruction looks like. Leaders are spending more time in classrooms and guides are establishing strong classroom cultures.*
- *High Dosage Tutoring is kicking off with two new partners: Teach For America Ignite will tutor 36 students daily in English Language Arts, and 2 fellows from Blueprint Math Fellows will tutor 60 students daily in math.*
- *We are implementing a new dismissal system through PikMyKid, which will help streamline dismissal and increase safety and security for students.*

Admissions Update

Going into this school year, we committed to interrupting the multi-year pattern of not hitting our budgeted enrollment goal. We used data from the past four years to project student attrition and set an enrollment target that assumed we would experience similar attrition—the enrollment target was higher than our budgeted enrollment.

We have been monitoring the numbers carefully, and as you can see in this table, we are currently exceeding budgeted enrollment by 17 students in the charter school and 12 students schoolwide. This gives us some cushion in the case we lose additional students and could have a positive impact on revenue.

	2025-2026	2026-27				
Grade	Average Daily Membership	Target Enrollment	Budget Enrollment	Current Enrollment as of 9/8/2026	Average Daily Attendance	Percent In Attendance
1	76.7	94	89	90.0	88.2	96.8%
2	73.5	80	76	83.0	80.8	95.1%
3	68.8	70	67	72.0	67.8	94.1%
4	72.0	74	70	70.0	68.5	97.3%
5	40.5	68	65	68.0	65.6	95.0%
6	31.4	38	36	42.0	40.5	96.3%
7	34.1	37	35	34.0	31.9	92.9%
8	24.0	30	29	32.0	31.2	96.3%
K	92.33	98	93	86.0	77.7	88.3%
Total Charter	513.2	589	560	577.0	552.0	95.7%
PS	40.94	37	37	32.0	29.7	92.9%
PK	51.37	57	57	57.0	53.0	93.1%
Preschool	92.31	94	94	89.0	82.8	93.0%
All School	605.5	683	654	666.0	634.8	95.3%
Class Sizes						
Lower Elementary	27.4	30.5	29.0	30.6	29.6	
Upper Elementary	24.0	30.0	28.5	30.0	29.1	
Junior High	19.4	22.3	21.3	22.0	21.0	
K+Preschool	23.1	24.0	23.4	21.9	20.1	

Impact of Over Enrollment and Attendance - Potential additional revenue above what was budgeted

	Enrollment	Attendance	Total
Charter Actual	577.0	552.0	
Charter Budget	560.0	539.5	
Variance	17.00	12.53	
\$ per	\$ 15,358.00	\$ 15,358.00	
Estimated Financial Impact	\$ 261,086.00	\$ 192,358.95	\$ 453,444.95

The Fall Affair – September 19th from 5-7pm at City Garden!



Please help meet the board goal of having 100% board member participation!

We ask that you attend, personally invite guests, **get two additional RSVPs** (besides your own), and look through our priority list for outreach to tag anyone you know on that list and send them a personal invite. (Mia sent this via email.)

Purpose and goals

Fall Affair is both a celebration of our donors and an opportunity for current and prospective supporters to experience firsthand what makes City Garden unique. Our goals are to:

- Bring together more than 100 guests.
- Help donors and new friends feel inspired and connected to the City Garden community.
- Deepen guests' relationships with our mission.
- Kick off our year of philanthropy, with individual follow-up about annual giving taking place between October and December.

Please note that there is no ticket price, so all guests are welcome! We simply ask for guests to register.

2026 – 2029 Strategic Planning

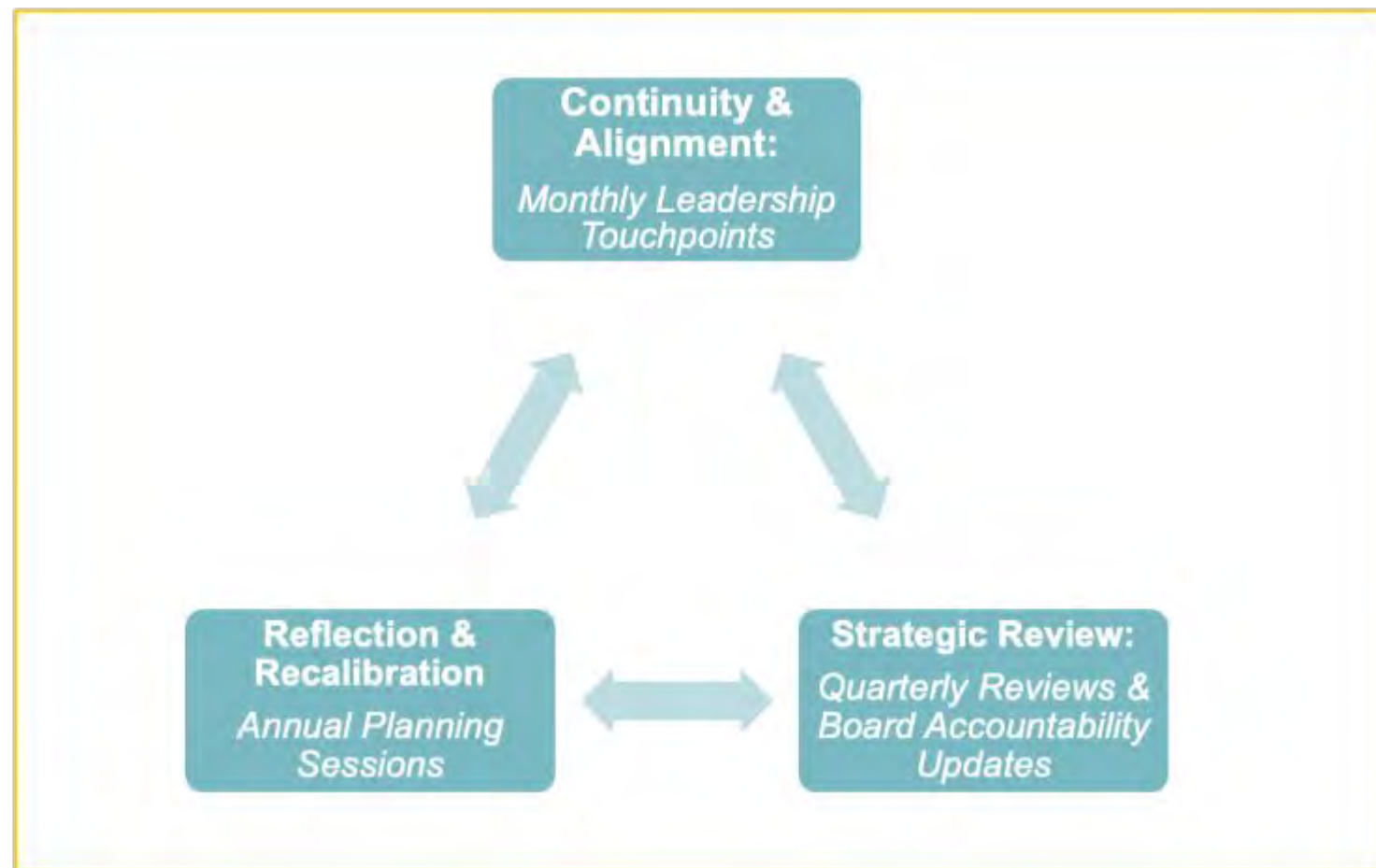
City Garden Strategic Plan

Quarterly Board Strategy Lookback
Summer 2026



Our Strategic Management Framework: Staying Accountable to the Plan We Created

The Strategic Management Framework ensures that the Strategic Plan functions as a living organizational tool, guiding decision-making, organizational learning, and accountability throughout the year while strengthening both leadership execution and board governance oversight.



- Structured reflection
- Data-informed discussion
- Accountability to process and progress
- Continuity and alignment across leadership

Regrounding in our Strategic Plan

City Garden's 2026-29 Strategic Plan



City Garden's 2026-29 strategic plan can be found at this link:

**[City Garden Montessori School
2026-29 Strategic Plan](#)**

A Refined Mission and Vision to Guide our Work

Who We Are

City Garden’s identity – **mission, vision, values** – articulates who we are and what grounds our work over time, providing critical continuity beyond any single strategic plan.

Through our community engagement, we heard clearly that while City Garden’s identity had been articulated in the past, it was often aspirational and not consistently translated into shared expectations or daily practice. The updated mission, vision, and values do not change City Garden’s core commitments; rather, they clarify and operationalize them – driving greater coherence and helping current and prospective students, families, staff, and board members understand what is distinctive about City Garden.

“
A belief that every
child can flourish
beyond our wildest
expectations.”



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.



Strategic Theme: *Reground and Reimagine*

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.

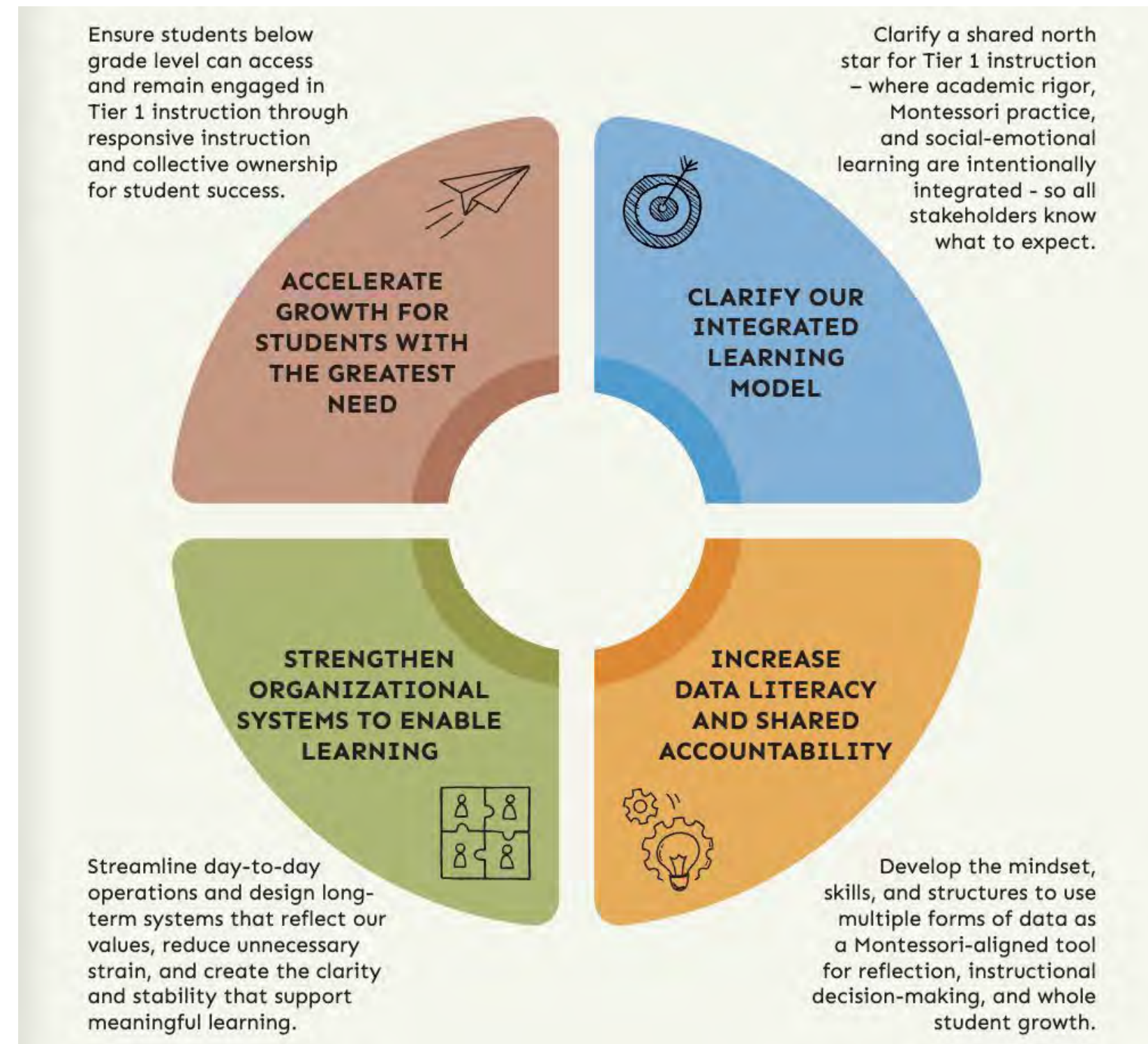
After several years of navigating disruption and rapid change, this era is defined by **disciplined clarity**: doing fewer things, done well, and focusing on what matters most for students' learning. By strengthening clarity, consistency and coherence across classrooms, teams, and the student experience – 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.



Theory of Change

If City Garden codifies and strengthens its integrated learning model, builds adult capacity to deliver rigorous Montessori-aligned Tier 1 instruction, increases data literacy and shared accountability, and streamlines organizational systems to reduce strain and increase coherence, then instructional quality will become more consistent across classrooms, students with the greatest needs will experience accelerated growth, and the organization will achieve greater sustainability and alignment in service of its Graduate Profile.

Metrics that Matter Most

To support focus on these priorities, this plan centers a more **disciplined approach to measurement** by identifying a **small set of core outcomes the organization will be most accountable to**, prioritizing measures that are actionable and meaningfully reflect **student learning, adult experience, and organizational sustainability**.

Student Outcomes	People & Climate	Resources & Sustainability
1. Reduction in Students Performing Below Basic 2. Multi-Year Academic Growth for Continuously Enrolled Students 3. Student Social-Emotional Skills: Self-Management, Agency, and Self-Efficacy	1. Student Retention 2. Staff Retention 3. Teachers' Sense of Efficacy 4. Teacher/Student Relationship Quality 5. Sense of Belonging (All Stakeholders)	1. Healthy Financial Outlook 2. Board Fundraising Participation

3-Year Outcomes

Our 3–Year Outcomes: By 2029, We Will...

Student Outcomes

Metric	3–Year Target
<i>We will reduce the percentage of students performing at Below Basic on the MAP test.</i>	<i>Reduce Below Basic by 60% or more from baseline:</i> ELA – 29% 2025 → 27% by Spring, 2026 → 22% or less by Spring, 2027 → 12% or less by Spring, 2028 → 12% or less by Spring, 2029 Math – 48% 2025 → 47% by Spring, 2026 → 38% or less by Spring, 2027 → 19% or less by 2028 → 12% or less by Spring, 2029
<i>We will see multi-year academic growth among students who are at City Garden for 3 years or more.</i>	75% or more of students who have attended City Garden for 3 or more years will be at or above grade level in ELA and Math, according to MAP and iReady scores ELA – 39% 2025 → 44% Spring, 2026 → 54% by Spring, 2027 → 65% by Spring, 2028 → 75% or more by Spring, 2029 Math – 27% 2025 → 32% Spring, 2026 → 46% by Spring, 2027 → 65% by Spring, 2028 → 75% by Spring, 2029
<i>We will increase student social-emotional (SEL) outcomes.</i>	<i>Student Favorability Response:</i> Self-Management – 66% in 2025 → 69% in Spring, 2027 → 72% in 2028 → 75% in 2029 Self-Efficacy – 41% in 2025 → 52% in Spring, 2027 → 64% in Spring, 2028 → 75% in Spring, 2029 Agency – (Baseline Needed) → TBD% in Spring, 2027 → 75% in Spring, 2029

Our 3–Year Outcomes: By 2029, We Will...

People and Climate

Metric	3–Year Target
Student Retention	80% in 2025 → 85% Retained in 2026 → 87% Retained in 2027 → 90% Retained in 2029
Staff Retention	79% in 2025 → 89% Retained in 2026→ 90% Retained in 2027 → 90% Retained in 2029
Guide / Teacher Sense of Effectiveness	71% in 2025 → 80% Favorability in 2027 → 90% Favorability in 2029
Teacher–Student Relationship Quality	Baseline data will be collected in 2026–27 → 90% Favorability in 2029
Sense of Belonging (All Stakeholders)	All stakeholders – Students, Staff, Caregivers – Baseline data will be collected in 2026–27 → 75% Favorability in 2029

Our 3–Year Outcomes: By 2029, We Will...

Financial Outlook – Resources & Sustainability

Metric	3–Year Target
Healthy Financial Outlook	30 Days of Cash on Hand in 2025 → 41 Days of Cash on Hand in Spring, 2026 → 45 Days of Cash on Hand by Spring, 2027 → 52 Days of Cash on Hand by Spring, 2028 → 60 Days of Cash on Hand by Spring, 2029
Board Fundraising Participation + Dollars Raised	\$789,396 Raised in 2025 → \$1,029,400 in Annual Philanthropy Revenue in Spring, 2026 → \$1,060,875 Annual Philanthropy Revenue by Spring, 2027 → \$1.3 Million Annual Philanthropy Revenue by Spring, 2027 → \$1.4 Million Annual Philanthropy Revenue in 2029 100% Board Members Have Met Philanthropy Goals Annually

Strategic Workstreams: ***Implementation Planning & Progress***

Connecting Our Work to the Strategy

Our quarterly strategy reviews with leadership are about making sure we are accountable to keeping these levels connected. I will report high-level progress to the board.

Our Vision



3-Year Outcomes



Strategic Priorities



Workstreams



Quarterly Milestones



Key Actions



Guiding Principles for Systems Change

- **Anchor in the "why."** Systems exist to support the most important work. If a tool or process isn't serving that, we change it.
- **One School.** We operate as one organization, aligning across teams and making decisions that consider the whole.
- **Bring those impacted to the table.** The people closest to the work have a critical perspective. We don't design for others without them.
- **Simplicity over complexity.** At key decision points, ask: what's most essential? How will this make life at CG easier? We aim to reduce cognitive load, not add to it.
- **Be clear about roles and responsibilities.** Ensure roles for collective work are clearly defined, so that everyone knows what is expected and ownership doesn't get dropped.
- **Decide where things live.** Documents, decisions, and accountability have a home. We don't re-litigate that in every meeting.
- **Use predictability as a resource.** We leverage consistent cadences and rhythms (e.g., calendars, meetings, routines) to maintain progress and alignment.
- **Pilot, learn, then scale.** We test and refine before launching broadly. Trying something is not the same as committing to keep it.
- **Stay the course.** We distinguish between something not working and something not working *yet*, giving work a real chance to take hold.

Implementation Planning

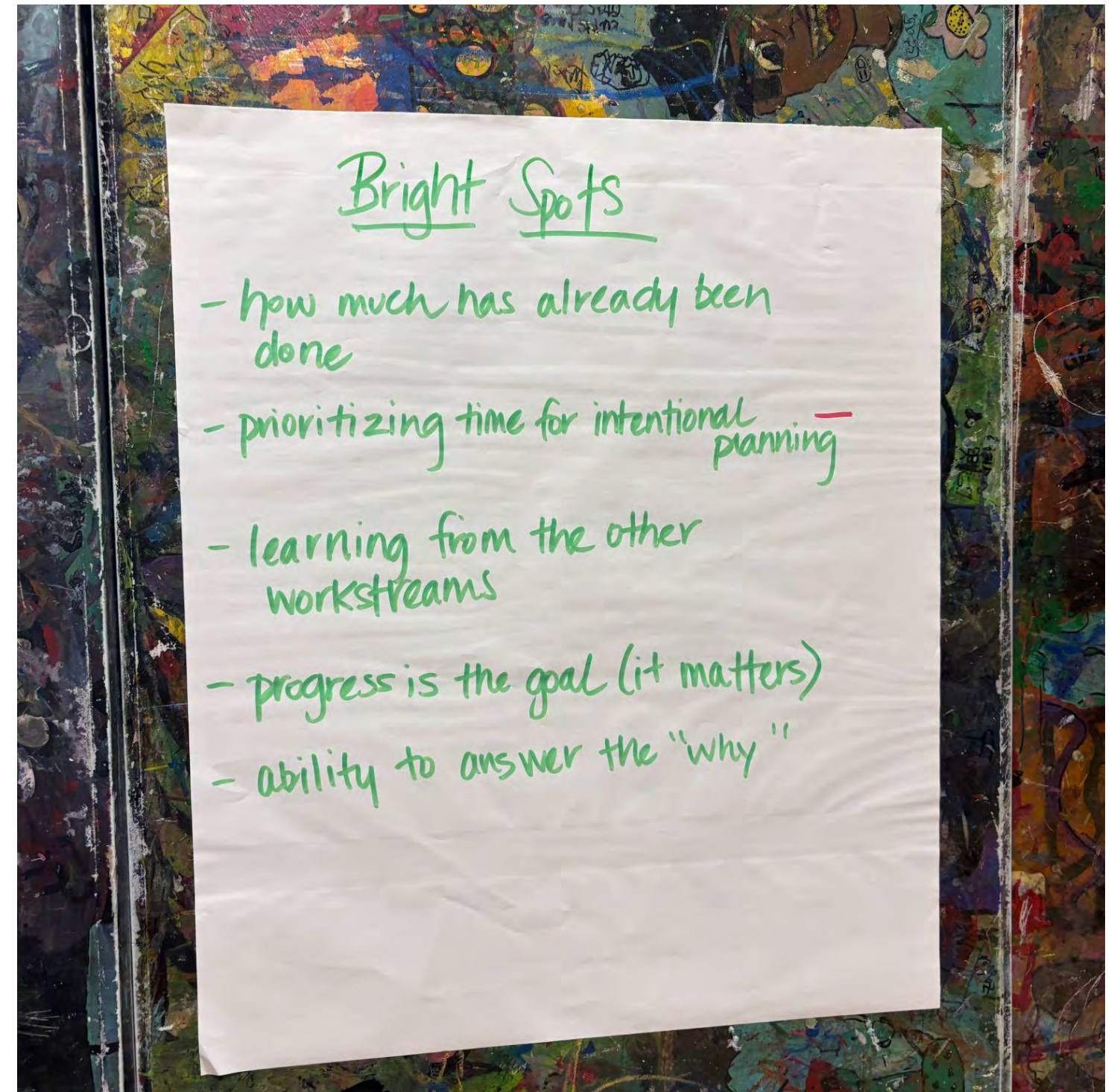
- Created [Guiding Principles for Systems Change](#)
- Identified non-negotiable work for 2026/2027 school year in order to advance strategic priorities – created workstreams with specific goals and milestones
- Identified owners & outlined new process for tracking progress & accountability
- Focused leadership & admin retreats on alignment & relevant capacity-building

Workstream Planning Template							
Workstream Name:		Owner:		School Year:			
1. Complete Sections 1-2 prior to summer (Deadline for initial draft: May 12). Reference CG guiding principles for systems change during your planning. 2. Update Sections 2-3 each quarter. 3. Complete Section 4 for the Annual Planning Session (Spring lookback). *Note: feel free to work outside of this document as you are planning, but ensure that plan is documented in this worksheet.							
1. Workstream Overview							
Primary Owner (Responsible)	The owner of this workstream. They keep the work moving, coordinate across contributors, and are the go-to person for progress and decisions. There is one responsible per workstream.						
Strategic Priorities	Which of the strategic priorities does this workstream serve?						
Key Stakeholders	Others whose active involvement is required. Accountable (the person who has final authority and answers for results. They don't necessarily do the day-to-day work, but they oversee it's getting done and run when what things are stuck. Often a senior leader). Consulted (people whose input shapes the work before decisions are made or new initiatives are launched). They have two-way (realtime) or that they're asked for expertise or perspective, and their feedback is expected to influence outcomes). Informed (people who need to know what's happening, but aren't involved in doing or deciding. They receive updates, not requests for input).						
Workstream Goal	What is the outcome this workstream aims to achieve by year-end?						
Why it Matters	Brief rationale: why is this workstream a priority this year?						
Change Management	What will be required? What do we need to pay attention to in order to make it a success?						
Success Looks Like	What will be true at year-end if this workstream is successful? (2-3 concrete indicators)						
2. Quarterly Milestones							
Quarter	Milestone / Key Deliverable	Definition of Done	Target Date	Owner	Status	Actual Date	Notes
Summer (June-July)							
Summer					→		
Summer					→		
Summer					→		
Q1 (August-October)							
Q1					→		
Q1					→		
Q1					→		
Q2 (October-December)							
Q2					→		
Q2					→		
Q2					→		
Q3 (January-March)							
Q3					→		
Q3					→		
Q3					→		
Q4 (March-May)							
Q4					→		
Q4					→		
Q4					→		

Summer Strategy Review (7/27)

Our Goals:

- Reflect on the summer launch of strategic implementation
- Build a shared understanding of progress across workstreams
- Learn from early successes and challenges
- Strengthen the team's strategic management practice before the school year gains momentum
- Align on priorities and ownership for the upcoming quarter



Reflections on Summer Quarter

- **Stronger process in service of accountability:** alignment around the importance of more rigorous process for tracking and cross-workstream communication
- **Positive feedback from admin:** team has expressed appreciation for new approach, tools, and regular support
- **Clear focus:** consistent and shared focus on progress in service of student outcomes
- **Need for continued prioritization:** we have to be intentional about protecting time as school year gets underway

Coversheet

Resource Development Committee Update

Section: III. Information Items
Item: B. Resource Development Committee Update
Purpose: FYI
Submitted by:
Related Material:
Resource Development Committee Charter (2026-27 School Year).docx.pdf

City Garden Resource Development Committee Charter & Annual Plan 2026–27 School Year

Part 1: Committee Charter

Committee Name:

Resource Development Committee

Committee Purpose: Why does this committee exist?

The Resource Development Committee helps the City Garden governing board fulfill its responsibility to ensure the organization has the relationships, philanthropic support, and community champions needed to advance its mission and long-term sustainability.

The committee partners with the CEO and development staff to mobilize the full board's participation in fundraising; strengthen donor, corporate, foundation, and community relationships; and provide strategic support and oversight for City Garden's philanthropic revenue goals.

During 2026–27, the committee will also help evaluate and design a potential separate supporting foundation that could expand City Garden's philanthropic reach while remaining closely aligned with the school's mission and governing board.

Theory of Action: If this committee does its work well, what becomes possible?

If the Resource Development Committee creates clear expectations, builds board members' confidence, and engages each member in meaningful fundraising activity, then the governing board will become an active partner in expanding City Garden's philanthropic network, contributing to City Garden's ability to fulfill its mission and to its long-term financial sustainability.

If the committee uses its relationships and strategic perspective to support a disciplined, staff-led development program, City Garden will cultivate more donors, secure larger and more diversified gifts, and build a stronger long-term base of community support.

If the committee thoughtfully explores a supporting foundation and develops the right legal, governance, and leadership structure, City Garden can attract influential philanthropic champions and significantly increase its capacity to raise transformational funds.

Core Responsibilities: What are the evergreen responsibilities of this group?

1. **Mobilize governing-board participation in fundraising** by establishing expectations, helping members identify meaningful roles, monitoring engagement, and supporting follow-through.
2. **Support philanthropic strategy** by reviewing City Garden's annual development goals, revenue mix, major opportunities, and progress toward key fundraising outcomes.
3. **Expand City Garden's relationships and visibility** by identifying prospective donors, sponsors, partners, and champions and helping facilitate introductions, cultivation, and stewardship.
4. **Strengthen board fundraising capacity** through orientation, training, talking points, tools, peer support, and opportunities to practice relationship-based fundraising.
5. **Support long-term advancement capacity** by helping identify future philanthropic leaders, advising on the proposed supporting foundation, and maintaining alignment between fundraising strategy and City Garden's mission and strategic priorities.

Board-Staff Partnership: What's important to know, clarify, or codify?

The Resource Development Committee works in partnership with the CEO and development staff. Its role is to provide governance-level oversight, strategic counsel, advocacy, connections, and direct fundraising participation—not to manage staff or administer fundraising activities.

- The **governing board** retains responsibility for ensuring City Garden has adequate resources and approves the annual organizational budget and major institutional priorities.
- The **committee chair** partners with the Director of Development and the CEO to establish agendas, facilitate committee engagement, monitor commitments, and communicate committee recommendations to the full board.
- The **CEO** provides organizational direction, serves as a principal relationship-builder and solicitor, and ensures that philanthropic priorities align with City Garden's mission and strategic plan.

- The **Director of Development** leads fundraising strategy and execution, manages donor relationships and the prospect pipeline, recommends cultivation and solicitation strategies, and provides the committee with appropriate progress information.
- The **Development & Communications Manager** supports fundraising campaigns, communications, events, donor stewardship, and other implementation activities.
- The **Executive Administrative Assistant** supports database management, records, meeting logistics, committee administration, and board-related follow-up as assigned.
- Committee and board members may help identify, cultivate, introduce, thank, and solicit donors, but all donor and donor prospect contact should be coordinated with the Director of Development and/or CEO to ensure consistency, appropriate timing, accurate documentation, and respectful stewardship.
- Individual board members should not assign work directly to development staff. Requests and ideas should be communicated through the committee chair, CEO, or Director of Development.
- Staff are responsible for developing and implementing fundraising plans. The committee provides feedback, removes barriers, opens doors, and monitors progress without becoming involved in day-to-day management.
- Donor and prospect information is confidential. Committee members must exercise discretion and comply with City Garden's conflict-of-interest and confidentiality policies.
- Committee meetings should emphasize decisions, strategic questions, and concrete next actions. Each action should have an identified owner and timeline.

Part 2: Annual Committee Planning

Priority 1: Activate the Governing Board as a Fundraising Partner

Priority Statement

Establish clear, equitable, and meaningful expectations for every governing-board member's participation in philanthropy and support each member in developing and completing an individualized fundraising engagement plan.

Strategic Alignment

This priority supports:

- City Garden's long-term financial sustainability.
- The governing board's responsibility to ensure adequate resources.
- The strategic priority of building strong systems, role clarity, and accountability.
- Greater philanthropic visibility and broader community support.
- A more diversified and relationship-driven fundraising program.

Why This Matters

City Garden's governing board has historically been more focused on governance and oversight than on resource development. As City Garden reorganizes its advancement department and seeks to raise more than \$1 million annually, staff cannot build the necessary donor network alone.

The board needs clear expectations, practical support, and multiple ways to participate. This is also essential groundwork for creating a future supporting foundation; the governing board must strengthen its own fundraising role before transferring significant philanthropic leadership to a new entity.

Desired Outcome

By June 2027:

- The board has adopted clear fundraising participation expectations.
- One hundred percent of board members have made a personally meaningful annual gift.
- Every board member has selected at least two meaningful fundraising actions.
- At least 80% of board members have completed their commitments.
- Board members have collectively generated a meaningful number of qualified introductions, cultivation opportunities, sponsorship leads, or donor stewardship actions.
- Board members report greater confidence in telling City Garden's story and participating in relationship-based fundraising.

Governance Role

- **Recommendation:** Committee recommends board fundraising expectations and policies.
- **Approval:** Full board approves expectations.
- **Monitoring:** Committee monitors board-level participation.
- **Support/Advocacy:** Committee coaches, activates, and encourages fellow board members.

Key Stakeholders

Accountable:

Resource Development Committee Chair

Consulted:

CEO; Director of Development; Board Chair; Governance Committee; Development & Communications Manager

Informed:

Full governing board; Executive Administrative Assistant

Capacity & Change Management Considerations

Staff support required:

- Individualized board engagement menu and planning tool.
- Board training and concise talking points.
- Prospect-identification and relationship-mapping exercises.
- Coordination and documentation of introductions and donor activity.
- Periodic board participation reports.

Challenges to anticipate:

- Board members may interpret fundraising only as asking directly for money.
- Members may have different levels of wealth, access, confidence, and experience.
- Expectations could feel inequitable if they emphasize identical dollar amounts.
- Board members may make uncoordinated donor contacts.
- Follow-through may decline without regular, relational accountability.

The committee should emphasize personally meaningful giving and meaningful participation rather than a one-size-fits-all minimum gift.

Priority 2: Support a Disciplined and Diversified Development Strategy

Priority Statement

Provide strategic counsel, connections, and governance-level monitoring to support successful implementation of City Garden's 2026–27 development plan and progress toward its annual philanthropic revenue goal.

Strategic Alignment

This priority supports:

- City Garden's annual philanthropic revenue goal.
- Long-term financial health and revenue diversification.
- Successful implementation of a reorganized advancement department.
- Greater focus on major gifts, donor retention, sponsorships, foundations, and individual giving.
- The strategic commitment to building strong, sustainable organizational systems.

Why This Matters

City Garden is entering a major advancement transition following the departure of the Chief Advancement Officer and the creation of the Director of Development and Development & Communications Manager roles.

The new team needs a clear plan, appropriate accountability, strong organizational support, and access to board relationships. At the same time, the committee must avoid slipping into operational management of staff or individual fundraising activities.

Desired Outcome

By June 2027:

- City Garden has a clear annual development plan with goals, strategies, owners, milestones, and measures.
- Philanthropic revenue is on track with the board-approved budget.
- Donor retention and stewardship improve.
- The qualified major-gift pipeline grows.
- City Garden expands corporate sponsorship and individual-donor opportunities.
- The board contributes materially to opening doors and cultivating relationships.
- The new advancement team has clear roles, appropriate support, and a functional partnership with the committee.

Governance Role

- **Oversight:** Monitor progress against board-approved goals.
- **Recommendation:** Advise on major strategic priorities or investments.
- **Monitoring:** Review dashboard-level fundraising and pipeline indicators.
- **Support/Advocacy:** Open doors, cultivate relationships, and strengthen City Garden's visibility.

Key Stakeholders

Accountable:

Director of Development for plan implementation; CEO for organizational results

Consulted:

Resource Development Committee; Development & Communications Manager; Executive Administrative Assistant; COO; finance staff; program and school leaders

Informed:

Full governing board; major internal stakeholders as appropriate

Capacity & Change Management Considerations

Staff support required:

- Development plan and fundraising calendar.
- Clear division of responsibilities among advancement staff.
- Reliable donor database and gift-processing practices.
- A concise committee dashboard.
- Prospect pipeline and moves-management process.
- Compelling cases for support and donor communications.

Challenges to anticipate:

- Staff transition and onboarding may slow early-year implementation.
- Historical donor information may be incomplete or inconsistently documented.
- Too many events or tactics could distract from major-gift work.
- The committee may focus excessively on dollars raised without considering pipeline health.
- Board members may expect immediate results from strategies requiring long-term cultivation.
- Staff capacity must be protected from excessive reporting and committee-generated projects.

Priority 3: Assess and Design a City Garden Supporting Foundation

Priority Statement

Determine whether a separate 501(c)(3) supporting foundation would materially advance City Garden's philanthropic capacity and, if so, develop a recommended purpose, governance structure, legal relationship, leadership profile, and launch plan.

Strategic Alignment

This priority supports:

- City Garden's long-term financial sustainability.
- Growth in major and transformational philanthropy.
- Expanded civic, corporate, and philanthropic relationships.
- Recruitment of high-capacity champions who may not be suited to the governing board.
- Strong governance, institutional alignment, and protection of City Garden's mission.

Why This Matters

City Garden needs access to a broader group of philanthropic and civic leaders who can make significant gifts, open doors, build visibility, and help secure larger investments.

A separate foundation may create an effective structure for this work, but it will also create legal, financial, governance, and staff obligations. City Garden should establish the entity only if there is sufficient opportunity, leadership interest, and operational capacity to justify it.

Desired Outcome

By June 2027, the governing board has enough information to make a well-supported decision about whether and how to establish a foundation. If the recommendation is to proceed, City Garden will have:

- A clearly articulated purpose and case for the foundation.
- A recommended legal and tax structure.
- Draft governance and alignment principles.

- A proposed board size, composition, and member expectations.
- A list of prospective founding directors and chair candidates.
- An initial three-year philanthropic agenda.
- A realistic launch timeline, budget, and staffing plan.
- A draft framework for an affiliation agreement.

Formation of the legal entity is not itself the measure of success; making a thoughtful, evidence-based decision is.

Governance Role

- **Oversight:** Ensure the exploration protects City Garden's mission and governing authority.
- **Recommendation:** Committee recommends whether and how to proceed.
- **Approval:** Full governing board approves entity formation and governing documents.
- **Support/Advocacy:** Committee members help identify and cultivate prospective foundation leaders.

Key Stakeholders

Accountable:

CEO and Resource Development Committee Chair

Consulted:

Governing Board Chair; Director of Development; COO; legal counsel; financial and tax advisors; Governance Committee; prospective foundation leaders; selected major donors; charter sponsor as appropriate

Informed:

Full governing board; leadership team; other stakeholders as appropriate

Capacity & Change Management Considerations

Staff support required:

- Research and coordination of legal and tax advice.
- Stakeholder interviews and prospect research.
- Development of background materials and recommendations.
- Recruitment and cultivation of prospective founding directors.
- Drafting of governance documents and affiliation agreements.

- Analysis of startup and ongoing administrative costs.

Challenges to anticipate:

- Forming the entity before identifying committed founding leaders.
- Confusion between the authority of the governing board and foundation board.
- Donor uncertainty about which entity should receive gifts.
- Additional audit, tax, insurance, meeting, and administrative costs.
- Competition for CEO and development-staff time.
- Recruiting prominent individuals who lend their names but do not actively participate.
- Allowing the governing board to disengage from fundraising because the foundation exists.
- Moving forward before the advancement department has stable systems.

Suggested Committee Success Measures

At year-end, I would evaluate the committee using a small set of indicators:

- Percentage of governing-board members making a personally meaningful gift.
- Percentage completing their individualized fundraising commitments.
- Number of qualified introductions and cultivation opportunities generated by the board.
- Progress toward the annual philanthropic revenue goal.
- Growth and quality of the major-gift pipeline.
- Donor retention and stewardship indicators.
- Quality and timeliness of the foundation recommendation.
- Committee attendance and completion of assigned actions.

This keeps the committee accountable for both financial results and the relationship-building activities that produce future results.

Profiles to include

Rather than filling seats based only on titles, I would build a committee whose members collectively cover six profiles.

1. The board mobilizer

This person has credibility with fellow governing-board members and can normalize fundraising as part of board service. They are willing to have direct but respectful conversations about giving, introductions, event participation, and follow-through.

2. The connector

This member has strong relationships across St. Louis—corporate, philanthropic, civic, educational, neighborhood, or family-foundation circles. More importantly, they are willing to use those relationships, not merely list them.

3. The donor-minded strategist

This person understands how donors make decisions and can help City Garden think from the donor's perspective:

- Why would someone make a transformational gift?
- What makes City Garden distinctive?
- Which opportunities are most compelling?
- How should a relationship be cultivated over time?

This might be an experienced donor, foundation leader, development professional, or someone who has served successfully on another fundraising board.

4. The corporate and sponsorship leader

This member understands corporate decision-making and can help identify sponsorships, workplace connections, corporate foundation opportunities, and executive introductions.

Given your revenue structure, I would especially value someone who understands how St. Louis companies allocate community investments—not just someone employed by a large company.

5. The mission storyteller

This person can connect City Garden's outcomes and distinctive model to a larger vision for St. Louis. They understand Montessori, racial equity, public education, and community impact and can translate those ideas into language that inspires people outside the school.

A current or former parent could be especially valuable in this role, provided they can think beyond their own family's experience.

6. The foundation builder

At least one member should be interested in the structural work involved in establishing the future foundation:

- Defining its purpose
- Identifying prospective directors
- Designing expectations
- Considering governance and alignment
- Recruiting a founding chair
- Helping secure founding gifts

This could be someone with legal, financial, philanthropic, or nonprofit-governance experience. They might later become one of the governing board's representatives on the foundation board.

One person may cover several of these profiles; you do not need a separate member for each.

Characteristics every member should demonstrate

Regardless of profile, I would require:

- Deep belief in City Garden's mission and equity commitments.
- A personally meaningful annual gift.
- Comfort discussing philanthropy and money.
- Willingness to identify and introduce prospects.
- Reliable attendance and follow-through.
- A relationship-centered approach to fundraising.
- Discretion with donor and prospect information.
- Respect for staff expertise and boundaries.
- Willingness to learn—not everyone needs prior fundraising experience.
- Ability to move from ideas to specific commitments.

I would be cautious about appointing someone primarily because they have a prestigious title, impressive network, or fundraising experience. The critical question is: **Will this person consistently act on City Garden's behalf?**

A possible seven-member composition

Member	Primary contribution
Committee chair	Peer leadership and accountability
Board officer or veteran director	Governing-board alignment
Well-connected board member	Donor and civic introductions
Corporate-connected board member	Sponsorships and corporate access
Parent/alumni/community voice	Mission storytelling and authenticity
External fundraising or philanthropic leader	Donor strategy and coaching
External civic leader/future foundation prospect	Foundation design and network-building

The committee's culture is: **We make commitments, name owners, and follow up.** A typical meeting will end with concrete actions such as introductions to make, prospects to research, cultivation steps to take, and board members to engage—not simply a discussion of fundraising results.

2026-27 Consolidated Development Calendar

Month	Priority 1: Activate the Governing Board as a Fundraising Partner	Priority 2: Support a Disciplined and Diversified Development Strategy	Priority 3: Assess and Design a City Garden Supporting Foundation
August	Confirm committee membership, chair, charter, and annual priorities	Committee understands revenue sources, donor concentration, deadlines, open solicitations, and transition priorities	Committee agrees on the questions, process, decision authority, and measures of viability
September	Assess current board fundraising experience, relationships, and concerns	Plan includes goals, revenue streams, strategies, owners, calendar, and measures	Counsel provides a preliminary analysis of feasible structures and major risks

October	Develop board fundraising expectations and engagement menu	A concise dashboard is approved for quarterly monitoring	Draft explains why the foundation is needed, what it would do, and how it would differ from the governing board
November	Recommend expectations to the governing board and provide initial training	Priority donor, sponsorship, stewardship, and board actions are identified	Initial list of chair candidates and prospective founding directors is created
December	Create individualized board engagement plans	Assigned board actions are completed and documented	Selected donors and prospective leaders provide input on the concept and their interest
January	Conduct prospect-identification and relationship-mapping session	Committee reviews results, pipeline health, donor retention, risks, and forecast	Committee assesses leadership interest, fundraising opportunity, cost, risk, and staff capacity
February	First engagement checkpoint	Committee identifies introductions and strategies for priority relationships	Draft addresses board composition, appointment rights, reserved powers, mission protection, and school-foundation coordination.
March	Board storytelling and introduction practice	Gaps are identified and corrective actions incorporated into staff plans	Draft identifies fundraising purposes, revenue aspirations, staffing, administrative support, and estimated costs
April	Spring engagement push	Committee understands projected results, risks, and board actions needed	Committee reaches a clear proceed, pause, or do-not-proceed recommendation with rationale
May	Evaluate participation and recognize contributions	Strategic recommendations are documented before annual planning and budgeting	Board receives the feasibility findings, proposed structure, risks, costs, and recommendation
June	Recommend 2027–28 expectations and improvements	Year-end results, lessons, pipeline indicators, and next-year priorities are summarized for the board	If approved, the board authorizes legal development, recruitment, and a staged implementation plan

