City Garden Montessori School

Board of Directors Meeting - October 2026

Date and Time

Friday October 23, 2026 at 8:30 AM CDT

Location

Virtual

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)

Agenda

		Purpose	Presenter	Time
I.	**Opening Items**			**8:30 AM**
	Opening Items			
A.	Call the Meeting to Order		Mia Howard	1 m
B.	Record Attendance and Guests		Sarah Miner	1 m
C.	Recess General Meeting to Convene Closed Session	Vote	Mia Howard	50 m
	The board will convene a closed session in accordance with RSMo Sunshine Law - 610.21.3 (Personnel) and 610.21.2 (Contracts)			
D.	Resume the General Meeting	Discuss	Mia Howard	1 m

		Purpose	Presenter	Time
E.	Welcome, Land Acknowledgement, and Board Meeting Agreements		Mia Howard	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.

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.

F.	Mission Statement		Mia Howard	1 m

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

G.	Introductions and Public Comment	Discuss	Mia Howard	3 m

- Public Comment - Each individual will be given three minutes to speak.
- There is one public comment this month.

H.	Review Board Question Tracker		Mia Howard	5 m

October 2026 Board Question Tracker

II. Action Items 9:34 AM

		Purpose	Presenter	Time
A.	Approve Minutes from September 2026 Board Meeting	Approve Minutes	Mia Howard	1 m
B.	Approve August and September 2026 Financials	Vote	Benjamin Huebner	5 m
C.	Approve Contracts over $10,000	Vote	Benjamin Huebner	3 m

III. Information Items — 9:43 AM

A.	Resource Development Committee Update Resource Development Committee October 2026 Loom	FYI	Mia Howard	5 m
B.	Governance Committee Report Governance Committee October 2026 Loom	FYI	Christie Huck	5 m
C.	Whole Child Success Committee Report Whole Child Success Committee October 2026 Loom	Discuss	Kyle Shaffer	5 m
D.	CEO Report CEO Report October 2026 Loom	FYI	Christie Huck	5 m
E.	2026-27 Board Priorities Review/Update	Discuss	Mia Howard	5 m

- The board will review progress toward the board's priorities, goals and milestones for the 2026-27 school year.

IV. Final Items — 10:08 AM

A.	Questions and Comments	Discuss	Mia Howard	3 m

V. Upcoming Board/Committee Meetings — 10:11 AM

A. Board and Committee Meetings — FYI

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

		Purpose	Presenter	Time
	Board Retreats - January 9 and June 11			
	Committee Meeting Schedule Finance Committee - Next meeting 11/20/26 Governance Committee - Next meeting 10/30/26 Resource Development Committee - Next meeting 10/28/26 Whole Child Success Committee - Next meeting 11/10/26			
VI.	**Closing Items**			**10:11 AM**
A.	Adjourn Meeting	Vote	Mia Howard	1 m

Coversheet

Introductions and Public Comment

Section: I. Opening Items
Item: G. Introductions and Public Comment
Purpose: Discuss
Submitted by:
Related Material: Letter to the Board of Directors R SPORNY October 2026.pdf

10/19/2026

Dear Board of Directors,

During Professional Development at the start of the school year, the guest speaker from SLU asked us to look to the Ron Clark Academy as an example of educational excellence. While I appreciated the guest speaker's attempt to inspire us, there was a disconnect. This same disconnect happens every year when plans are put in place to benefit the school and end up doing the opposite. While CGM shares a similar mission of building deep connections with families, that is where the similarities between the two schools end.

The Ron Clark Academy operates as a 4th-8th grade private school with capped class sizes, resulting in a **10:1** student-to-teacher ratio. They also don't accept students after 4th grade. Our model currently utilizes a **30:1** ratio. One can argue 15:1, but that is misleading. Our Assistant Guides are not all certified educators with Montessori training. They do not lead curriculum development, create lessons, input grades, or communicate with multiple families. While they occasionally pull small groups for follow-up instruction, the Assistant Guide's vital role is to provide support, protect the lessons being given by the Lead Guide, help maintain the environment, and manage the rest of the students in the space, which is an *extremely challenging* job. When coverage is unavailable and one of us is out, that student-teacher ratio is 30:1 until coverage is found.

Because CGM accepts every student regardless of their needs, our classrooms require more robust, real-time behavioral and academic support structures. When rosters expand to 31 students, we shift our focus toward behavior management rather than the core Montessori instruction we are all committed to delivering. Multiple students are in dire need of SEL support, and we do not have systems or staff in place to provide it.

We have incredible, dedicated new team members this year. Learning this way of teaching is a BIG lift. Our current schedule does not give us the practical processing time required for cohesive teaching across classrooms. Most of our daily plan time is taken up with meetings or email correspondence. Our Friday afternoon Enrichment window gives us roughly 45 minutes of actionable plan time, after transitioning students to their enrichments and mentally settling ourselves into our meeting. In this brief period, teachers try to have team meetings, write weekly newsletters, explore pacing guide alignment, lesson prep, grade assessments, look over data, answer emails, prepare the classroom environment-- before switching gears to attend a scheduled PD right after.

Assistant Guides, to "justify their pay", are assigned to support Enrichment classes, meaning they are unavailable to help Lead Guides prep materials for the upcoming week. Assistant Guides are also currently assigned to semester-long morning and afternoon duties. Many LE Lead Guides work alone from 8:15 AM to 8:45 AM, settling 30 1st, 2nd, and 3rd graders, some of whom arrive with emotional needs. Other guides operate alone when their Assistants run dismissal for the rest of the school. This would not be an issue if we had fewer students to manage.

I am entering my 4th year at City Garden, and this year has been the most challenging.

Starting the school year a week earlier compressed our preparation timeline. We spent most of the three days allocated for classroom prep clearing summer school clutter and deep-cleaning surfaces due to the rodent infestation. I had to throw away expensive Montessori materials due to contamination because there was no way I would let any child touch those soiled materials.

Not having a full-time cleaning crew has also been stressful. We have spent valuable instructional and planning time cleaning bathrooms and mopping floors to maintain a clean learning environment. I understand a cleaning crew has been hired and starts on November 1 to resolve these sanitation issues, making the EAEC a safe, clean space for learning.

Additionally, the lack of full teacher work days for classroom prep, report cards, and record-keeping has made it difficult to manage data during contract hours. Revising the 2026-2027 calendar to provide dedicated professional space would be an immense help to staff well-being.

By working together, the Board, administration, and instructional staff can implement practical solutions that protect teacher retention and elevate student outcomes.

Here is an ask for this year:

Restore Dedicated Workdays: Review the upcoming calendar cycle to reinstate student-free workdays dedicated to team collaboration, lesson planning, observation tracking, record-keeping, and report card preparation. These are protected workdays for teachers and staff without any admin-created agendas.

I understand the calendar has already been set. The Board of Directors has the power to change it. Full teacher workdays with no students in the building will help take a measurable amount of stress off the staff so they can deliver creative, thoughtful lessons to their students and prepare the environment for learning.

If the argument is that families already made plans for the year and there is no way to change the calendar, that is not true, as circumstances change all the time. Families understand we are an educational facility, not a Day Care. Events have already been moved and added to our school calendar. In previous years, we had to turn on a dime with little warning to change instructional days during unexpected events such as tornadoes, flooding, and a scabies outbreak, and everyone figured it out. It's easier for families to plan ahead if they know those school days will be days off for students if you make that change now for the rest of the year.

Request for the 2027-2028 School Year:

Maximize Assistant Guide Proximity: Re-evaluate duty rosters to ensure Assistant Guides can be present in their classrooms during critical morning arrival.

Establish Sustainable Roster Caps: Cap classroom sizes at a level that supports Montessori pedagogy and behavioral equity. Anything above 25 students is not sustainable or equitable with City Garden's hybrid Montessori + Missouri Standards-based model.

Ensure clean spaces after Summer School: Summer School staff and students must be held to high standards, namely, restoring the environment and leaving it the same way it was left for them - spotless and devoid of clutter.

I hope changes are made to make the year successful for all stakeholders moving forward.

Thank you for your time.

In partnership,

Rasmi Sporny, M.Ed.
Lead Guide, LE8 Tiger Lily Class
Future City Team Facilitator
rasmi.sporny@citygardenschool.org

Coversheet

Approve Minutes from September 2026 Board Meeting

Section: II. Action Items
Item: A. Approve Minutes from September 2026 Board Meeting
Purpose: Approve Minutes
Submitted by:
Related Material:
Minutes for Board of Directors Meeting - September 2026 on September 15, 2026

DRAFT

City Garden Montessori School

Minutes

Board of Directors Meeting - September 2026

Date and Time
Tuesday September 15, 2026 at 6:00 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), H. Norton (remote), J. Dixon (remote), K. Shaffer (remote), L. Vowell (remote), M. Chlebowski (remote), M. Howard (remote), N. Johnson (remote), S. Haigler (remote)

Directors Absent
None

Guests Present
C. Huck (remote), C. Schell (remote), D. Blank (remote), Grace Nelson-Poe (remote), J. Achtenberg (remote), K. Young (remote), Kacy Shahid (remote), M. Lewis (remote), S. Miner (remote)

I. Opening Items

A. Call the Meeting to Order

J. Dixon called a meeting of the board of directors of City Garden Montessori School to order on Tuesday Sep 15, 2026 at 6:01 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.

F. Review Board Question Tracker

II. Action Items

A. Approve Minutes from June 2026 Board Meeting

B. Huebner made a motion to approve the minutes from Board Meeting on 06-22-26.
M. Howard seconded the motion.
The board **VOTED** unanimously to approve the motion.

B. June and July 2026 Financials

K. Shaffer made a motion to approve the June and July 2026 Financials.
M. Chlebowski seconded the motion.
The board **VOTED** unanimously to approve the motion.

- City Garden came up nearly at forecast for FY26
- July is normally a quiet month financially and we have a healthy cash balance as we head into the year
- We have a strong enrollment for the school year, which puts us in a good space for some financial wins

C. Board Priorities

S. Haigler made a motion to approve the Board Priorities.
B. Huebner seconded the motion.
The board **VOTED** unanimously to approve the motion.

D. Board Agreements

Jesse Dixon reminded the Board Members that they are required to sign the Board Agreement for the 2026-27 School year.

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

L. Vowell made a motion to Approve 2026 Missouri State Plan for Special Education and Required Local Compliance Plan.
H. Norton seconded the motion.
The board **VOTED** unanimously to approve the motion.

F. Alternative Methods of Instruction Plan 2026-27

K. Shaffer made a motion to approve the Alternative Methods of Instruction Plan for 2026-27.
M. Chlebowski seconded the motion.
The board **VOTED** unanimously to approve the motion.

III. Information Items

A. CEO Report

Christie Huck shared the following information from the CEO report:

- We are now fully into the implementation phase of the strategic plan, which is very exciting after all the work done over the last year around engagement, process and data review, information gathering, and planning
- Our goal is to make the instructional model as strong as possible and this is in action with the help of Chief of Learning, Michelle Lewis
- We focused on 10 specific metrics and are using our data to determine what moves the needle
- We've been working with Steve Cartwright to build a data infrastructure and a new dashboard
- The admin team is planning and tracking using a robust workstream document, with 25 workstreams and an administrative owner for each one
    - We have quarterly review sessions with very clear benchmarks and milestones

B. Resource Development Committee Update

- The Resource Development Committee is reforming with the first meeting next week
- There are clear work outlined for the year and we are excited to start the work

C. Governance Committee Report

No additional updates other than the Loom

D. A-F Grading System

Jesse Dixon provided an overview of the new A-F grading system that DESE will be implementing

- The Governor signed an Executive Order requiring every school to be rated on a scale of 0 to 100, with an A through F letter grade assigned to each school and district.
    - This has been done in other states and is intended to provide an easy way for families to compare schools.
    - Schools are required to participate in State Testing and the grades are based on the testing results and growth measures.
    - The first look at the scores is expected in early November, based on 2024-25 data, not the most recent set of scores.
        - Even though City Garden made big improvements in the 2025-26 school year, those details won't be reflected when the first set of scores are released.
    - Data from the 2025-26 school year will be released a couple of months later
    - Each year in September, the scores will be released based on the most recent academic years data
- The K - 8 scores will be based on 3 elements:
    - Proficiency: how many students are measuring proficient
    - Value added growth: measures a students growth in relationship to their peers
    - Growth to proficiency: measures growth against the bar of grade level mastery
- The Opportunity Trust has been working with the state to provide resources for schools on how to message this to families
- Once we know more about the methodology behind the numbers, we will be able to make predictions about our grades going forward
- The goals outlined in our strategic plan will have an impact on our grades in the future

Kyle Shaffer asked about the rationale behind sharing two year old data

- Jesse stated that he believed this was a way to encourage DESE to turn around testing numbers quicker
- Kyle stated that a focus on our strategic plan goals and growth would be especially important with this change

Mia Howard stated she is cautiously optimistic about the scores and how we can message this to families
Laura Vowell asked about the possibility of using the data to go back past years and show how we compare now to where we were

The board talked about bringing staff into the discussion and potentially changing some of the community engagement sessions to focus on this executive order

IV. Final Items

A. Questions and Comments

All Board Members were reminded of Fall Affair on Saturday and asked to attend.

V. Closing Items

A. Adjourn Meeting

L. Vowell made a motion to adjourn the September Board Meeting.
M. Howard 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 7:00 PM.

Respectfully Submitted,
S. Miner

Coversheet

Approve August and September 2026 Financials

Section: II. Action Items
Item: B. Approve August and September 2026 Financials
Purpose: Vote
Submitted by:
Related Material: August 2026 Financials and Notes.pdf
September 2026 Financials and Notes.pdf
September 2026 Finance Committee Minutes.pdf
October 2026 Finance Committee Minutes.pdf

City Garden Montessori School
Budget to Forecast

9/15/2026

	State	Federal	Prop C	Fund Philaricted Philant	school Tuit	Other	Total Revenue	Salaries	Benefits	Sevices	Supplies	Occupancy	apital/ Debt Service	Total Expenses	Surplus / (Deficit)	Cash Ending Balance	Fund Bal %
																$ 1,411,813	
Original Budget	**9,372,000**	**815,900**	**836,000**	**1,060,875**	**170,000**	**445,150**	**380,300**	**13,080,225**	**6,988,236**	**2,410,941**	**1,685,174**	**243,355**	**1,398,848**	**596,490**	**13,323,044**	(242,819)	**1,168,994**	8.77%
Receipt of 25-26 Fed in 26-27		70,000					**13,150,225**								13,323,044	(172,819)	1,238,994	9.30%
State Funding Update- Enrollment	270,000						**13,420,225**								13,323,044	97,181	1,508,994	11.33%
Teacher Supervisory Software- BullsEye							**13,420,225**			8,000					13,331,044	89,181	1,500,994	11.26%
Open Positions- Academic- Sub offset							**13,420,225**								13,331,044	89,181	1,500,994	11.26%
Open Positions- Admin- Offset contract							**13,420,225**								13,331,044	89,181	1,500,994	11.26%
Benefit Renewal Savings							**13,420,225**								13,331,044	89,181	1,500,994	11.26%
SPED- Speech							**13,420,225**			64,800					13,395,844	24,381	1,436,194	10.72%
SPED- Transportation							**13,420,225**			10,000					13,405,844	14,381	1,426,194	10.64%
Montessori Materials							**13,420,225**				20,000				13,425,844	(5,619)	1,406,194	10.47%
Curriculum							**13,420,225**				8,000				13,433,844	(13,619)	1,398,194	10.41%
1618 Tower Grove Consulting							**13,420,225**			10,000					13,443,844	(23,619)	1,388,194	10.33%
SPED- OT						(10,000)	**13,410,225**								13,443,844	(33,619)	1,378,194	10.25%
Philanthropy Consulting							**13,410,225**			20,000					13,463,844	(53,619)	1,358,194	10.09%
							13,410,225								13,463,844	(53,619)	1,358,194	10.09%
							13,410,225								13,463,844	(53,619)	1,358,194	10.09%
							13,410,225								13,463,844	(53,619)	1,358,194	10.09%
							13,410,225								13,463,844	(53,619)	1,358,194	10.09%
							13,410,225								13,463,844	(53,619)	1,358,194	10.09%
							13,410,225								13,463,844	(53,619)	1,358,194	10.09%
							13,410,225								13,463,844	(53,619)	1,358,194	10.09%
							13,410,225								13,463,844	(53,619)	1,358,194	10.09%
							13,410,225								13,463,844	(53,619)	1,358,194	10.09%
							13,410,225								13,463,844	(53,619)	1,358,194	10.09%
							13,410,225								13,463,844	(53,619)	1,358,194	10.09%
Forecast	**9,642,000**	**885,900**	**836,000**	**1,060,875**	**170,000**	**445,150**	**370,300**	**13,410,225**	**6,988,236**	**2,410,941**	**1,797,974**	**271,355**	**1,398,848**	**596,490**	**13,463,844**	(53,619)	**1,358,194**	10.1%
																	0	

City Garden Montessori School
2026-2027 Forecast

	6/30/26 Budget	Adjustments	9/15/2026 Forecast	
Prop C	836,000	-	836,000	
Interest	104,000	-	104,000	
Student Food Sales	30,000	-	30,000	
Student Activity - JRH	17,500	-	17,500	
Student Activity-Club/Athletics	2,800	-	2,800	
Student Activity-Field Trips	26,000	-	26,000	
Facility Rental	-	-	-	
Donations	1,060,875	-	1,060,875	
Donations-Restricted Capacity	170,000	-	170,000	
Donations-Restricted Debt Service	-	-	-	
Preschool Tuition	445,150	-	445,150	
After Care Tuition	130,000	-	130,000	
Before Care Tuition	40,000	-	40,000	
Institute Tuition	15,600	-	15,600	
Other	9,300	(10,000)	(700)	Stopped subcontracting OT to another school
Total Local Revenue	**2,887,225**	**(10,000)**	**2,877,225**	
State Basic Formula/CTF	**9,432,000**	**270,000**	**9,702,000**	Enrollment over budget by 18
Medicaid Admin Billing	113,000	-	113,000	
CARES Act	-	-	-	
Preschool Expansion Grant	-	-	-	
Federal Grant	-	-	-	
Special Ed Part B	148,000	-	148,000	
Special Ed Early Childhood	20,000	-	20,000	
Special Ed- High Needs	-		-	
Lunch Program	160,000	35,000	195,000	DESE paid last 25-26 payment in 26-27
Breakfast Program	36,000	-	36,000	
Snack Program	14,000	-	14,000	
Other Federal	-		-	
Consolidated Federal Funds	270,000	35,000	305,000	CG request reimb in late 25-26 received in 26-27
Federal Revenue	**761,000**	**70,000**	**831,000**	
Total Revenue	**13,080,225**	**330,000**	**13,410,225**	
Salaries	6,988,236		6,988,236	
Benefits	2,410,941		2,410,941	
Services	1,685,174	112,800	1,797,974	SPED-Speech, New System, Contracting
Supplies	243,355	28,000	271,355	New Curriculum and Replacment of Mont. Materials
Occupancy	1,398,848	-	1,398,848	
Capital	-	-	-	
Interest-Cash	525,290	-	525,290	
Interest-Amort of Debt Cost	31,200	-	31,200	
Depreciation	50,000	-	50,000	
Total Expenses	**13,333,045**	**140,800**	**13,473,845**	
Surplus Deficit	(252,820)	189,200	(63,620)	
Cash Beginning Balance	**1,411,813**		**1,411,813**	
Surplus Deficit	(252,820)		(63,620)	
Add back Depreciatin	50,000		50,000	
Add back Amortization	31,200		31,200	
Cash from Deal				
Cash Ending Balance	**1,240,193**	**-**	**1,429,393**	
Fund Balance %	9%		10.6%	

Actual and Budget

Revenue				
Source	Actual August 2025 YTD	Actual August 2026 YTD	Budget 26-27 YTD	Variance to Budget
State	$ 1,421,224	$ 1,418,381	$ 1,462,000	$ (43,619)
Federal	8,761	170,115	36,967	133,148
Prop C	135,719	140,377	139,333	1,044
Annual Fund Philanthropy	142,669	49,089	40,000	9,089
Restricted/Capital Philanthropy		-	-	-
Preschool Tuition	59,360	71,108	55,000	16,108
Other	74,187	36,024	39,883	(3,859)
Total	$ 1,841,920	$ 1,885,095	$ 1,773,183	$ 111,912

Expenses				
Category	Actual August 2025 YTD	Actual August 2026 YTD	Budget 26-27 YTD	Variance to Budget
Salaries	$ 931,531	$ 1,034,489	$ 1,172,896	$ (138,407)
Benefits	295,096	354,615	412,859	(58,244)
Purchased Services	336,645	262,397	283,576	(21,179)
Supplies	146,782	81,608	54,143	27,465
Occupancy	265,696	214,954	244,583	(29,629)
Capital/Debt Services	103,840	61,723	50,541	11,182
Total	$ 2,079,590	$ 2,009,785	$ 2,218,598	$ (208,812)
Net Income\Loss	$ (237,669)	$ (124,690)	$ (445,415)	$ 320,724

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	$ 9,702,000	$ 9,372,000
Federal	1,125,687	594,421	831,000	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	365,200	380,300
Total Revenue	$ 11,603,432	$ 11,920,457	$ 13,410,225	$ 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	1,797,974	1,685,174
Supplies	469,540	436,053	271,355	243,355
Occupancy	1,261,250	1,287,827	1,398,848	1,398,848
Capital Outlay/Debt Services	609,611	572,999	606,490	596,492
Total Expenses	$ 11,272,308	$ 12,363,772	$ 13,473,845	$ 13,323,046
Net Income\Loss	$ 331,124	$ (443,315)	$ (63,620)	$ (242,821)

Financial Health Check

Category	FY 24-25	FY 25-26	Actual August 2026 YTD	Budget FY 26-27
Ending Cash Fund Balance	$ 1,791,648	$ 1,411,813	$ 1,422,861	$ 1,168,992
Cash Days on Hand*	57	41	38	32
State Reimbursement per Comb WADA and WAM	$ 14,699	$ 14,850	$ 14,850	$ 15,075
Revenue per Student*	$ 20,006	$ 19,801	$ 2,822	$ 20,000
Cost per Student*	$ 19,435	$ 20,538	$ 3,009	$ 20,372
Excess/(Deficit) Per Student	$ 571	$ (736)	$ (187)	$ (371)

School Stats

Category	FY 24-25	FY 25-26	August 2026	FY26-27 Budget
Charter School Enrollment	482	511	578	560
Pre-School Enrollment	98	91	90	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*	291	281
Free & Reduced Lunch % - Charter	50%	54%	50.3%	50%
New 2025/2026 Combined Weighted Average Daily Attendance and Weighted Average Membership	*532.57*	*579.88*	*557.46*	619.53

** Per current Payment

Accountability Plan

Measure	FY 25-26	YTD August 2026	Budget FY-26-27	Measure Met?
Debt to Asset Ratio < 0.9	0.85	0.85	0.82	Yes
Enrollment Variance >= 95%	93.9%	102.1%	100.0%	Yes
Fund Balance >= 10% Unrestricted	11.4%	10.7%	10.0%	Yes

Points to Note- August

- Federal due to timing of reimbursements from 25-26 in current year
- State is timing of 25-26 data uploads in July through October
- Wages and benefits due to Open Positions, timing of hiring.
- Services due to timing of invoices and payments
- Supplies over due to start of year
- Enrollment is below target by 10, but above budget by 18

City Garden Montessori Charter School
Statement of Financial Position
As of August 31, 2026

	Total	
	As of Aug 31, 2026	As of Aug 31, 2025 (PY)
ASSETS		
Current Assets		
Bank Accounts		
1000 Cash on Hand	200	200
1113 Simmons Operating 9865	1,063,550	1,315,989
1115 US Bank 1830	1,352	1,352
1118 Simmons-4200 Folsom 9012	4,683	4,707
1120 Simmons- MM 8644	202,660	202,640
1122 Simmons- Junior High 8636	17,275	14,603
1130 USB Blocked Account FBO IFF-3851	1,690	27,768
1149 Edward Jones Investment 0317	131,452	116,312
Total Bank Accounts	**$ 1,422,861**	**$ 1,683,570**
Other Current Assets		
1199 Undeposited Funds	13,791	12,939
1205 Note Receivable	10,408,800	10,408,800
1210 Accrued Interest Receivable	8,674	17,348
1215 Due to/From 4209 Folsom Owner	1,146	14,303
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)	(107,037)
1245 Investment in 4209 Folsom Managing Member, LLC	2,668,639	2,668,639
Total Other Current Assets	**$ 13,149,211**	**$ 13,195,251**
Total Current Assets	**$ 14,572,072**	**$ 14,878,821**
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 Improvments	(362,076)	(312,650)
Total Fixed Assets	**$ 396,678**	**$ 446,105**
TOTAL ASSETS	**$ 14,968,751**	**$ 15,324,926**
LIABILITIES AND EQUITY		
Liabilities		
2155 Ramp Card	5,199	2,175
Total Credit Cards	**$ 5,199**	**$ 1,999**
Total 2200 Payroll Clearing	**$ 160,562**	**$ 96,079**
2240 Other Current Liabilities	12,500	12,500
2242 Accrued Rent Payable	45,000	86,105
2245 Accrued Interest Payable	88,471	144,482
Total Other Current Liabilities	**$ 306,533**	**$ 339,166**
Total Current Liabilities	**$ 311,732**	**$ 341,165**
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	**$ 12,967,304**	**$ 12,996,738**
Equity		
3111 Fund Balance	1,219,946	1,675,923
3119 Fund Balance- 4209 Project	906,191	889,934
Net Income	(124,690)	(237,669)
Total Equity	**$ 2,001,446**	**$ 2,328,188**
TOTAL LIABILITIES AND EQUITY	**$ 14,968,751**	**$ 15,324,926**

Tuesday, Sep 15, 2026 02:12:02 PM GMT-7 - Cash Basis

City Garden Montessori
Revenue -Actual vs. Budget
2025-2026
08/31/2026

	August			August YTD			Notes
	Actual	Budget	Variance	Actual	Budget	Variance	
Prop C	70,320	69,667	653	140,377	139,333	1,044	
Interest	964	8,667	(7,703)	9,382	17,333	(7,951)	
Student Food Sales	514	3,000	(2,486)	1,309	3,000	(1,691)	
Student Activity - JRH	-	-	-	-	-	-	
Student Activity-Club/Athletics	-	-	-	-	-	-	
Student Activity-Field Trips	9,701	13,000	(3,299)	9,701	13,000	(3,299)	
Facility Rental	-	-	-	-	-	-	
Donations	8,200	20,000	(11,800)	49,089	40,000	9,089	Timing
Donations-Restricted Capacity	-	-	-	-	-	-	
Preschool Tuition	47,703	45,000	2,703	71,108	55,000	16,108	Timing of Tuition payments
After Care Tuition	5,968	-	5,968	12,410	-	12,410	
Before Care Tuition	1,339	-	1,339	1,855	-	1,855	
Institute Tuition	-	5,000	(5,000)	-	5,000	(5,000)	
Other	1,036	775	261	1,366	1,550	(184)	
Total Local Revenue	**145,745**	**165,109**	**(19,364)**	**296,599**	**274,216**	**22,383**	
State Basic Formula/CTF	**749,332**	766,000	**(16,668)**	**1,418,381**	**1,462,000**	**(43,619)**	Timing of DESE updating for current year numbers
Medicaid Admin Billing	-	25,000	(25,000)	45,350	25,000	20,350	
Special Ed Part B	-	-	-	-	-	-	
Special Ed Early Childhood	-	-	-	-	-	-	
Lunch Program	6,810	-	6,810	91,747	7,000	84,747	DESE delay in prior year payment
Breakfast Program	1,686	-	1,686	1,686	3,800	(2,114)	DESE delay in prior year payment
Snack Program	-	-	-	-	1,167	(1,167)	Timing
Other Federal	-	-	-	-	-	-	
Consolidated Federal Funds	-	-	-	31,331	-	31,331	Prior year payment received current year
Federal Revenue	**8,496**	**25,000**	**(16,504)**	**170,115**	**36,967**	**133,148**	
Total Revenue	**903,572**	**956,109**	**(52,537)**	**1,885,095**	**1,773,183**	**111,912**	

City Garden Montessori School
Wage and FTE Summary
08/31/2026

	2026-2027 Actual Wages	FTE	2026-2027 Budget Wages	Variance Over/(Under) Bud Wages
Lead Guide	$ 221,741	21.0	$ 249,641	$ (27,900)
Assistant Guide	140,180	21.3	145,370	(5,190)
Other Instruction	72,368	8.0	75,653	(3,285)
School Support	64,698	11.4	94,473	(29,775)
SPED Instruction	71,197	5.2	67,504	3,693
SPED Support	61,724	6.0	67,082	(5,358)
Instruction	**$ 631,908**	**72.9**	**$ 699,723**	**$ (67,815)**
Before/After Care	$ 1,026	0.9	$ 2,516	$ (1,490)
Network Admin	182,608	13.0	204,398	(21,790)
School Admin	154,901	11.3	187,732	(32,831)
Summer School	82,295	-	78,527	3,768
Total Wages	**$ 1,052,737**	**98.0**	**$ 1,172,896**	**$ (120,159)**
Benefits	354,615		412,859	$ (58,244)
Wages and Benefits	**$ 1,407,353**		**$ 1,585,755**	**$ (178,403)**

City Garden Montessori School

Services- Actual vs. Budget

08/31/2026	Totals			Elementary and Adolecent Education Center			Early Childhood Education Center			4202 Folsom and unallocated		
Cost Center	**Actual**	**Budget**	**Variance**	**Actual**	**Budget**	**Variance**	**Actual**	**Budget**	**Variance**	**Actual**	**Budget**	**Variance**
Instruction												
Elementary Instructioin	30,341.37	27,265.43	3,075.94	11,315.12	18,032.23	(6,717.11)	12,651.25	9,233.20	3,418.05	6,375.00	-	6,375.00
JH Instruction	-	1,204.49	(1,204.49)	-	1,204.49	(1,204.49)	-	-	-	-	-	-
Preschool Instruction	-	-	-	-	-	-	-	-	-	-	-	-
Summer School	200.36	1,615.72	(1,415.36)	163.78	1,044.82	(881.04)	-	570.90	(570.90)	36.58	-	36.58
SPED	12,555.70	33,366.46	(20,810.76)	9,115.70	21,496.94	(12,381.24)	3,440.00	11,869.52	(8,429.52)	-	-	-
Reading and other Instruction	-	38.06	(38.06)	-	38.06	(38.06)	-	-	-	-	-	-
Subtotal- Instruction	43,097.43	63,490.16	(20,392.73)	20,594.60	41,816.54	(21,221.94)	16,091.25	21,673.62	(5,582.37)	6,411.58	-	6,411.58
Student and Family Support												
Principal	166.00	-	166.00	166.00	-	166.00	-	-	-	-	-	-
Student Support	25,402.17	21,836.69	3,565.48	5,375.00	14,685.38	(9,310.38)	274.07	7,151.31	(6,877.24)	19,753.10	-	19,753.10
Nurse	2,625.00	5,345.61	(2,720.61)	2,625.00	3,295.57	(670.57)	-	2,050.04	(2,050.04)	-	-	-
Parental Support	-	916.74	(916.74)	-	500.03	(500.03)	-	416.71	(416.71)	-	-	-
Before/Aftercare	-	667.45	(667.45)	-	333.72	(333.72)	-	333.72	(333.72)	-	-	-
Student Activities and Athletics	-	1,069.66	(1,069.66)	-	1,069.66	(1,069.66)	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-	-	-	-
Food	26,390.00	48,201.51	(21,811.51)	16,450.00	28,693.67	(12,243.67)	9,940.00	19,507.84	(9,567.84)	-	-	-
Subtotal- Student and Family Sup.	54,583.17	78,037.65	(23,454.48)	24,616.00	48,578.02	(23,962.02)	10,214.07	29,459.63	(19,245.56)	19,753.10	-	19,753.10
Admin and Other												
Professsional Development	40,038.43	32,189.26	7,849.17	25,035.31	30,591.50	(5,556.19)	9,507.00	1,597.75	7,909.25	5,496.12	-	5,496.12
Technology	6,270.00	15,223.92	(8,953.92)	4,000.00	10,276.14	(6,276.14)	2,000.00	4,947.77	(2,947.77)	270.00	-	270.00
Executive Admin	48,452.21	47,772.86	679.35	44.00	-	44.00	-	-	-	48,408.21	47,772.86	635.35
Business Office	32,145.30	21,436.26	10,709.04	19.99	-	19.99	-	784.83	(784.83)	32,125.31	20,651.43	11,473.88
Philanthropy	20,270.88	6,112.23	14,158.65	-	-	-	-	-	-	20,270.88	6,112.23	14,158.65
Institute	16,180.14	14,999.93	1,180.21	13,551.55	-	13,551.55	-	-	-	2,628.59	14,999.93	(12,371.34)
Subtotal- Admin and Other	163,356.96	137,734.45	25,622.51	42,650.85	40,867.64	1,783.21	11,507.00	7,330.35	4,176.65	109,199.11	89,536.46	19,662.65
Subtotal- Before Building	**261,037.56**	**279,262.26**	**(18,224.70)**	**87,861.45**	**131,262.21**	**(43,400.76)**	**37,812.32**	**58,463.59**	**(20,651.27)**	**135,363.79**	**89,536.46**	**45,827.33**
Building	165,268.08	194,975.92	(29,707.84)	83,271.24	104,030.96	(20,759.72)	77,860.93	85,521.19	(7,660.26)	4,135.91	5,423.77	(1,287.86)
Total	**426,305.64**	**474,238.18**	**(47,932.54)**	**171,132.69**	**235,293.17**	**(107,561.24)**	**115,673.25**	**143,984.78**	**(48,962.81)**	**139,499.70**	**94,960.23**	**90,366.81**

City Garden Montessori School

Supplies- Actual vs. Budget

08/31/2026	Totals			Elementary and Adolecent Education Center			Early Childhood Education Center			4202 Folsom and unallocated		
Cost Center	**Actual**	**Budget**	**Variance**	**Actual**	**Budget**	**Variance**	**Actual**	**Budget**	**Variance**	**Actual**	**Budget**	**Variance**
Instruction												
Elementary Instruction	22,025.54	15,333.50	6,692.04	13,954.97	11,931.78	2,023.19	7,772.40	3,401.72	4,370.68	298.17	-	298.17
JH Instruction	553.75	826.53	(272.78)	553.75	826.53	(272.78)	-	-	-	-	-	-
Preschool Instruction	333.77	399.12	(65.35)	-	-	-	333.77	399.12	(65.35)	-	-	-
Summer School	163.78	-	163.78	163.78	-	163.78	-	-	-	-	-	-
SPED	-	367.75	(367.75)	-	243.19	(243.19)	-	124.56	(124.56)	-	-	-
Reading and other Instruction	-	228.87	(228.87)	-	228.87	(228.87)	-	-	-	-	-	-
Subtotal- Instruction	23,076.84	17,155.76	5,921.08	14,672.50	13,230.36	1,442.14	8,106.17	3,925.40	4,180.77	298.17	-	298.17
Student and Family Support												
Principal	8,862.33	-	8,862.33	8,441.29	-	8,441.29	421.04	-	421.04	-	-	-
Student Support	2,729.45	103.80	2,625.65	1,344.72	103.80	1,240.92	614.44	-	614.44	770.29	-	770.29
Nurse	-	303.98	(303.98)	-	202.66	(202.66)	-	101.33	(101.33)	-	-	-
Parental Support	-	310.18	(310.18)	-	310.14	(310.14)	-	0.05	(0.05)	-	-	-
Before/Aftercare	2,406.55	205.62	2,200.93	2,323.74	103.80	2,219.94	82.81	101.82	(19.01)	-	-	-
Student Activities and Athletics	64.98	1,196.55	(1,131.57)	64.98	1,196.55	(1,131.57)	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-	-	-	-
Food	4,841.22	3,007.81	1,833.41	2,789.44	2,159.05	630.39	1,930.66	848.76	1,081.90	121.12	-	121.12
Subtotal- Student and Family Sup.	18,904.53	5,127.95	13,776.58	14,964.17	4,075.99	10,888.18	3,048.95	1,051.96	1,996.99	891.41	-	891.41
Admin and Other												
Professsional Development	1,514.78	41.52	1,473.26	82.01	25.33	56.68	-	16.19	(16.19)	1,432.77	-	1,432.77
Technology	16,459.92	16,586.21	(126.29)	16,459.92	-	16,459.92	-	-	-	-	16,586.21	(16,586.21)
Executive Admin	2,816.55	4,521.30	(1,704.75)	-	-	-	-	-	-	2,816.55	4,521.30	(1,704.75)
Business Office	2,438.02	103.80	2,334.22	(118.66)	-	(118.66)	-	-	-	2,556.68	103.80	2,452.88
Philanthropy	5,491.86	4,567.17	924.69	20.00	-	20.00	-	-	-	5,471.86	4,567.17	904.69
Institute	4,142.35	2,402.45	1,739.90	1,140.96	-	1,140.96	-	-	-	3,001.39	2,402.45	598.94
Subtotal- Admin and Other	32,863.48	28,222.45	4,641.03	17,584.23	25.33	17,558.90	-	16.19	(16.19)	15,279.25	28,180.93	(12,901.68)
Subtotal- Before Building	**74,844.85**	**50,506.16**	**24,338.69**	**47,220.90**	**17,331.68**	**29,889.22**	**11,155.12**	**4,993.55**	**6,161.57**	**16,468.83**	**28,180.93**	**(11,712.10)**
Building	49,686.18	49,607.07	79.11	28,125.62	30,655.12	(2,529.50)	20,616.15	17,232.95	3,383.20	944.41	1,719.00	(774.59)
Total	**124,531.03**	**100,113.23**	**24,417.80**	**75,346.52**	**47,986.80**	**27,359.72**	**31,771.27**	**22,226.50**	**9,544.77**	**17,413.24**	**29,899.92**	**(12,486.68)**

City Garden Montessori School

Facilities- Actual vs. Budget

08/31/2026	Totals			Elementary and Adolecent Education Center			Early Childhood Education Center			4202 Folsom and unallocated		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Supplies												
Building Supplies	17,652.40	13,319.04	4,333.36	10,880.64	7,200.19	3,680.45	6,662.55	5,666.49	996.06	109.21	452.37	(343.16)
Electric	31,677.68	34,324.72	(2,647.04)	17,051.90	22,896.72	(5,844.82)	13,953.60	10,551.53	3,402.07	672.18	876.46	(204.28)
Natural Gas	356.10	1,963.30	(1,607.20)	193.08	558.21	(365.13)	-	1,014.93	(1,014.93)	163.02	390.17	(227.15)
Subtotal- Supplies	49,686.18	49,607.07	79.11	28,125.62	30,655.12	(2,529.50)	20,616.15	17,232.95	3,383.20	944.41	1,719.00	(774.59)
Rent and Services												
Rent	91,852.80	111,766.27	(19,913.47)	45,000.00	53,916.67	(8,916.67)	46,852.80	57,849.61	(10,996.81)	-	-	-
Cleaning Services	27,854.25	26,316.49	1,537.76	18,971.25	16,271.21	2,700.04	8,583.00	9,291.33	(708.33)	300.00	753.95	(453.95)
Maintenance	33,468.16	19,856.72	13,611.44	12,959.75	13,760.01	(800.26)	18,358.41	5,531.25	12,827.16	2,150.00	565.46	1,584.54
Trash	4,421.50	2,469.17	1,952.33	2,308.75	1,036.68	1,272.07	1,950.82	1,244.01	706.81	161.93	188.49	(26.56)
Other Property Services	5,294.01	4,824.78	469.23	3,373.69	2,760.60	613.09	1,615.90	1,310.23	305.67	304.42	753.95	(449.53)
Property Insurance	-	21,104.00	(21,104.00)	-	15,343.36	(15,343.36)	-	3,842.72	(3,842.72)	-	1,917.92	(1,917.92)
Communications	2,377.36	3,994.47	(1,617.11)	657.80	942.43	(284.63)	500.00	1,921.11	(1,421.11)	1,219.56	1,130.92	88.64
Property Taxes	-	4,644.02	(4,644.02)	-	-	-	-	4,530.93	(4,530.93)	-	113.09	(113.09)
Subtotal- Rent and Services	165,268.08	194,975.92	(29,707.84)	83,271.24	104,030.96	(20,759.72)	77,860.93	85,521.19	(7,660.26)	4,135.91	5,423.77	(1,287.86)
Captial and Debt Service												
Capital Spending	-	-	-	-	-	-	-	-	-	-	-	-
Interest- Cash	51,123.02	87,548.37	(36,425.35)	51,123.02	87,548.37	(36,425.35)	-	-	-	-	-	-
Interest- Amortization of Debt Cost	2,362.01	5,200.00	(2,837.99)	2,362.01	5,200.00	(2,837.99)	-	-	-	-	-	-
Depreciation	8,237.76	8,334.00	(96.24)	-	-	-	6,940.60	1,666.00	5,274.60	1,297.16	6,668.00	(5,370.84)
Subtotal- Captial and Debt Service	61,722.79	101,082.37	(39,359.58)	53,485.03	92,748.37	(39,263.34)	6,940.60	1,666.00	5,274.60	1,297.16	6,668.00	(5,370.84)
Total	**276,677.05**	**345,665.35**	**(68,988.30)**	**164,881.89**	**227,434.45**	**(62,552.56)**	**105,417.68**	**104,420.13**	**997.55**	**6,377.48**	**13,810.77**	**(7,433.29)**

City Garden Montessori Charter School
Statement of Activity
August 2026

	Total	
	Aug 2026	Jul - Aug, 2026 (YTD)
Income		
5100001 Local Revenue		
5113001 Prop C,Local	70,319.67	140,377.38
5141001 Interest,Local	963.89	708.32
5141901 Interest-4209 Project,Local		8,674.00
5180001 Tuition-Pre K, Before/After Care		
5181011 After School Care,Local	5,968.19	12,410.01
5181021 Before School Care,Local	1,338.98	1,855.29
5182P01 Preschool Tuition,Local	45,509.65	66,433.85
5182P21 Preschool Tuition- Deposit,Local	622.16	6,171.86
Total 5180001 Tuition-Pre K, Before/After Care	**$ 53,438.98**	**$ 86,871.01**
5192011 Donations,Local Annual Fund	8,199.56	49,089.26
5198901 Other Income-Local	875.82	938.82
5151001 Student Food Sales,Local	513.85	1,309.35
5179001 Activity Fees ,Local	9,701.42	9,701.42
5198001 Other,Local	380.29	562.13
5198091 Misc Rev-Returned Check,Local	-219.65	-135.36
Total 5198901 Other Income-Local	**$ 11,251.73**	**$ 12,376.36**
Total 5100001 Local Revenue	**$ 144,173.83**	**$ 298,096.33**
5300003 State Revenue		
5311003 Basic Formula,State	723,262.00	1,378,145.00
5319003 Classroom Trust,State	26,069.53	40,236.27
Total 5300003 State Revenue	**$ 749,331.53**	**$ 1,418,381.27**
5400004 Federal Revenue		
5412004 Medicaid Revenue,Federal		45,350.23
5445004 Lunch Program,Fed	6,809.57	91,747.48
5446004 Breakfast Program,Federal	1,686.30	1,686.30
5451004 Title I - Revenue,Federal		26,891.00
5461004 Title IV Revenue,Federal		1,885.12
5465004 Title II - Revenue, Federal		2,554.75
Total 5400004 Federal Revenue	**$ 8,495.87**	**$ 170,114.88**
Unapplied Cash Payment Revenue	1,571.20	-1,497.42
Total Income	**$ 903,572.43**	**$ 1,885,095.06**
Gross Profit	**$ 903,572.43**	**$ 1,885,095.06**
Expenses		
6100000 Salaries		
6110000 Certified Salaries		
6111001 FT Cert Salaries,Local	19,920.00	38,325.34
6111003 Full-Time Certified Salaries,State	203,322.44	391,668.84
6121003 Part-Time Certified Salaries,State	2,749.00	52,409.95
Total 6110000 Certified Salaries	**$ 225,991.44**	**$ 482,404.13**
6150000 Classified Salaries		
6151001 Classified Salaries,Local	24,831.09	41,504.59
6151003 Full-Time Classified Salaries,State	225,461.45	448,147.00
6161003 Part-time Classified Salaries,State	14,551.46	62,432.93

City Garden Montessori Charter School
Statement of Activity
August 2026

	Total	
	Aug 2026	Jul - Aug, 2026 (YTD)
Total 6150000 Classified Salaries	**$ 264,844.00**	**$ 552,084.52**
Total 6100000 Salaries	**$ 490,835.44**	**$ 1,034,488.65**
6200000 Employee Benefits		
6211001 Retirment- Teachers Local	3,196.02	6,179.98
6211003 Teachers' Retirement,State	31,125.30	59,884.84
6221001 Employee Benefits;Non Teaher Retirment, Local	3,870.04	6,767.90
6221003 Non-Teacher Retirement,State	34,670.66	70,607.63
6231001 Social Security,Local	2,792.43	5,534.74
6231003 Social Security,State	27,374.21	57,942.67
6232001 Medicare,Local	653.06	1,294.42
6232003 Medicare, State	6,402.05	13,551.11
6241001 Employee Insurance,Local	7,203.62	14,407.24
6241003 Employee Insurance,State	49,911.25	107,930.69
6241103 Employee Insurance-ded. Reimb Plan,State	699.20	3,590.96
6241T03 Employee Insurance- Term Empl,State	-2,758.56	-2,758.56
6261003 Workers' Compensation,State	4,525.00	9,050.00
6271003 Unemployment Compensation,State	631.62	631.62
Total 6200000 Employee Benefits	**$ 170,295.90**	**$ 354,615.24**
6300000 Purchased Services		
6300B00 Purchase Service- Facilities		
6331003 Cleaning Services-State	21,698.00	27,854.25
6332003 Repairs & Maintenance,State	2,509.44	2,509.44
6332B33 Other Repairs & Maintenance,State	5,891.83	6,488.83
Total 6332003 Repairs & Maintenance,State	**$ 8,401.27**	**$ 8,998.27**
6332B13 Building Maintenance,State	10,305.50	24,469.89
6333003 Rent-Buildling,State	54,128.00	92,018.80
6339003 Other Property Services,State		
6334003 Rental Equipment,State	1,090.78	1,835.94
6336003 Trash Removal,State	840.59	4,421.50
6339B13 Extermination,State	533.59	1,041.90
6339B23 Security,State		719.00
6339B43 Water/Sewer	1,201.79	3,533.11
Total 6339003 Other Property Services,State	**$ 3,666.75**	**$ 11,551.45**
Total 6300B00 Purchase Service- Facilities	**$ 98,199.52**	**$ 164,892.66**
6300D00 Purchase Services- Development		
6319D11 Other Development Consulting/Design	3,500.00	7,000.00
6319D21 Development Consulting	6,360.00	11,920.00
6319D41 Website/Online Resources	1,596.00	1,596.00
6395001 Special Events,Local		
6395DG1 Bloomarang, CC fees	539.50	1,052.73
Total 6395001 Special Events,Local	**$ 539.50**	**$ 1,052.73**
Total 6300D00 Purchase Services- Development	**$ 11,995.50**	**$ 21,568.73**
6300I00 Purchase Services- Instruction		
6311003 Professional Services,State	4,440.00	10,695.00
6311004 Purchased Services,Federal	5,150.00	5,150.00

City Garden Montessori Charter School
Statement of Activity
August 2026

	Total	
	Aug 2026	Jul - Aug, 2026 (YTD)
6311I23 Fab Fridays,State	6,375.00	6,375.00
6311I53 Substitutes,State	10,946.19	19,931.43
6311I63 Summer School-State		163.78
Total 6300I00 Purchase Services- Instruction	**$ 26,911.19**	**$ 42,315.21**
6300S00 Prof. Services- Support		
6319S13 Student Information Systems	15,762.35	15,811.42
6391F14 Food Service,Federal	11,960.00	26,225.00
Total 6300S00 Prof. Services- Support	**$ 27,722.35**	**$ 42,036.42**
6300T00 Purchase Services- Training		
6312T13 Montessori Training,State	1,030.00	18,276.67
6312T23 Common Core Training,State	13,654.55	17,635.55
6312T33 Administrative Staff PD,State		275.89
Total 6300T00 Purchase Services- Training	**$ 14,684.55**	**$ 36,188.11**
6300X00 Purchase Services- Admin		
6317003 Legal,State	357.00	9,129.00
6319003 Other Professional Services,State	29,521.27	54,517.59
6352003 Liability Insurance,State	12,135.07	12,260.74
6361003 Communication,State	2,072.64	2,832.36
6371003 Dues & Memberships,State	2,619.87	3,339.79
6391003 Other Purchased Services,State	7,903.15	14,362.99
6392003 Admin Fees,State	867.91	1,368.32
Total 6300X00 Purchase Services- Admin	**$ 55,476.91**	**$ 97,810.79**
6312T43 Missouri Certification Training and Course Work	2,848.25	3,014.27
6319E03 Online other services	618.96	1,584.59
6343001 Travel,Local	62.96	1,656.58
6362E03 Advertising- Employee Recruitment	323.20	2,535.80
6362S03 Advertising for Student Recruitment	29.96	213.96
6391004 Professional Services, Federal		1,860.70
6391A13 Payroll Service Fee Heartland	2,859.47	5,724.47
6391Y004 Consulting Fees, Federal	6,262.81	6,262.81
Total 6300000 Purchased Services	**$ 247,995.63**	**$ 427,665.10**
6400000 Supplies & Materials		
6400B00 Supplies- Facilities		
6411B13 Building Supplies,State	10,260.89	17,378.41
6412003 Supplies- Tech Related,State		500.00
6481003 Electirc,State	12,675.08	31,677.68
6483003 Gas,State	300.70	356.10
Total 6400B00 Supplies- Facilities	**$ 23,236.67**	**$ 49,912.19**
6400I00 Supplies- Instruction		
6411003 General Supplies,State	5,606.52	9,883.32
6411i13F Food and Drink- Staff- Prin. Discretion	1,347.37	4,961.30
6411I33 Outdoor Ed/Stem Supplies,State	407.78	407.78
6411J13 Supplies-JH 1,State	48.00	48.00
6411L33 Supplies-Lower El 3,State	130.92	130.92
Total 6411003 General Supplies,State	**$ 7,540.59**	**$ 15,431.32**

City Garden Montessori Charter School
Statement of Activity
August 2026

	Total	
	Aug 2026	Jul - Aug, 2026 (YTD)
6411I13 Instruction Supplies, State	1,441.00	7,737.66
6411I23 Physical Ed Supplies,State	54.86	54.86
6411i63 Supplies-Art,State	708.06	708.06
6411I93 General Office	3.14	4,864.48
6411i93F Staff Food and Beverage-BOM	9,511.17	9,511.17
6411IR3 Curriculumn, Furniture and Fixtures	1,937.69	1,937.69
6411JS3 JH School Store, State	505.75	505.75
6411P21 Supplies & Materials Preschool 2,Local	321.91	321.91
6411P41 Supplies & Materials Preschool 4, Local	9.86	333.26
6411P51 Supplies & Materials Preschool 5, Local		136.36
6411P61 Supplies & Materials Preschool 6, Local	24.99	24.99
Total 6400I00 Supplies- Instruction	**$ 22,059.02**	**$ 41,567.51**
6400S00 Supplies- Support		
6411A11 Supplies- Before/Aftercare,Local	463.07	463.07
6411F14 Food Supplies,Federal	4,706.13	4,706.13
6411G33 Supplies/PAC,State	863.91	863.91
6411S13 Character Ed/Family Support,State	1,790.51	1,790.51
6411S43 Supplies/Outeach,State		75.03
6471003 Food Supplies,State		135.09
Total 6400S00 Supplies- Support	**$ 7,823.62**	**$ 8,033.74**
6400X00 Supplies- Admin		
6411001 Supplies,Local	285.41	285.41
6411X13 Board Supplies and Materials,State	44.50	87.50
6411X23 Admin Office Supplies	130.62	3,441.63
6411X33 Staff Appreciation	1,367.11	1,367.11
Total 6400X00 Supplies- Admin	**$ 1,827.64**	**$ 5,181.65**
6411a001 Accidental CC usage	-118.66	0.00
6411A21 Supplies for After School Activities and Athletics		64.98
6411D11 Other Supplies-Development,Local	276.65	1,414.90
6411i83 Summer School Supplies	163.78	163.78
6411P73 Supplies- Kindergarten 1,State	23.97	23.97
6411P83 Supplies- Kindergarten 2, State	58.20	58.20
6411U33 Supplies-Upper El 3,State	480.07	480.07
6411U63 Supplies Upper EL 6,State	41.83	41.83
6411Y04 Supplies- Institute, Federal	60.96	1,140.96
6412004 Supplies Tech,Federal	16,459.92	16,459.92
Total 6400000 Supplies & Materials	**$ 72,393.67**	**$ 124,543.70**
6624901 Interest- 4209,Local	41,748.02	51,123.02
6624911 Interest-4209 Debt Cost,Local		2,362.01
Unapplied Cash Bill Payment Expenditure	6,750.00	6,750.00
Total Expenses	**$ 1,030,018.66**	**$ 2,001,547.72**
Net Operating Income	**-$ 126,446.23**	**-$ 116,452.66**
Other Expenses		
6999000 Depreciatioin	4,118.88	8,237.76
Total Other Expenses	**$ 4,118.88**	**$ 8,237.76**

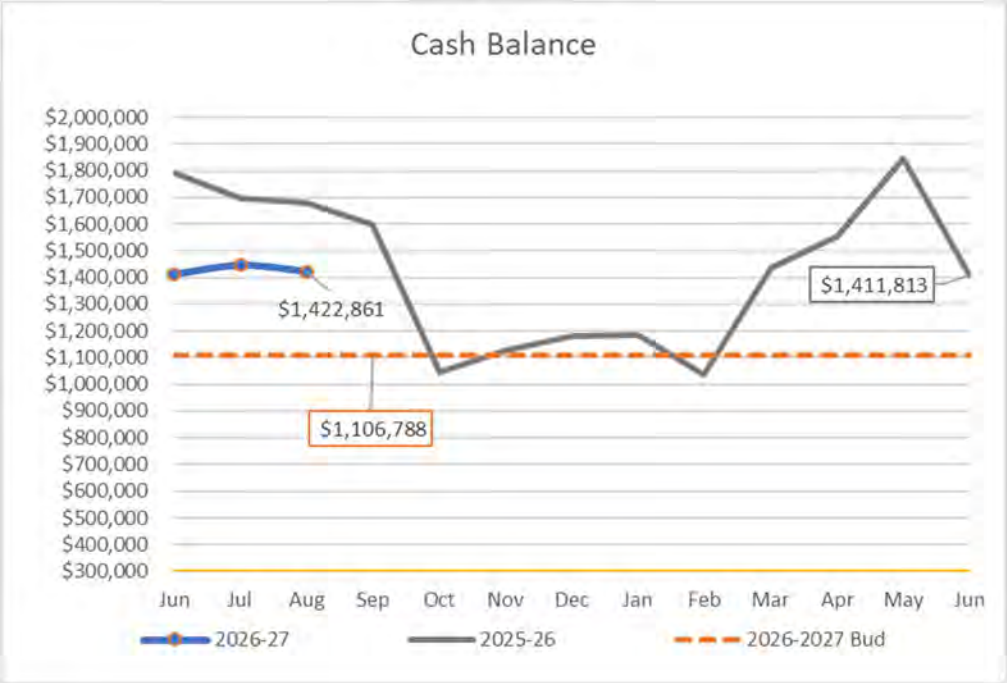
City Garden Montessori Charter School
Statement of Activity
August 2026

	Total	
	Aug 2026	Jul - Aug, 2026 (YTD)
Net Other Income	**-$ 4,118.88**	**-$ 8,237.76**
Net Income	**-$ 130,565.11**	**-$ 124,690.42**

Tuesday, Sep 15, 2026 02:17:01 PM GMT-7 - Cash Basis

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

The period ending August 31, 2026 had a cash balance of $1,422,861. This is an increase of $11,048 from June 30, 2026 and a decrease of $25,056 from July 31, 2026.



Highlights of Financial Statements and Budget:

Revenue:

- State below budget by $43.6, which is timing. We are expecting October payment will include actual 2026-27 estimated enrollment.
- Federal over budget by $133.1K due to:
  - Title reimbursements from 25-26 $31K
  - Food reimbursement from 25-26 $62K
  - Medicaid reimbursement $20.4
- Philanthropy over by $9k due to timing.
- PreK Tuition over budget by $16K due to timing of payments and deposits

Expenses:

- Salary under budget by $120.2K due to open positions and timing of hiring some 12 month roles.
- Benefits under budget by $58K due to open positions and timing of benefit payments.
- Purchase Services under budget by $18.2K due to timing.
- Supplies over by $24.3K due start of classes, timing.
- Facilities under by $29.7K due to timing of maintenance and rent payments.
- Capital/Debt service under budget by $39.4 K due to timing of interest payments.

City Garden Montessori School

Year to Date Enrollment and Attendance

As of 9/15/2026

	2025-2026	2026-2027					
Grade	**Average Daily Membership**	**Seats Accepted***	**Target Enrollment**	**Budget Enrollment (95% of Target)**	**ACTUAL Average Daily Membership**	**ACTUAL Average Daily Attendance**	**Percent In Attendance**
1	76.7	109	94	89	90.0	86.1	96.8%
2	73.5	92	80	76	83.5	80.0	95.1%
3	68.8	76	70	67	72.0	68.4	94.1%
4	72.0	84	74	70	70.2	67.6	97.3%
5	40.5	80	68	65	68.5	65.3	95.0%
6	31.4	51	38	36	42.0	40.3	96.3%
7	34.1	42	37	35	34.1	31.8	92.9%
8	24.0	34	30	29	32.2	30.9	96.3%
K	92.33	93	98	93	85.9	77.2	88.3%
Total Charter	**513.15**	**661**	**589**	**560**	**578.31**	**547.6**	**94.7%**
PS	40.94	37	37	37	33.0	31.2	92.9%
PK	51.37	57	57	57	57.0	52.6	93.1%
Preschool	**92.31**	**94**	**94**	**94**	**90.0**	**83.8**	**93.1%**
All School	**605.46**	**755**	**683**	**654**	**668.3**	**631.4**	**94.5%**
Class Sizes							
Lower Elementary	27.4	34.6	30.5	29.0	30.7	29.3	
Upper Elementary	24.0	35.8	30.0	28.5	30.1	28.9	
Junior High	19.4	25.3	22.3	21.3	22.1	20.9	
K+Preschoo	23.1	23.4	24.0	23.4	22.0	20.1	

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

Impact of Enrollment and Attendance

	Enrollment	Attendance	Total
Charter Actual	578.3	547.6	
Charter Budget	560.0	540.7	
Variance	**18.31**	**6.89**	
$ per	$ 15,358.00	$ 15,358.00	
Estimated Positive Financial impact	**$ 281,204.98**	**$ 105,818.92**	**$ 387,023.90**

Actual and Budget

Revenue				
Source	Actual September 2025	Actual September 2026	Budget 26-27 YTD	Variance to Budget
State	$ 2,083,451	$ 2,227,829	$ 2,208,000	$ 19,829
Federal	28,006	170,115	50,967	119,148
Prop C	203,565	213,845	209,000	4,845
Annual Fund Philanthropy	163,989	53,982	90,000	(36,018)
Restricted/Capital Philanthropy		40,800	40,000	800
Preschool Tuition	106,293	127,147	100,000	27,147
Other	106,520	94,930	85,125	9,805
Total	$ 2,691,823	$ 2,928,649	$ 2,783,092	$ 145,557

Expenses				
Category	Actual September 2025	Actual September 2026	Budget 26-27 YTD	Variance to Budget
Salaries	$ 1,400,972	$ 1,544,088	$ 1,733,222	$ (189,134)
Benefits	459,830	536,366	597,962	(61,596)
Purchased Services	598,288	422,900	423,735	(835)
Supplies	190,271	109,465	72,978	36,488
Occupancy	373,143	324,109	366,874	(42,765)
Capital/Debt Services	154,403	112,314	50,541	61,773
Total	$ 3,176,906	$ 3,049,243	$ 3,245,312	$ (196,070)
Net Income\Loss	$ (485,083)	$ (120,594)	$ (462,220)	$ 341,627

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	$ 9,702,000	$ 9,372,000
Federal	1,125,687	594,421	831,000	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	365,200	380,300
Total Revenue	$ 11,603,432	$ 11,920,457	$ 13,410,225	$ 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	$ 6,941,236	$ 6,988,236
Benefits	1,763,641	2,033,038	2,304,841	2,410,941
Purchased Services	1,843,410	2,205,212	1,932,474	1,685,174
Supplies	469,540	436,053	271,355	243,355
Occupancy	1,261,250	1,287,827	1,398,848	1,398,848
Capital Outlay/Debt Services	609,611	572,999	596,490	596,492
Total Expenses	$ 11,272,308	$ 12,363,772	$ 13,445,245	$ 13,323,046
Net Income\Loss	$ 331,124	$ (443,315)	$ (35,020)	$ (242,821)

Financial Health Check

Category	FY 24-25	FY 25-26	Actual September 2026	Budget FY 26-27
Ending Cash Fund Balance	$ 1,791,648	$ 1,411,813	$ 1,588,865	$ 1,168,992
Cash Days on Hand*	57	41	43	32
State Reimbursement per Comb WADA and WAM	$ 14,699	$ 14,850	$ 14,850	$ 15,075
Revenue per Student*	$ 20,006	$ 19,801	$ 4,397	$ 20,000
Cost per Student*	$ 19,435	$ 20,538	$ 4,578	$ 20,372
Excess/(Deficit) Per Student	$ 571	$ (736)	$ (181)	$ (371)

School Stats

Category	FY 24-25	FY 25-26	September 2026	FY26-27 Budget
Charter School Enrollment	482	511	576	560
Pre-School Enrollment	98	91	90	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*	291	281
Free & Reduced Lunch % - Charter	50%	54%	50.5%	50%
New 2025/2026 - Combined Weighted Average Daily Attendance and Weighted Average Membership	*532.57*	*579.88*	*557.46*	619.53

** Per current Payment

Accountability Plan

Measure	FY 25-26	YTD September 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%	101.8%	100.0%	Yes
Fund Balance >= 10% Unrestricted	11.4%	11.9%	10.0%	Yes

Points to Note- September

Federal due to timing of reimbursements from 25-26 in current year

State due to higher per student amount and timing of 25-26 data uploads in July through October

Wages and benefits due to Open Positions, timing of hiring.

Services due to timing of invoices and payments

Supplies over due to start of year

Enrollment is below target by 13, but above budget by 16

City Garden Montessori Charter School
Statement of Financial Position
As of September 30, 2026

	Total	
	As of Sep 30, 2026	As of Sep 30, 2025 (PY)
ASSETS		
Current Assets		
Bank Accounts		
1000 Cash on Hand	200	200
1113 Simmons Operating 9865	1,229,480	1,236,574
1115 US Bank 1830	1,202	1,352
1118 Simmons-4200 Folsom 9012	4,683	4,695
1120 Simmons- MM 8644	202,662	202,643
1122 Simmons- Junior High 8636	17,275	14,603
1130 USB Blocked Account FBO IFF-3851	1,690	53,790
1149 Edward Jones Investment 0317	131,674	116,458
Total Bank Accounts	**$ 1,588,865**	**$ 1,630,315**
Other Current Assets		
1199 Undeposited Funds	12,615	13,152
1205 Note Receivable	10,408,800	10,408,800
1210 Accrued Interest Receivable	26,022	0
1215 Due to/From 4209 Folsom Owner	1,146	14,399
1216 Due to/From 4209 Folsom Prime Tenant	707	0
1217 Due To/From 4209 Managing Member	214	(118)
1230 Debt Issuance Costs	180,259	180,259
1231 Accumulated Amortization-Debt Issuance Costs	(133,019)	(109,399)
1245 Investment in 4209 Folsom Managing Member, LLC	2,668,639	2,668,639
Total Other Current Assets	**$ 13,165,383**	**$ 13,175,732**
Total Current Assets	**$ 14,754,248**	**$ 14,806,047**
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 Improvments	(362,076)	(316,769)
Total Fixed Assets	**$ 396,678**	**$ 441,986**
TOTAL ASSETS	**$ 15,150,926**	**$ 15,248,033**
LIABILITIES AND EQUITY		
Liabilities		
2155 Ramp Card	(187)	(7,327)
Total Credit Cards	**$ (187)**	**$ (7,503)**
Total 2200 Payroll Clearing	**$ 343,093**	**$ 221,798**
2240 Other Current Liabilities	12,500	12,500
2242 Accrued Rent Payable	0	108,605
2245 Accrued Interest Payable	120,531	178,876
Total Other Current Liabilities	**$ 476,124**	**$ 521,780**
Total Current Liabilities	**$ 475,937**	**$ 514,277**
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	**$ 13,131,510**	**$ 13,169,850**
Equity		
3111 Fund Balance	1,219,946	1,675,923
3119 Fund Balance- 4209 Project	906,191	889,934
Net Income	(106,721)	(487,675)
Total Equity	**$ 2,019,416**	**$ 2,078,183**
TOTAL LIABILITIES AND EQUITY	**$ 15,150,926**	**$ 15,248,033**

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City Garden Montessori
Revenue -Actual vs. Budget
2025-2026
09/30/2026

	September			September YTD			Notes
	Actual	Budget	Variance	Actual	Budget	Variance	
Prop C	73,468	69,667	3,801	213,845	209,000	4,845	
Interest	8,898	8,667	231	26,954	26,000	954	
Student Food Sales	6,973	3,000	3,973	8,283	6,000	2,283	
Student Activity - JRH	-	2,000	(2,000)	-	2,000	(2,000)	
Student Activity-Club/Athletics	-	-	-	-	-	-	
Student Activity-Field Trips	871	13,000	(12,129)	10,747	26,000	(15,253)	
Facility Rental	-	-	-	-	-	-	
Donations	6,617	50,000	(43,383)	53,982	90,000	(36,018)	Timing
Donations-Restricted Capacity	40,800	40,000	800	40,800	40,000	800	
Preschool Tuition	56,027	45,000	11,027	127,147	100,000	27,147	Timing of Tuition payments
After Care Tuition	15,541	13,000	2,541	27,972	13,000	14,972	
Before Care Tuition	4,270	4,800	(530)	6,106	4,800	1,306	
Institute Tuition	-	-	-	-	5,000	(5,000)	
Other	13,403	775	12,628	14,869	2,325	12,544	
Total Local Revenue	**226,868**	**249,909**	**(23,041)**	**530,706**	**524,125**	**6,581**	
State Basic Formula/CTF	**809,447**	746,000	**63,447**	**2,227,829**	**2,208,000**	**19,829**	Timing of DESE updating for current year numbers
Medicaid Admin Billing	-	-	-	45,350	25,000	20,350	
Special Ed Part B	-	-	-	-	-	-	
Special Ed Early Childhood	-	-	-	-	-	-	
Lunch Program	-	11,000	(11,000)	91,747	18,000	73,747	DESE delay in prior year payment
Breakfast Program	-	2,000	(2,000)	1,686	5,800	(4,114)	DESE delay in prior year payment
Snack Program	-	1,000	(1,000)	-	2,167	(2,167)	Timing
Other Federal	-	-	-	-	-	-	
Consolidated Federal Funds	-	-	-	31,331	-	31,331	Prior year payment received current year
Federal Revenue	**-**	**14,000**	**(14,000)**	**170,115**	**50,967**	**119,148**	
Total Revenue	**1,036,316**	**1,009,909**	**26,407**	**2,928,649**	**2,783,092**	**145,557**	

City Garden Montessori School
Wage and FTE Summary
09/30/2026

	2026-2027 Actual Wages	FTE	2026-2027 Budget Wages	Variance Over/(Under) Bud Wages
Lead Guide	$ 369,510	21.0	$ 377,063	$ (7,553)
Assistant Guide	228,414	21.3	217,687	10,727
Other Instruction	195,428	8.0	115,638	79,790
School Support	101,878	11.4	147,951	(46,073)
SPED Instruction	119,291	5.2	101,357	17,934
SPED Support	107,094	6.0	101,057	6,037
Instruction	**$ 1,121,615**	**72.9**	**$ 1,060,753**	**$ 60,862**
Before/After Care	$ 2,097	0.9	$ 5,032	$ (2,935)
Network Admin	192,096	13.0	307,447	(115,351)
School Admin	210,409	11.3	281,463	(71,054)
Summer School	17,870	-	78,527	(60,657)
Total Wages	**$ 1,544,088**	**98.0**	**$ 1,733,222**	**$ (189,134)**
Benefits	536,366		597,962	$ (61,596)
Wages and Benefits	**$ 2,080,454**		**$ 2,331,184**	**$ (250,730)**

City Garden Montessori School

Services- Actual vs. Budget

09/30/2026	Totals			Elementary and Adolecent Education Center			Early Childhood Education Center			4202 Folsom and unallocated		
Cost Center	**Actual**	**Budget**	**Variance**	**Actual**	**Budget**	**Variance**	**Actual**	**Budget**	**Variance**	**Actual**	**Budget**	**Variance**
Instruction												
Elementary Instructioin	62,588.13	62,773.41	(185.28)	27,317.13	48,923.61	(21,606.48)	29,171.60	13,849.80	15,321.80	6,099.40	-	6,099.40
JH Instruction	-	1,806.74	(1,806.74)	-	1,806.74	(1,806.74)	-	-	-	-	-	-
Preschool Instruction	-	-	-	-	-	-	-	-	-	-	-	-
Summer School	200.36	2,423.58	(2,223.22)	163.78	1,567.24	(1,403.46)	-	856.35	(856.35)	36.58	-	36.58
SPED	15,964.69	47,221.16	(31,256.47)	12,309.69	32,245.41	(19,935.72)	3,655.00	14,975.75	(11,320.75)	-	-	-
Reading and other Instruction	-	57.09	(57.09)	-	57.09	(57.09)	-	-	-	-	-	-
Subtotal- Instruction	78,753.18	114,281.98	(35,528.80)	39,790.60	84,600.08	(44,809.48)	32,826.60	29,681.90	3,144.70	6,135.98	-	6,135.98
Student and Family Support												
Principal	166.00	-	166.00	166.00	-	166.00	-	-	-	-	-	-
Student Support	35,245.67	25,888.01	9,357.66	5,509.00	18,074.88	(12,565.88)	499.07	7,813.13	(7,314.06)	29,237.60	-	29,237.60
Nurse	10,220.00	8,018.41	2,201.59	5,250.00	4,943.35	306.65	4,970.00	3,075.06	1,894.94	-	-	-
Parental Support	39.00	1,375.11	(1,336.11)	39.00	750.04	(711.04)	-	625.07	(625.07)	-	-	-
Before/Aftercare	-	3,501.17	(3,501.17)	-	3,000.59	(3,000.59)	-	500.59	(500.59)	-	-	-
Student Activities and Athletics	1,048.05	1,604.48	(556.43)	1,048.05	1,604.48	(556.43)	-	-	-	-	-	-
Transportation	175.00	3,970.03	(3,795.03)	-	2,734.90	(2,734.90)	175.00	1,235.12	(1,060.12)	-	-	-
Food	48,080.00	72,302.26	(24,222.26)	30,320.00	43,040.50	(12,720.50)	17,760.00	29,261.76	(11,501.76)	-	-	-
Subtotal- Student and Family Sup.	94,973.72	116,659.47	(21,685.75)	42,332.05	74,148.75	(31,816.70)	23,404.07	42,510.73	(19,106.66)	29,237.60	-	29,237.60
Admin and Other												
Professsional Development	48,756.87	40,364.94	8,391.93	25,367.44	37,968.31	(12,600.87)	17,507.00	2,396.63	15,110.37	5,882.43	-	5,882.43
Technology	21,299.36	22,835.87	(1,536.51)	16,259.84	15,414.21	845.63	4,500.00	7,421.66	(2,921.66)	539.52	-	539.52
Executive Admin	76,029.81	71,659.30	4,370.51	44.00	-	44.00	-	-	-	75,985.81	71,659.30	4,326.51
Business Office	53,545.79	32,154.39	21,391.40	19.99	-	19.99	-	1,177.24	(1,177.24)	53,525.80	30,977.15	22,548.65
Philanthropy	33,343.56	9,168.35	24,175.21	200.00	-	200.00	-	-	-	33,143.56	9,168.35	23,975.21
Institute	16,198.14	16,611.17	(413.03)	13,551.55	-	13,551.55	-	-	-	2,646.59	16,611.17	(13,964.58)
Subtotal- Admin and Other	249,173.53	192,794.02	56,379.51	55,442.82	53,382.52	2,060.30	22,007.00	10,995.53	11,011.47	171,723.71	128,415.96	43,307.75
Subtotal- Before Building	**422,900.43**	**423,735.47**	**(835.04)**	**137,565.47**	**212,131.35**	**(74,565.88)**	**78,237.67**	**83,188.16**	**(4,950.49)**	**207,097.29**	**128,415.96**	**78,681.33**
Building	249,459.33	292,463.88	(43,004.55)	132,711.46	156,046.44	(23,334.98)	113,673.13	128,281.78	(14,608.65)	3,074.74	8,135.65	(5,060.91)
Total	**672,359.76**	**716,199.35**	**(43,839.59)**	**270,276.93**	**368,177.80**	**(172,466.75)**	**191,910.80**	**211,469.94**	**(24,509.62)**	**210,172.03**	**136,551.62**	**152,301.74**

City Garden Montessori School

Supplies- Actual vs. Budget

09/30/2026	Totals			Elementary and Adolecent Education Center			Early Childhood Education Center			4202 Folsom and unallocated		
Cost Center	**Actual**	**Budget**	**Variance**	**Actual**	**Budget**	**Variance**	**Actual**	**Budget**	**Variance**	**Actual**	**Budget**	**Variance**
Instruction												
Elementary Instruction	35,691.60	22,233.57	13,458.03	20,879.86	17,301.08	3,578.78	14,295.05	4,932.49	9,362.56	516.69	-	516.69
JH Instruction	(605.96)	1,198.47	(1,804.43)	553.75	1,198.47	(644.72)	-	-	-	(1,159.71)	-	(1,159.71)
Preschool Instruction	333.77	578.73	(244.96)	-	-	-	333.77	578.73	(244.96)	-	-	-
Summer School	282.26	-	282.26	282.26	-	282.26	-	-	-	-	-	-
SPED	1,944.69	533.23	1,411.46	1,944.69	352.62	1,592.07	-	180.61	(180.61)	-	-	-
Reading and other Instruction	11.87	331.85	(319.98)	11.87	331.85	(319.98)	-	-	-	-	-	-
Subtotal- Instruction	37,658.23	24,875.85	12,782.38	23,672.43	19,184.02	4,488.41	14,628.82	5,691.83	8,936.99	(643.02)	-	(643.02)
Student and Family Support												
Principal	8,975.31	-	8,975.31	8,554.27	-	8,554.27	421.04	-	421.04	-	-	-
Student Support	4,198.16	150.51	4,047.65	1,794.25	150.51	1,643.74	827.50	-	827.50	1,576.41	-	1,576.41
Nurse	661.33	440.78	220.55	661.33	293.85	367.48	-	146.93	(146.93)	-	-	-
Parental Support	1,017.96	449.76	568.20	1,017.96	449.70	568.26	-	0.07	(0.07)	-	-	-
Before/Aftercare	4,025.20	5,570.88	(1,545.68)	3,942.39	5,423.24	(1,480.85)	82.81	147.64	(64.83)	-	-	-
Student Activities and Athletics	1,052.09	1,735.00	(682.91)	1,052.09	1,735.00	(682.91)	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-	-	-	-
Food	6,575.25	4,555.65	2,019.60	4,483.37	3,324.94	1,158.43	1,970.76	1,230.71	740.05	121.12	-	121.12
Subtotal- Student and Family Sup.	26,505.30	12,902.58	13,602.72	21,505.66	11,377.24	10,128.42	3,302.11	1,525.34	1,776.77	1,697.53	-	1,697.53
Admin and Other												
Professsional Development	1,514.78	60.20	1,454.58	82.01	36.72	45.29	-	23.48	(23.48)	1,432.77	-	1,432.77
Technology	22,587.85	18,326.96	4,260.89	20,587.85	-	20,587.85	2,000.00	-	2,000.00	-	18,326.96	(18,326.96)
Executive Admin	3,952.42	6,555.88	(2,603.46)	-	-	-	-	-	-	3,952.42	6,555.88	(2,603.46)
Business Office	2,749.18	150.51	2,598.67	(118.66)	-	(118.66)	-	-	-	2,867.84	150.51	2,717.33
Philanthropy	10,355.35	6,622.40	3,732.95	20.00	-	20.00	-	-	-	10,335.35	6,622.40	3,712.95
Institute	4,142.35	3,483.55	658.80	1,140.96	-	1,140.96	-	-	-	3,001.39	3,483.55	(482.16)
Subtotal- Admin and Other	45,301.93	35,199.50	10,102.43	21,712.16	36.72	21,675.44	2,000.00	23.48	1,976.52	21,589.77	35,139.30	(13,549.53)
Subtotal- Before Building	**109,465.46**	**72,977.94**	**36,487.52**	**66,890.25**	**30,597.99**	**36,292.26**	**19,930.93**	**7,240.65**	**12,690.28**	**22,644.28**	**35,139.30**	**(12,495.02)**
Building	74,650.03	74,410.60	239.43	45,240.42	45,982.68	(742.26)	27,983.55	25,849.42	2,134.13	1,426.06	2,578.50	(1,152.44)
Total	**184,115.49**	**147,388.53**	**36,726.96**	**112,130.67**	**76,580.67**	**35,550.00**	**47,914.48**	**33,090.07**	**14,824.41**	**24,070.34**	**37,717.79**	**(13,647.45)**

City Garden Montessori School

Facilities- Actual vs. Budget

09/30/2026	Totals			Elementary and Adolecent Education Center			Early Childhood Education Center			4202 Folsom and unallocated		
	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
Supplies												
Building Supplies	25,683.14	19,978.56	5,704.58	16,669.78	10,800.28	5,869.50	8,803.99	8,499.73	304.26	209.37	678.55	(469.18)
Electric	48,610.79	51,487.08	(2,876.29)	28,377.56	34,345.09	(5,967.53)	19,179.56	15,827.30	3,352.26	1,053.67	1,314.69	(261.02)
Natural Gas	356.10	2,944.96	(2,588.86)	193.08	837.32	(644.24)	-	1,522.39	(1,522.39)	163.02	585.25	(422.23)
Subtotal- Supplies	74,650.03	74,410.60	239.43	45,240.42	45,982.68	(742.26)	27,983.55	25,849.42	2,134.13	1,426.06	2,578.50	(1,152.44)
Rent and Services												
Rent	159,682.80	167,649.41	(7,966.61)	81,202.00	80,875.00	327.00	78,480.80	86,774.41	(8,293.61)	-	-	-
Cleaning Services	32,039.25	39,474.73	(7,435.48)	25,721.25	24,406.81	1,314.44	8,583.00	13,937.00	(5,354.00)	(2,265.00)	1,130.92	(3,395.92)
Maintenance	39,462.96	29,785.08	9,677.88	15,541.45	20,640.02	(5,098.57)	21,099.51	8,296.87	12,802.64	2,822.00	848.19	1,973.81
Trash	6,205.09	3,703.76	2,501.33	3,280.17	1,555.02	1,725.16	2,681.82	1,866.02	815.80	243.10	282.73	(39.63)
Other Property Services	8,484.23	7,237.17	1,247.06	5,650.99	4,140.90	1,510.09	2,328.00	1,965.35	362.65	505.24	1,130.92	(625.68)
Property Insurance	-	31,655.99	(31,655.99)	-	23,015.04	(23,015.04)	-	5,764.07	(5,764.07)	-	2,876.88	(2,876.88)
Communications	3,585.00	5,991.70	(2,406.70)	1,315.60	1,413.65	(98.05)	500.00	2,881.67	(2,381.67)	1,769.40	1,696.38	73.02
Property Taxes	-	6,966.03	(6,966.03)	-	-	-	-	6,796.39	(6,796.39)	-	169.64	(169.64)
Subtotal- Rent and Services	249,459.33	292,463.88	(43,004.55)	132,711.46	156,046.44	(23,334.98)	113,673.13	128,281.78	(14,608.65)	3,074.74	8,135.65	(5,060.91)
Captial and Debt Service												
Capital Spending	3,600.00	-	3,600.00	-	-	-	-	-	-	3,600.00	-	3,600.00
Interest- Cash	92,871.04	128,822.56	(35,951.52)	92,871.04	128,822.56	(35,951.52)	-	-	-	-	-	-
Interest- Amortization of Debt Cost	2,362.01	7,800.00	(5,437.99)	2,362.01	7,800.00	(5,437.99)	-	-	-	-	-	-
Depreciation	8,237.76	12,501.00	(4,263.24)	-	-	-	6,940.60	2,499.00	4,441.60	1,297.16	10,002.00	(8,704.84)
Subtotal- Captial and Debt Service	107,070.81	149,123.56	(42,052.75)	95,233.05	136,622.56	(41,389.51)	6,940.60	2,499.00	4,441.60	4,897.16	10,002.00	(5,104.84)
Total	**431,180.17**	**515,998.03**	**(84,817.86)**	**273,184.93**	**338,651.68**	**(65,466.75)**	**148,597.28**	**156,630.20**	**(8,032.92)**	**9,397.96**	**20,716.15**	**(11,318.19)**

City Garden Montessori Charter School
Statement of Activity
September 2026

	Total	
	Sep 2026	Jul - Sep, 2026 (YTD)
Income		
5100001 Local Revenue		
5113001 Prop C,Local	73,468.07	213,845.45
5141001 Interest,Local	223.54	931.86
5141901 Interest-4209 Project,Local	8,674.00	26,022.00
5180001 Tuition-Pre K, Before/After Care		
5181011 After School Care,Local	15,541.35	27,971.77
5181021 Before School Care,Local	4,269.80	6,105.93
5182P01 Preschool Tuition,Local	57,566.30	124,443.15
5182P21 Preschool Tuition- Deposit,Local	455.00	6,626.86
Total 5180001 Tuition-Pre K, Before/After Care	**$ 77,832.45**	**$ 165,147.71**
5192011 Donations,Local Annual Fund	6,616.70	53,982.40
5192901 Donations-Restricted,Local	40,800.00	40,800.00
5198901 Other Income-Local	1,617.36	2,556.18
5151001 Student Food Sales,Local	6,973.15	8,282.50
5179001 Activity Fees ,Local	870.92	10,747.34
5188001 Facility Rental,Local	100.00	200.00
5198001 Other,Local	11,933.38	12,495.51
5198091 Misc Rev-Returned Check,Local	-247.25	-382.61
Total 5198901 Other Income-Local	**$ 21,247.56**	**$ 33,898.92**
Total 5100001 Local Revenue	**$ 228,862.32**	**$ 534,628.34**
5300003 State Revenue		
5311003 Basic Formula,State	787,060.00	2,165,205.00
5319003 Classroom Trust,State	22,387.46	62,623.73
Total 5300003 State Revenue	**$ 809,447.46**	**$ 2,227,828.73**
5400004 Federal Revenue		
5412004 Medicaid Revenue,Federal		45,350.23
5445004 Lunch Program,Fed		91,747.48
5446004 Breakfast Program,Federal		1,686.30
5451004 Title I - Revenue,Federal		26,891.00
5461004 Title IV Revenue,Federal		1,885.12
5465004 Title II - Revenue, Federal		2,554.75
5497014 Federal Charter School Expansion	8,630.00	8,630.00
Total 5400004 Federal Revenue	**$ 8,630.00**	**$ 178,744.88**
Unapplied Cash Payment Revenue	-1,994.15	-3,922.57
Total Income	**$ 1,044,945.63**	**$ 2,937,279.38**
Gross Profit	**$ 1,044,945.63**	**$ 2,937,279.38**
Expenses		
6100000 Salaries		
6110000 Certified Salaries		
6111001 FT Cert Salaries,Local	20,400.00	58,725.34
6111003 Full-Time Certified Salaries,State	222,080.66	613,749.50
6121003 Part-Time Certified Salaries,State	3,503.00	55,912.95
Total 6110000 Certified Salaries	**$ 245,983.66**	**$ 728,387.79**
6150000 Classified Salaries		

City Garden Montessori Charter School
Statement of Activity
September 2026

	Total	
	Sep 2026	Jul - Sep, 2026 (YTD)
6151001 Classified Salaries,Local	25,955.61	67,460.20
6151003 Full-Time Classified Salaries,State	218,789.52	666,936.52
6161003 Part-time Classified Salaries,State	18,870.45	81,303.38
Total 6150000 Classified Salaries	**$ 263,615.58**	**$ 815,700.10**
Total 6100000 Salaries	**$ 509,599.24**	**$ 1,544,087.89**
6200000 Employee Benefits		
6211001 Retirment- Teachers Local	3,259.62	9,439.60
6211003 Teachers' Retirement,State	34,467.15	94,351.99
6221001 Employee Benefits;Non Teaher Retirment, Local	4,051.48	10,819.38
6221003 Non-Teacher Retirement,State	32,487.66	103,095.29
6231001 Social Security,Local	2,951.94	8,486.68
6231003 Social Security,State	28,342.94	86,285.61
6232001 Medicare,Local	690.38	1,984.80
6232003 Medicare, State	6,628.59	20,179.70
6241001 Employee Insurance,Local	8,474.00	22,881.24
6241003 Employee Insurance,State	56,271.20	164,201.89
6241103 Employee Insurance-ded. Reimb Plan,State	290.50	3,881.46
6241T03 Employee Insurance- Term Empl,State	-689.64	-3,448.20
6261003 Workers' Compensation,State	4,525.00	13,575.00
6271003 Unemployment Compensation,State		631.62
Total 6200000 Employee Benefits	**$ 181,750.82**	**$ 536,366.06**
6300000 Purchased Services		
6300B00 Purchase Service- Facilities		
6331003 Cleaning Services-State	-2,565.00	32,039.25
6332003 Repairs & Maintenance,State	672.00	3,181.44
6332B33 Other Repairs & Maintenance,State	4,633.31	11,122.14
Total 6332003 Repairs & Maintenance,State	**$ 5,305.31**	**$ 14,303.58**
6332B13 Building Maintenance,State	689.49	25,159.38
6333003 Rent-Buildling,State	31,628.00	159,848.80
6339003 Other Property Services,State		
6334003 Rental Equipment,State	2,844.90	4,680.84
6336003 Trash Removal,State	1,783.59	6,205.09
6339B13 Extermination,State	386.67	1,428.57
6339B23 Security,State	669.00	1,388.00
6339B43 Water/Sewer	2,134.55	5,667.66
Total 6339003 Other Property Services,State	**$ 7,818.71**	**$ 19,370.16**
Total 6300B00 Purchase Service- Facilities	**$ 42,876.51**	**$ 250,721.17**
6300D00 Purchase Services- Development		
6319D11 Other Development Consulting/Design	3,500.00	10,500.00
6319D21 Development Consulting	6,738.75	18,658.75
6319D41 Website/Online Resources		1,596.00
6395001 Special Events,Local	2,480.85	2,480.85
6395DG1 Bloomarang, CC fees	290.15	1,342.88
Total 6395001 Special Events,Local	**$ 2,771.00**	**$ 3,823.73**
Total 6300D00 Purchase Services- Development	**$ 13,009.75**	**$ 34,578.48**

City Garden Montessori Charter School
Statement of Activity
September 2026

	Total	
	Sep 2026	Jul - Sep, 2026 (YTD)
6300I00 Purchase Services- Instruction		
6311003 Professional Services,State		10,695.00
6311004 Purchased Services,Federal		5,150.00
6311I23 Fab Fridays,State		6,375.00
6311I53 Substitutes,State	29,677.46	49,608.89
6311I63 Summer School-State		163.78
Total 6300I00 Purchase Services- Instruction	**$ 29,677.46**	**$ 71,992.67**
6300S00 Prof. Services- Support		
6319S13 Student Information Systems		15,811.42
6341S14 McKinney-Vento Student Transportation,Federal	84.00	84.00
6391F14 Food Service,Federal	21,690.00	47,915.00
Total 6300S00 Prof. Services- Support	**$ 21,774.00**	**$ 63,810.42**
6300T00 Purchase Services- Training		
6312T13 Montessori Training,State	8,118.74	26,395.41
6312T23 Common Core Training,State		17,635.55
6312T33 Administrative Staff PD,State		275.89
Total 6300T00 Purchase Services- Training	**$ 8,118.74**	**$ 44,306.85**
6300X00 Purchase Services- Admin		
6317003 Legal,State	145.00	9,274.00
6319003 Other Professional Services,State	44,705.00	99,222.59
6352003 Liability Insurance,State	14,557.87	26,818.61
6361003 Communication,State	1,452.64	4,285.00
6371003 Dues & Memberships,State	15.55	3,355.34
6391003 Other Purchased Services,State	15,468.22	29,882.46
6392003 Admin Fees,State	1,429.23	2,947.03
Total 6300X00 Purchase Services- Admin	**$ 77,773.51**	**$ 175,785.03**
6312T43 Missouri Certification Training and Course Work	234.01	3,197.03
6319E03 Online other services	999.70	2,584.29
6341003 Transportation- Other Student, State	524.00	524.00
6341M03 Transportaion- McKinney-Vento,State	114.00	114.00
6343001 Travel,Local	85.40	1,466.38
6362E03 Advertising- Employee Recruitment	815.94	3,351.74
6362S03 Advertising for Student Recruitment		213.96
6371Y04 Dues and Membership Fees,Federal	108.86	108.86
6391004 Professional Services, Federal		1,860.70
6391A13 Payroll Service Fee Heartland	5,756.90	11,481.37
6391Y004 Consulting Fees, Federal		6,262.81
Total 6300000 Purchased Services	**$ 201,868.78**	**$ 672,359.76**
6400000 Supplies & Materials		
6400B00 Supplies- Facilities		
6411B13 Building Supplies,State	8,192.33	25,570.74
6412003 Supplies- Tech Related,State		500.00
6481003 Electirc,State	16,933.11	48,610.79
6483003 Gas,State		356.10
Total 6400B00 Supplies- Facilities	**$ 25,125.44**	**$ 75,037.63**

City Garden Montessori Charter School
Statement of Activity
September 2026

	Total	
	Sep 2026	Jul - Sep, 2026 (YTD)
6400I00 Supplies- Instruction		
6411003 General Supplies,State	4,420.65	15,068.98
6411i13F Food and Drink- Staff- Prin. Discretion	2,017.15	6,978.45
6411I33 Outdoor Ed/Stem Supplies,State		407.78
6411J13 Supplies-JH 1,State	23.29	71.29
6411J23 Supplies-JH 2,State	23.29	215.08
6411L23 Supplies-Lower El 2,State		204.10
6411L33 Supplies-Lower El 3,State		130.92
6411L83 Supplies-Lower EL 8, State		29.20
6411P33 Supplies-Primary 3,State	256.14	256.14
Total 6411003 General Supplies,State	**$ 6,740.52**	**$ 23,361.94**
6411I13 Instruction Supplies, State	573.11	8,310.77
6411I23 Physical Ed Supplies,State		54.86
6411i63 Supplies-Art,State	82.89	790.95
6411I93 General Office	3,058.23	7,922.71
6411i93F Staff Food and Beverage-BOM	4,077.03	11,684.91
6411IR3 Curriculumn, Furniture and Fixtures	3,333.54	5,271.23
6411J33 Supplies JH3	23.29	215.08
6411JS3 JH School Store, State		-653.96
6411P21 Supplies & Materials Preschool 2,Local		321.91
6411P41 Supplies & Materials Preschool 4, Local	-161.59	171.67
6411P51 Supplies & Materials Preschool 5, Local		136.36
6411P61 Supplies & Materials Preschool 6, Local	591.61	616.60
Total 6400I00 Supplies- Instruction	**$ 18,318.63**	**$ 58,205.03**
6400S00 Supplies- Support		
6411A11 Supplies- Before/Aftercare,Local	37.99	501.06
6411F14 Food Supplies,Federal	885.34	5,591.47
6411G33 Supplies/PAC,State		863.91
6411S13 Character Ed/Family Support,State	518.01	2,308.52
6411S23 Supplies FSC materials and supplies	830.01	830.01
6411S43 Supplies/Outeach,State	1,138.65	1,213.68
6471003 Food Supplies,State	848.69	983.78
Total 6400S00 Supplies- Support	**$ 4,258.69**	**$ 12,292.43**
6400X00 Supplies- Admin		
6411001 Supplies,Local	6,934.05	7,219.46
6411X13 Board Supplies and Materials,State	62.50	150.00
6411X23 Admin Office Supplies	36.49	3,478.12
6411X33 Staff Appreciation	230.76	1,597.87
Total 6400X00 Supplies- Admin	**$ 7,263.80**	**$ 12,445.45**
6411a001 Accidental CC usage	311.16	311.16
6411A21 Supplies for After School Activities and Athletics		64.98
6411D11 Other Supplies-Development,Local	4,863.49	6,278.39
6411i83 Summer School Supplies	118.48	282.26
6411L73 Supplies-Lower EL 7,State		212.39
6411P73 Supplies- Kindergarten 1,State	49.54	73.51

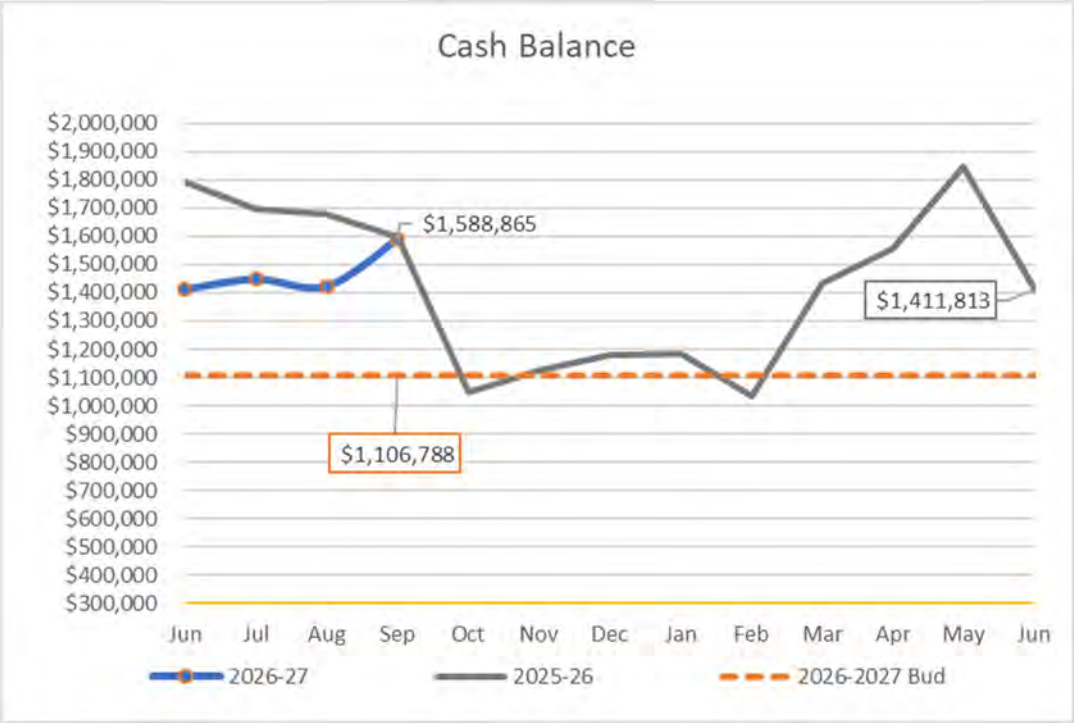
City Garden Montessori Charter School
Statement of Activity
September 2026

	Total	
	Sep 2026	Jul - Sep, 2026 (YTD)
6411P83 Supplies- Kindergarten 2, State	197.09	255.29
6411U13 Supplies Upper EL 1,State		281.03
6411U33 Supplies-Upper El 3,State		508.05
6411U53 Supplies Upper El 5,State	225.18	225.18
6411U63 Supplies Upper EL 6,State		41.83
6411Y04 Supplies- Institute, Federal		1,140.96
6412004 Supplies Tech,Federal		16,459.92
Total 6400000 Supplies & Materials	**$ 60,731.50**	**$ 184,115.49**
6500000 Capital Outlay		
6521091 Capital Outlay- 4209 Building, Local	3,600.00	3,600.00
Total 6500000 Capital Outlay	**$ 3,600.00**	**$ 3,600.00**
6624901 Interest- 4209,Local	41,748.02	92,871.04
6624911 Interest-4209 Debt Cost,Local	2,362.01	7,086.03
Unapplied Cash Bill Payment Expenditure	0.00	0.00
Total Expenses	**$ 1,001,660.37**	**$ 3,040,486.27**
Net Operating Income	**$ 43,285.26**	**-$ 103,206.89**
Other Expenses		
6999000 Depreciatioin	4,118.88	12,356.64
Total Other Expenses	**$ 4,118.88**	**$ 12,356.64**
Net Other Income	**-$ 4,118.88**	**-$ 12,356.64**
Net Income	**$ 39,166.38**	**-$ 115,563.53**

Thursday, Oct 08, 2026 11:03:24 AM GMT-7 - Cash Basis

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

The period ending September 30, 2026 had a cash balance of $1,588,865. This is an increase of $177,052 from June 30, 2026 and an increase of $166,004 from August 31, 2026.



Highlights of Financial Statements and Budget:

Revenue:

- State above budget by $19.8K, which is perm. We are expecting October or November payment will include actual 2026-27 estimated enrollment and the per student amount to be higher than budget.
- Federal over budget by $119.1K due to:
  - Title reimbursements from 25-26 $31K
  - Food reimbursement from 25-26 $62K
  - Medicaid reimbursement $20.4
- Philanthropy under by $35.2k due to timing.
- PreK Tuition over budget by $27.1K due to timing of payments and deposits

Expenses:

- Salary under budget by $189.1K due to open positions and timing of hiring some 12 month roles.
- Benefits under budget by $69.6K due to open positions and timing of benefit payments.
- Purchase Services under budget by $0.8K due to timing.
- Supplies over by $36.5K due start of classes, timing.
- Facilities under by $43.0K due to timing of maintenance and rent payments.
- Capital/Debt service under budget by $42.1 K due to timing of interest payments.

City Garden Montessori School

Year to Date Enrollment and Attendance

As of 10/07/2026

	2025-2026	2026-2027					
Grade	**Average Daily Membership**	**Seats Accepted***	**Target Enrollment**	**Budget Enrollment (95% of Target)**	**ACTUAL Average Daily Membership**	**ACTUAL Average Daily Attendance**	**Percent In Attendance**
1	76.7	109	94	89	89.6	85.2	96.8%
2	73.5	92	80	76	83.3	79.6	95.1%
3	68.8	76	70	67	72.0	69.0	94.1%
4	72.0	84	74	70	70.1	67.3	97.3%
5	40.5	80	68	65	68.3	64.6	95.0%
6	31.4	51	38	36	41.7	40.1	96.3%
7	34.1	42	37	35	33.7	31.6	92.9%
8	24.0	34	30	29	32.1	30.9	96.3%
K	92.33	93	98	93	85.5	75.5	88.3%
Total Charter	**513.15**	**661**	**589**	**560**	**576.25**	**544.0**	**94.4%**
PS	40.94	37	37	37	32.9	30.7	92.9%
PK	51.37	57	57	57	58.0	52.2	93.1%
Preschool	**92.31**	**94**	**94**	**94**	**90.9**	**82.9**	**91.2%**
All School	**605.46**	**755**	**683**	**654**	**667.1**	**626.9**	**94.0%**
Class Sizes							
Lower Elementary	27.4	34.6	30.5	29.0	30.6	29.2	
Upper Elementary	24.0	35.8	30.0	28.5	30.0	28.7	
Junior High	19.4	25.3	22.3	21.3	21.9	20.8	
K+Preschoo	23.1	23.4	24.0	23.4	22.1	19.8	

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

Impact of Enrollment and Attendance

	Enrollment	Attendance	Total
Charter Actual	576.3	544.0	
Charter Budget	560.0	538.8	
Variance	**16.25**	**5.20**	
$ per	$ 15,358.00	$ 15,358.00	
Estimated Positive Financial impact	**$ 249,567.50**	**$ 79,804.01**	**$ 329,371.51**

APPROVED

City Garden Montessori School

Minutes

Rescheduled September Finance Committee Meeting

Date and Time
Friday October 2, 2026 at 1:00 PM

Via Zoom

Join Zoom Meeting
https://us02web.zoom.us/j/84046645775

Meeting ID: 840 4664 5775
One tap mobile
+16468769923,,89946928327# US (New York)
+1312 626 6799,,89946928327# US

Dial by your location
+1 646 876 9923 US (New York)
+1 312 626 6799 US (Chicago)

Meeting ID: 840 4664 5775

Committee Members Present
A. DeZego, B. Huebner, B. Kling, J. Schier (remote), M. Chlebowski, S. Deuanephenh

Committee Members Absent
None

Guests Present
C. Huck, D. Blank, T. Whitlock

I. Opening Items

A. Record Attendance and Guests

B.

Call the Meeting to Order

B. Huebner called a meeting of the Finance Committee of City Garden Montessori School to order on Friday Oct 2, 2026 at 1:07 PM.

C. Land Acknowledgement

II. Action Items

A. Approve Minutes from the August Finance Committee Meeting

M. Chlebowski made a motion to approve the minutes from August 2026 Finance Committee Meeting on 08-28-26.
S. Deuanephenh seconded the motion.
The committee **VOTED** unanimously to approve the motion.

B. Review and Approve September Financials, Bank Statements and Credit Card

- State revenue is behind due to timing.
- 2026-27 enrollment has not been updated by the state yet, this should happen in later October after our data submission, and the November payment will reflect this.
- Federal revenue is over budget due to timing. Some Title and Food Program funding came in late and hit this fiscal year.
- Under budget on salary due to open positions.

B. Kling made a motion to Approve September Financials, Bank Statements and Credit Card.
S. Deuanephenh seconded the motion.
The committee **VOTED** unanimously to approve the motion.

C. Review and Approve - Contracts over $10,000

- David shared a list that included everyrthing previously approved by the board as well as new possible contracts. Much of this was development consulting work, and classroom materials.

M. Chlebowski made a motion to Approve all New Contracts of over $10,000.
B. Kling seconded the motion.
The committee **VOTED** unanimously to approve the motion.

III. Information Items

A. School and Board Update

- We are coming to the end of the first quarter.

- The board and Executive Leadership have set ambitious academic goals. Leadership is putting stronger structure and systems in place to support these goals. Tutoring for math and language arts started in the last week.
- Ambitious fundraising goals have been set for 2026-27 as well. There is a new Fundraising Committee headed by board member Mia Howard.
- A breakfast in November is planned for top donors and potential new donors.

B. 2025-26 Fundraising Report

C. Strategic Plan Updates

- We have entered the implementation portion of the strategic plan.
- One of the metrics of the strategic plan is to increase our cash-on-hand over the next several years with the goal being 60 days by 2029.

D. Finance Committee charter and 2026-27 goals

The goals for the year:

- Financial Oversite- what metrics should we be using?
- How do we maintain and grow our sustainability
- Advance long-term facilites planning and readiness

E. Tower Grove facility planning and progress

- City Garden has contracted with a consultant regarding the lease and possible purchase of 1618 Tower Grove Ave.
- The current landloard sent a lease extention, David will be meeting with an appraiser to come up with a counter offer.

IV. Upcoming Meetings and Events

A. 2026-27 Finance Committee Meetings

11/20 1pm
1/15 1pm
2/19 or 2/26 1pm - need confirmation from David
3/19 1pm
4/16 1pm
5/21 1pm
6/18 1pm

V. Closing Items

A.

Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 2:00 PM.

Respectfully Submitted,
T. Whitlock

DRAFT

City Garden Montessori School

Minutes

October Finance Committee Meeting

Date and Time
Friday October 16, 2026 at 1:00 PM

Via Zoom

Join Zoom Meeting
https://us02web.zoom.us/j/84046645775

Meeting ID: 840 4664 5775
One tap mobile
+16468769923,,89946928327# US (New York)
+1312 626 6799,,89946928327# US

Dial by your location
+1 646 876 9923 US (New York)
+1 312 626 6799 US (Chicago)

Meeting ID: 840 4664 5775

Committee Members Present
A. DeZego (remote), B. Huebner (remote), J. Schier, M. Chlebowski (remote), S. Deuanephenh (remote)

Committee Members Absent
B. Kling

Guests Present
C. Huck, D. Blank (remote), Kayla Dunn (remote), T. Whitlock (remote)

I. Opening Items

A.

Record Attendance and Guests

B. Call the Meeting to Order

B. Huebner called a meeting of the Finance Committee of City Garden Montessori School to order on Friday Oct 16, 2026 at 1:02 PM.

C. Land Acknowledgement

II. Action Items

A. Approve Minutes from the September (October 2) Finance Committee Meeting

S. Deuanephenh made a motion to approve the minutes from Rescheduled September Finance Committee Meeting on 10-02-26.
A. DeZego seconded the motion.
The committee **VOTED** unanimously to approve the motion.

B. Review and Approve September Financials, Bank Statements and Credit Card

- Cash balance is healthy but retirement payment is a bit behind so this is a timing issue, these funds will be pulling out in October
- Just submitted Oct data yesterday, and once that was completed, David was able to get a new per student estimate for the 2026-27 year. The number is what about what was expected, and that will drive a significant state payment in Nov
- The SPED budget has been approved and we will be able to begin to draw the funding now
- Title budget and plan has a few small corrections tp make, but once that is finisihed we can start drawing the funds
- Enrollment is still above budget but below target
- Attendance is tracking above budget but flu season etc is starting to hit the buildings

Policy may need to be udpated due to the new check cutting proceedure in Ramp and the fact that an above $5k check can be relaeased until Christie approved first, then David

Add a report from Ramp that shows checks that have been cut but not cashed.
M. Chlebowski made a motion to Approve September Financials, Bank Statements and Credit Card.
S. Deuanephenh seconded the motion.
The committee **VOTED** unanimously to approve the motion.

C. Review and Approve - Contracts over $10,000

III. Information Items

A.

School and Board Update

- Chief of Learning is led the first Whole Child Success Committee. It was the fi first big data update and updated committee on strategies.
- Digging into implementation mode of the stragegic plan

B. 2025-26 Fundraising Report

- We will be a recipient of a new 10K grant from Reginal Arts Foundation

C. Strategic Plan Updates

D. Finance Committee charter and 2026-27 goals

- Key priority that needs to be refined is the (TIff figure this out)

E. Tower Grove facility planning and progress

- Board update on facilites acqusition will be happending next Friday (10/23) finaance committee has been invcited. It is a closed session.
- There is a new market tax credit that we are exploring, it could be for facility or expences. There are a still a lot of unknows about this tax credit, but Christie and David will fill in the committee once they know more
- An appraiser has been engaged, they had a few questions that David recently answered so we should have some answers soon

IV. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 1:35 PM.

Respectfully Submitted,
T. Whitlock

Coversheet

Approve Contracts over $10,000

Section: II. Action Items
Item: C. Approve Contracts over $10,000
Purpose: Vote
Submitted by:
Related Material: Contracts over 10K Budget plus forecast 10.1.2026.pdf

City Garden Montessori School
Expenditures over $10,000
As of 10/1/2026

Vendor	Category	Description	Estimate	12 months Ending 6/30/2026	Contract End Date	Notes
Adjustments to Budget						
SHC- Speech	Sped	Adding a Speech therapist due to caseload	$ 64,000	N/A	Month to month	Due to caseload increase and change in SLU covarage
TBD- Development Consulting	Administration	Using consultants due to not filling Director of Development position	$ 154,500	N/A	6/30/2027	Cost is offset by less wages and benefits of open positions
Employee	Instruction/Professional Development	Montessori Coach EAEC- This is the Salary plus benefit impact to 26-27. Annualized Salary plus benefits is $100,000	$ 71,000	N/A	N/A	Position is to provide additional support for EAEC Lead Guides in achieving academic goals. This is offset by lower than expected EE benefit costs of approx $100K
TBD- Facilities Consulting	Building	Consulting to help with Lease renewal/purchase	$ 10,000	N/A	6/30/2026	Not budgeted- Offset by increased revenue from higher than budgeted enrollment
TBD- Montessori and cuuriculumn materials	Academic	To replace damaged or missing classroom materials and provide cuuriculumn as needed	$ 36,000		N/A	Not budgeted- Offset by increased revenue from higher than budgeted enrollment

City Garden Montessori School
Expenditures over $10,000
6/30/2026

Vendor	Category	Description	Estimate	12 months Ending 6/30/2026	Contract End Date	Notes
Budgeted						
Cigna Medical	Employee Benefits	New Medical Insurance carrier	$ 750,000	$ 691,200	9/1/2027	
Public School Retirement System of the Ci	Employee Benefits	Retirement	$ 720,000	$ 737,272	N/A	Was UHC Employer Amount
1618 Tower Grove Master Landlord LLC	Building	Rent on 1618	$ 380,000	$ 378,185	6/30/2027	Employer Amount
Propel Kitchens	Food Service	Student Lunch, Breakfast and Snack	$ 310,000	$ 309,592	6/30/2027	
Flexible Educators	Academic	Substitutes	$ 200,000	$ 431,486	Month to Month	
Ameren Missouri- all campus'	Building	Electric	$ 120,000	$ 117,845	N/A	
goINET, Inc.	IT Support	IT Support	$ 120,000	$ 130,151	6/30/2027	
Wright Specialty Premium Trust	Building/Admin	Buidling and Liability Insurance	$ 100,000	$ 78,390	3/15/2027	
KBGetitDone	Building	Cleaning at 4209	$ 81,000	$ 60,500	Month to Month	
Cintas	Building	Supplies Paper towels, trashbags etc	$ 60,000	$ 58,686	Month to Month	
Saint Louis University Dept. of Speech, Language, &	Special Education	Speech Services	$ 60,000	$ 54,540	Not signed yet	
Buildingstars Operations, Inc.	Building	Cleaning at 1618	$ 60,000	$ 92,442	6/30/2027	
Heffernan Insurance Broker	Building/Admin	Building and Liability Insurance	$ 50,000	$ 49,801	3/15/2027	
Public Montessori in Action	Professional Development	Academic Training	$ 50,000	$ 31,000	6/30/2027	
CTL Corporation	IT Support	Chromebooks and other hardware	$ 40,000	$ 33,850	N/A	
Anthony Beasley	Administration	HR Consultant	$ 40,000	$ 68,728	Month to Month	
Pamela Erker	Special Education	Psyc Evaluator	$ 39,000	$ 38,510	Month to Month	
Cigna Dental	Employee Benefits	New Dental Insurance Carrier	$ 37,000	$ 35,000	9/1/2027	Was Guardian
Curriculum Associates	Academic	I-Ready Instruction and Assessment	$ 37,000	$ 37,022	6/30/2027	
EZP Fundraising Consulting	Administration	Philanthropy Consutling	$ 36,000	$ 8,000	Month to Month	
Tueth, Keeney, Cooper, Mohan & Jackstadt	Administration	Legal	$ 32,000	$ 23,287	Month to Month	
Kaemmerlen Facility Solutions	Building	Repair and Mainatnace, mainly HVAC	$ 30,000	$ 33,984	Month to Month	
Paylocity	Administration	HR System for payroll, benefit management, timekeeping, etc	$ 30,000	$ 25,895	Month to Month	
SHC Services Inc.	Student Support	School Nurse	$ 30,000	$ 24,605	12/31/2026	
Jesuit Volunteer Corps	Academic	Stipened for Jesuit Volunteer	$ 30,000	$ -	6/30/2027	
Claire Schell Consulting LLC	Executive Consulting	Strategic Plan Consulting	$ 28,000	$ 36,533	6/30/2027	
Panorama Education, Inc.	Student Support	Student Data System	$ 27,000	$ 20,795	6/30/2027	
Schmersahl Treloar& Co.	Administration	Audit and 990	$ 26,000	$ 24,890	6/30/2027	
Debra Fox	Administration	Administrative Assistant	$ 22,500		Month to Month	
Mosaic Beginnings LLC	Administration	Communication and Website Maintance	$ 21,000	$ 72,085	Month to Month	
AWS Service Center	Building	Trash and Recycling	$ 20,000	$ 19,068	Month to Month	
Season's Cycle Landscaping	Building	Grounds Keeping and snow removal	$ 20,000	$ 19,975	Month to Month	
Gordon Food Service Store	Food Service	Student food	$ 20,000	$ 13,277	N/A	
LDR ADMServices	Student Support	Student Data and Submission	$ 20,000	$ 4,641	Month to Month	
Montessori for All	Professional Development	Academic Training	$ 16,000	$ -	6/30/2027	
Infinite Campus, Inc.	Student Support	Student Data System	$ 16,000	$ -	6/30/2027	
Couture Consulting, LLC	Administration	Operations Consulting	$ 15,000	$ 15,906	Month to Month	
Chayka TVICOMS LLC	Special Education	Visual Impairment specialist	$ 15,000	$ 16,283	6/30/2027	
Woodard Cleaning and Restoration	Building	Carpet Cleaning	$ 15,000	$ 5,047	N/A	
Diversity Cleaning Concepts, L.L.C.	Building	Floor refinish/waxing	$ 14,000	$ -	N/A	
Virtual Humanity	Administration	Administrative and Recruiting Assistant	$ 14,000	$ 83,322	8/31/2026	
Spire	Building	Natual Gas	$ 13,000	$ 12,103	N/A	
QuickBooks Payments	Administration	Accounting System and Credit Card Fees	$ 12,000	$ 11,178	Month to Month	
Summer One	Building	Copiers	$ 12,000	$ 15,324	8/31/2029	
Kickass Coaching, LLC	Administration	Exeutive Consulting	$ 10,500	$ 10,500	6/30/2027	
Missouri Charter Public School Associatio	Administration	Data Support Agreement	$ 10,000	$ 10,000	6/30/2027	
Missouri Charter Public School Associatio	Administration	Dues	$ 10,000	$ 9,585	6/30/2027	
Stacey Stevens Hutchens	Administration	Philanthropy Consutling	$ 10,000	$ 35,825	Month to Month	
EMD Consulting Group	Administration	Philanthropy Consutling	$ 10,000	$ 34,965	Month to Month	
Angela Rambukwella	Professional Development	Institute Instructor	$ 10,000	$ 7,175	8/31/2026	
J. Thomas Carpet Cleaning	Building	Carpet Cleaning	$ 10,000	$ 11,090	N/A	
School Specialty LLC	Academic	School Supplies	$ 10,000	$ 12,185	N/A	
KONE	Building	Elevator Inspection and Repair	$ 10,000	$ 6,150	6/30/2027	

Coversheet

Resource Development Committee Update

Section: III. Information Items
Item: A. Resource Development Committee Update
Purpose: FYI
Submitted by:
Related Material: 2026-27 Fundraising Report as of 10122026.pdf
September 2026 Resource Development Committee Minutes.pdf

2026-27 Fundraising Report

last run: *10/12/2026*

	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**	$52,727	$233,272	**$285,999**	$914,001	23.83%	

Historical Context

Monthly Revenue for October				*Actual Cash In FY27	
FY24	FY25	FY26	*3-Yr Average*		
$9,190	$3,262	$1,692	$4,715	$725	As of report Date

Cumulative Revenue for October				*Actual Cash In FY27
FY24	FY25	FY26	*3-Yr Average*	
$43,948	$30,700	$155,330	$76,659	$52,727

DRAFT

City Garden Montessori School

Minutes

Resource Development Committee

Date and Time
Wednesday September 23, 2026 at 9:00 AM

Location
ECEC 2nd Floor Conference Room
1618 Tower Grove Ave, St Louis, MO 63110

Committee Members Present
C. Huck, H. Norton, M. Howard

Committee Members Absent
R. D'Souza

Guests Present
B. Malinak, C. Graham (remote), L. Lamb, S. Hutchens, S. Miner

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

M. Howard called a meeting of the Resource Development Committee of City Garden Montessori School to order on Wednesday Sep 23, 2026 at 9:10 AM.

C. Welcome and Land Acknowledgment

D. Mission Statement

E. Introductions and Check-In

II. Resource Development

A. Committee Launch and Role Clarity

- Mia Howard introduced the committee charter and discussed how these are being created for all of City Garden's committees
- All members of the Resource Development Committee will be expected to sign a confidentiality agreement with City Garden
- The Resource Development Committee will have clear goals and expectations with outlined action items for follow up and will be seen as a partnership between the board and staff

Strategic Priorities The committee identified three primary pillars for the fiscal year:

- Activating the governing board as fundraising partners through clear expectations and personal giving.
- Implementing a disciplined development strategy focusing on major gifts, donor retention, and diversifying revenue beyond foundations.
- Assessing the creation of a **City Garden Supporting Foundation**.

B. Fundraising Year at a Glance

- Christie shared the Fundraising Year at a Glance and explained the higher goal for this fiscal year
- There will be a focus on increasing donors at the $1000, $2500, and $5000 levels to help reach that goal
- Stewardship and Communications calendars are going to be instrumental in this success
- Heath Norton asked about the gift giving process when the committee is interacting with a potential donor
- Christie welcomed any ideas for improvement or areas of growth
- Data is key to this whole process
    - Interactions must be tracked so they can be added to Bloomerang
- Biggest opportunity for growth are individual giving, parents, and grandparents
- Biggest risk is the large foundation gift

C. Fall Affair Debrief and Follow Up

- Christie explained the history of events at City Garden and why the Fall Affair was created
- 120 registered, but only half of that attended
- The committee discussed having some draw to encourage attendance, maybe do something different than that passport stations, or ask for a small fee so people are invested in attending
- City Garden will think about ways to celebrate a milestone in 2028
- The committee inquired about the cost analysis of the event given the complimentary ticket

D.

Top Donor Strategic Breakfast

- Top donor breakfast is planned for 10/29 at MOBOT, with coffee and breakfast provided for all attendees
- The committee members will be asked to attend and engage in conversation and connection with the guests
- Christie and Development consultants will work on finalizing an invite list based on giving levels and overall engagement with City Garden

E. Kick Off Board Fundraising Activation

- All Board Members are required to complete a fundraising goals form
- A board fundraising training will be conducted in November as part of the board meeting
- Part of the Board's role will be inviting people to visit City Garden and building relationships
- Opportunities for Engagement will be shared with all committee and board members

F. Ideas from the Group, Commitments and Next Steps

Key Takeaways/Action Items

- Mia Howard - work with Christie and Development team on Donor Journey one pager, follow up with Matt Padberg to thank for donation, assist with donor breakfast planning, and work on agenda for October Resource Development meeting
- Heath Norton - connect with Greg Keller on how Renaissance Financial can better support City Garden. Big ask of Renaissance Financial hosting 529 accounts for City Garden students
- Caitlin Graham - assist with City Garden 101 branding and talent
- Betsy Malinak - help with planning the breakfast, working on the board training with Mia
- Christie Huck - gather hosts for donor breakfast, finalize details, send out confidentiality agreement, create list of City Garden 101 tour dates
- Laura Lamb - fill out fundraising form, assist with breakfast outreach
- Stacey Hutchens - Fall Affair follow up thank yous, assist with planning the breakfast, help with the board training session
- Sarah Miner - Fall Affair cost analysis, make sure fundraising form is ready and published, assist with breakfast planning

G. Final Items

- Next meeting date is being determined based on the availability of the committee including members that could not attend today.

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 10:34 AM.

Respectfully Submitted,
S. Miner
Mia Howard adjourned the meeting at 10:34am

Coversheet

Governance Committee Report

Section: III. Information Items
Item: B. Governance Committee Report
Purpose: FYI
Submitted by:
Related Material: September 2025 Governance Committee Minutes.pdf

DRAFT

City Garden Montessori School

Minutes

Governance Committee Meeting

Date and Time
Friday September 25, 2026 at 9:00 AM

Location
EAEC Conference Room 1

Committee Members Present
J. Dixon, S. Haigler

Committee Members Absent
L. Schwartze, L. Vowell, N. Johnson

Guests Present
C. Huck, C. Schell (remote), S. Miner

I. Opening Items

A. Welcome & Check-Ins

B. Record Attendance

C. Call the Meeting to Order

J. Dixon called a meeting of the Governance Committee of City Garden Montessori School to order on Friday Sep 25, 2026 at 9:15 AM.

II. Action Items

A. Approve August Minutes

- Not enough committee members present to vote, will vote in August minutes in October meeting

B. Discuss Annual Governance Calendar

- Christie reinforced this would be helpful for staff planning and full Board visibility - e.g., even including things like Ethics and Conflict of Interest re-signatures
- Opportunity to create annual standing calendar (e.g., Board milestones and hygiene) and 3-year calendar (e.g., review by-laws)
- Discussion of key elements to consider and include
- Next steps: Christie and Claire to draft calendar prior to next Governance Committee meeting for review

C. Policies

- Christie shared update -
  - MCPSA requirement of new Anti-Semitism policy; consideration of intentional communications to accompany it
  - Other needs: AI policy and revisions to discipline policy
- Discussion around the importance of community engagement around all three of these topics; what can light and inclusive look like?
- Next steps: Christie and Claire to draft high-level timeline and plan for review at October committee meeting

D. Community engagement

- Committee debriefed the 9/15 Finance at CG session -
  - Value of full Board attending for visibility and learning
  - Success beyond number of attendees - building a content library
  - Opportunities: participant survey, follow-up communication to community, Board introductions
- October community engagement
  - Shifting from direct student engagement around graduate profile to ECEC observations
  - Next steps - Christie to confirm with Amy and Michelle, share guidance/"watch fors" with Board in advance

III. Closing Items

A. Next committee meeting

B. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 10:33 AM.

Respectfully Submitted,
J. Dixon

Coversheet

Whole Child Success Committee Report

Section:	III. Information Items
Item:	C. Whole Child Success Committee Report
Purpose:	Discuss
Submitted by:	
Related Material:	WCSC Deck Final.pptx.pdf October 2026 Whole Child Success Committee Minutes.pdf

Whole Child Success Committee

Student outcomes • Strategic oversight • Shared inquiry

OCTOBER 13, 2026 | FIRST COMMITTEE MEETING

Purpose and governance role

Why This Committee Exists

Support the Board in governing for the academic, social-emotional, and developmental success of every City Garden student.

Monitor progress toward Board-approved outcomes, examine patterns and disparities, and elevate strategic questions, risks, and resource implications.

The Guiding Distinction

The Board governs. Staff manage.

The committee monitors outcomes and leadership's response. It does not direct instruction, design interventions, or evaluate individual employees.

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Today's outcomes and conversation

01	**Build Shared Understanding**	Review outcome priorities and measures used to monitor them.
02	**Establish a Baseline**	Understand the current state of BOY i-Ready results
03	**Understand the response and Elevate Ideas/Questions**	Share reactions, identify risks, and elevate questions related to the leadership strategies to student outcomes in order for the school team to maximize its impact.

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Strategic outcomes: the long view

ACADEMIC

Reduce the Percentage of Students Performing Below Basic

2029 targets: ELA ≤12% • Math ≤19%

GROWTH

Strengthen Multi-Year Academic Growth

At least 75% of students enrolled for three or more years score Proficient or above in ELA and math.

WHOLE CHILD

Build Social-Emotional Skills and Belonging

75% favorable responses for self-management, self-efficacy, and agency; 75% favorable student-reported belonging.

COMMUNITY

Strengthen Retention and Relationships

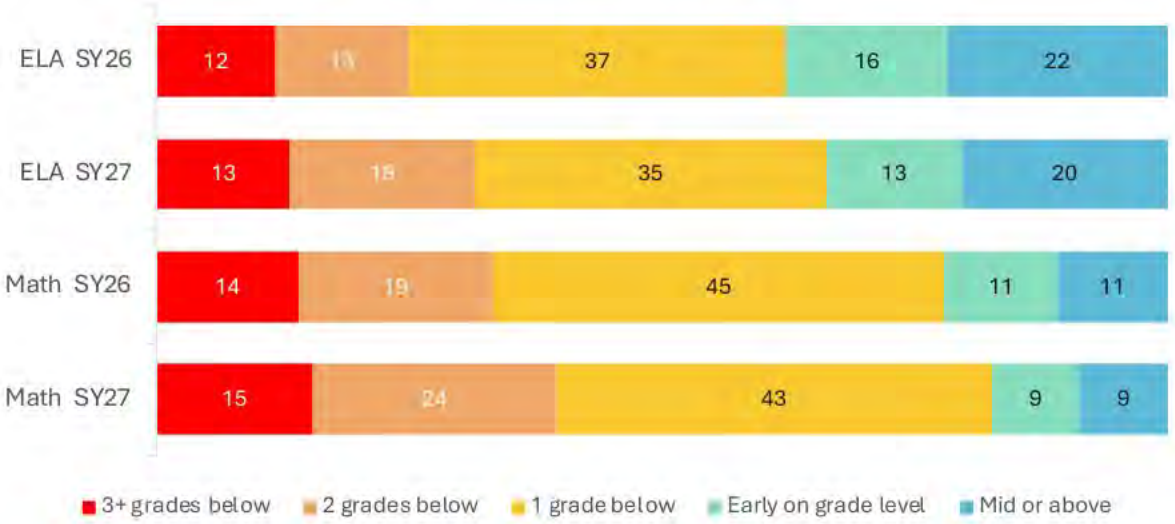
90% student retention; 90% favorable student-reported guide–student relationship quality.

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Fall i-Ready placement: SY27 starts a step behind last fall

Overall relative placement on the beginning-of-year diagnostic, all tested students K-8 (SY26 n≈520 per subject, SY27 n≈525)

Relative placement, % of students (K-8)



Early or mid/above grade level, by grade

% on grade	K	1	2	3	4	5	6	7	8
ELA SY26	38	35	28	58	29	27	36	46	54
ELA SY27	33	18	32	41	40	36	38	26	50
Math SY26	24	24	17	22	19	12	21	26	46
Math SY27	20	16	16	16	14	15	24	15	28

Two or more grade levels below, by grade

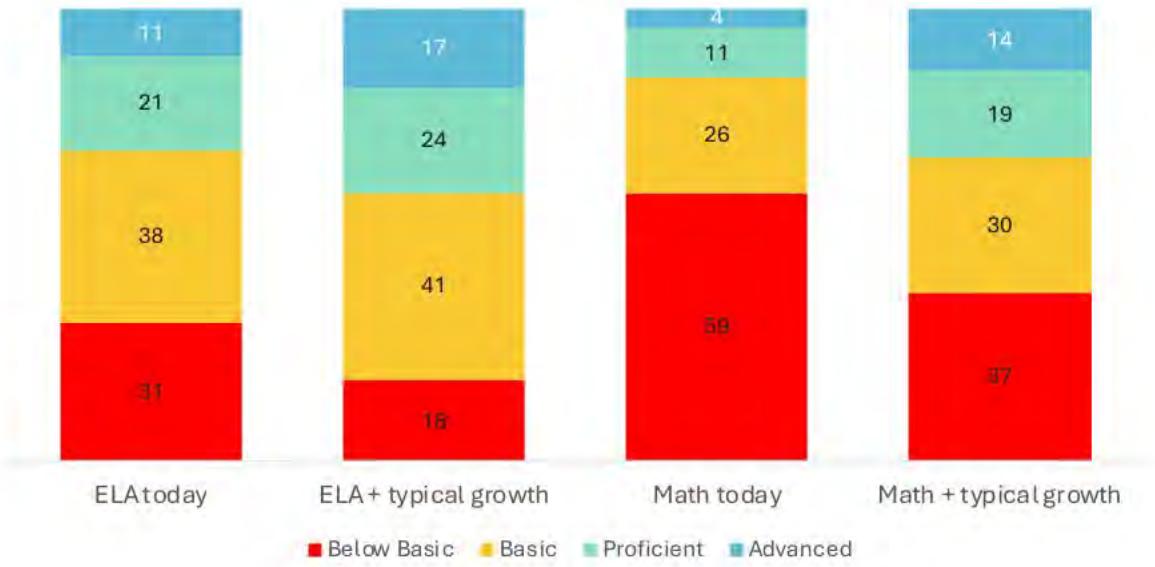
% 2+ below	K	1	2	3	4	5	6	7	8
ELA SY26	0	9	33	26	24	51	58	46	29
ELA SY27	0	14	40	41	30	40	33	50	44
Math SY26	0	13	39	40	51	66	58	51	21
Math SY27	0	17	37	51	50	50	57	61	53

- **Reading slipped a little, math slipped more.** School-wide, 34 percent of students read on grade level this fall against 38 percent last fall, and 31 percent are two or more grades behind against 25 percent. In math, on-grade fell from 22 to 17 percent and two-plus-below rose from 33 to 40 percent. In the MAP grades (3-8) the picture is similar: ELA 39 vs 41 percent on grade level, math 18 vs 22.
- **Two drivers: who arrived, and a slow slide among returners.** New entrants placed lower than returning students (24 vs 36 percent on grade level in reading, 14 vs 19 in math). Among the ~420 students tested both falls, 29 percent dropped a placement band in reading and 27 percent in math, versus 16 and 13 percent who moved up; median percentiles eased from 56 to 54 (reading) and 46 to 43 (math).
- **Grade 3 and grade 7 are the sharpest year-over-year drops;** grade 4 reading and grades 6 and 8 math are the bright spots. (These compare different cohorts.)

On the MAP scale: where students perform today and may perform with typical growth

Fall 2026 i-Ready scores for grades 3-8 mapped to MAP levels with the Missouri crosswalk, as-is and after each student's i-Ready typical annual growth (ELA n=311, math n=312)

Projected MAP level, all students grades 3-8 (%)



Typical-growth read vs. our fall-to-spring model

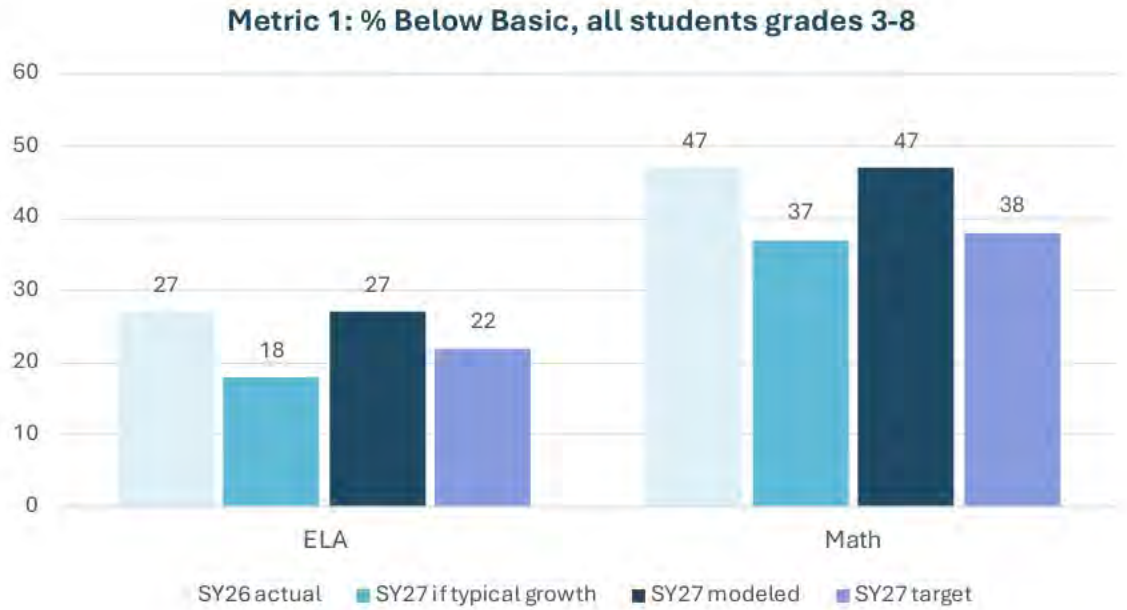
Spring 2027 projection	i-Ready typical growth	Our model (BOY deck)	Difference
ELA Below Basic (all)	18%	27%	+9 pts
Math Below Basic (all)	37%	47%	+10 pts
ELA Proficient+ (3+ yr)	43%	43%	0
Math Proficient+ (3+ yr)	34%	26%	−8 pts

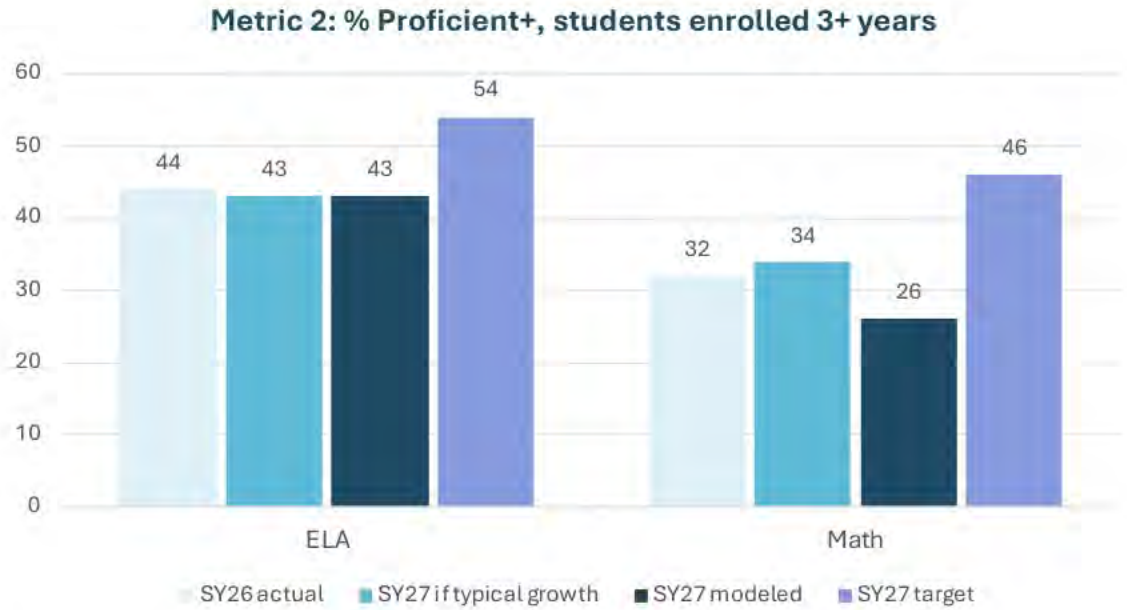
Our model predicts each student's spring MAP level from the fall i-Ready score, prior MAP, and attendance, trained on City Garden's own fall-to-spring history (out-of-sample AUC 0.92 to 0.98). Typical growth is i-Ready's median annual gain for a student at that placement.

- **Today the fall scores read as 31 percent Below Basic in ELA and 59 percent in math,** with 31 and 15 percent Proficient or Advanced. Fall reads low by design, so this is a floor, not a forecast.
- **If every student makes exactly typical growth,** Below Basic falls to 18 percent in ELA and 37 percent in math, and Proficient+ rises to 41 and 33 percent. Among 3+ year students: 43 percent ELA and 34 percent math proficient, with 19 and 36 percent Below Basic.
- **Our internal modeling adjusts for i-Ready historically rosy picture of student performance.** It predicts 27 percent Below Basic in ELA and 47 in math, and 43 and 26 percent proficient for tenured students. The typical-growth view is useful for seeing where movement would come from, but it runs optimistic: about 9 to 10 points on Below Basic and 8 points on math proficiency.

Against the strategic plan metrics: typical growth alone misses the SY27 checkpoints

SY26 actual MAP, the SY27 typical-growth read and our model projection from fall i-Ready, and the glide targets from the August 2026 target proposals (SY29: 12/19 percent Below Basic; 75 percent proficient)





- **Metric 1 (Below Basic).** Taken at face value, typical growth would beat the SY27 target in both subjects (18 vs 22 in ELA, 37 vs 38 in math). Our model, anchored on the actual state test, puts ELA about 5 points behind the checkpoint and math about 9 behind, essentially flat on SY26.
- **Metric 2 (tenured proficiency).** This is the harder metric. Even uncorrected, typical growth leaves ELA at 43 percent against a 54 target and math at 34 against 46; our model says 43 and 26. And everyone making typical growth is itself a stretch: last year 55 percent of students in grades 3-8 met typical growth in reading and 43 percent in math.
- **Implication.** Typical growth stabilizes Below Basic but does not move proficiency. Closing the Metric 2 gap requires concentrating effort where tenured students sit just below Proficient, in addition to the tutoring push at the Below Basic cusp.

Instructional focus options: weak fall i-Ready strands related to MAP power standards

Weak fall i-Ready domains (% of students below grade level) matched to the SY26 priority standards from the power-standards analysis

Focus area	Why it is high leverage	Weakest i-Ready domains at BOY	Matching MAP priority standards (SY26 mastery)	Instructional target
Math, grades 3-5 Below Basic → Basic (Metric 1)	134 BB students; 54 cross under typical growth, 43 more sit within 15 points of Basic. Blueprint seats sit here.	Number & Operations: 87% below (G3), 76% (G4), 84% (G5). Geometry: 85% (G3), 80% (G4). Measurement & Data: ~75% all three grades.	Performance events in Relationships & Algebraic Thinking: 28% / 12% / 19%. 3.NBT.A.1 rounding (41%). 3.GM.D.16 and 4.GM.C.8 area and perimeter (29%, 34%). 4.NF.A.2 equivalent fractions (29%). 5.NF performance event (22%). 5.GM.D.9 measurement conversions (22%).	Place value and fraction foundations; area, perimeter and measurement; multi-step word problems in the performance-event format.
Math, grades 3-4 tenured Basic → Proficient (Metric 2)	28 of the 45 tenured math students who cross into Proficient under typical growth, plus 16 at the Proficient cusp.	Algebra & Algebraic Thinking: 75% below (G3), 74% (G4). Same number and geometry gaps as above.	4.RA performance event (12%), 4.RA.A.2 multi-step problems (31%), 3.RA.D.9 two-step word problems (30%), 4.GM.A.2 classify 2-D shapes (33%), 4.GM.B.4 angles (25%).	Multi-step problem solving with the four operations; reasoning and explanation tasks that mirror the performance event.
ELA, grades 3-5 tenured Basic → Proficient (Metric 2)	16 of the 24 tenured ELA students at the Proficient cusp and 15 of the 19 who cross under typical growth. TFA Ignite seats sit in grades 3-4.	Comprehension, Informational Text: 70% below (G3), 69% (G4), 64% (G5). Vocabulary: ~60% all three grades.	3.R.3.A.b details that support the main idea (48%), 4.R.1.A.a and 5.R.1.A.b conclusions from textual evidence (58%, 61%), 4.R.3.C.b relationships among ideas (53%). Writing carries the top ELA leverage in grades 4-5 (4.W.2.A opinion writing, 38%) but i-Ready does not measure it.	Informational-text comprehension with evidence-based responses; academic vocabulary; keep opinion and revision writing in core instruction.
ELA, grade 3 Below Basic → Basic (Metric 1)	36 BB students, the largest ELA pool; 14 cross under typical growth, 22 remain. Fall grade-3 reads are the softest in the data.	Phonics: 52% below, the only grade where a foundational domain is still weak. Comprehension and vocabulary also ~60-70% below.	3.R.3.A.b main idea details (48%), 3.R.2.A.c character interaction (53%), 3.R.3.C.a cause and effect relationships (57%).	Finish phonics for the bottom third; informational main idea and supporting details for everyone.

- **Lower priority for the metrics this year:** grades 6-8 in both subjects. The i-Ready gaps are real (vocabulary 82 percent below in grade 7; geometry 81 percent and algebraic thinking 69 percent below in grade 8) and the MAP priorities are clear (the EEI and Functions performance events), but the cohorts are small and few students sit near a cut, so the return per student served is lower.

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Key takeaways from our baseline

Fall Placement Declined

On-grade-level placement fell from 38% to 34% in ELA and from 22% to 17% in math. The percentage of students two or more grade levels behind rose from 25% to 31% in ELA and from 33% to 40% in math.

Projected Gaps Remain

The internal model projects that 27% of students will be Below Basic in ELA and 47% in math, above the SY27 checkpoints of 22% and 38%. Tenured-student proficiency is also projected to fall below target, especially in math.

A Targeted Response Matters

The analysis highlights specific student groups in grades 3–5 and priority domains. The committee should monitor whether leadership's response is reaching students and improving outcomes.

Inquiry prompt: What clarifying questions or comments do you have about the baseline data?

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Leadership strategies to support student outcomes

Strengthen Tier 1 Instruction	Focus on identified ELA and math gaps, including number and operations, geometry, measurement, informational text comprehension, vocabulary, and Grade 3 phonics.
Strengthen Targeted Supports	Prioritize students near key Below Basic and Proficient thresholds. Monitor tutoring access, dosage, and progress toward the relevant strategic measures.
Support the Whole Child	Continue building measures for social-emotional learning, belonging, attendance, and retention. Clarify definitions and reporting populations for each strategic outcome.
Strengthen systems	Use shared data cycles to compare implementation evidence with student progress and the internal model. Adjust priorities as evidence emerges.

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WHOLE CHILD SUCCESS COMMITTEE

Strengthening Tier 1 instruction

What we are doing

Using the common instructional look-for tool and Bullseye to monitor patterns in classroom practice and strengthen overall instruction. Addressing identified math and ELA priorities through instructional planning, targeted assessments, and data cycles.

Why it matters

The fall analysis shows broad foundational needs. Aligning Tier 1 practice with specific priority domains connects coaching more clearly to the student outcomes we aim to improve.

How we will monitor

Review Bullseye patterns to understand progress in instructional practice, alongside targeted assessment results and data cycles to monitor student progress in priority areas.

Intended impact

More consistent, high-quality Tier 1 instruction and more responsive instruction aligned with student needs and strategic outcomes.

What resonates with you about this strategy, what wonderings do you have?

WHOLE CHILD SUCCESS COMMITTEE

Strategically targeting high-dosage tutoring

What we are doing

Use the analysis to examine targeted groups, including 134 math students in grades 3–5 and 36 Grade 3 ELA students who are Below Basic. Confirm individual student eligibility and needs before assigning support.

Why it matters

The analysis identifies students near performance thresholds who may benefit from targeted support to move toward Basic or Proficient. These figures inform prioritization; they do not guarantee individual growth.

How we will monitor

Monitor participation, dosage, and frequent progress-monitoring results. Compare actual student progress with expected growth and assess whether support is reaching the intended students.

Intended impact

More focused support for students with identified needs, with effectiveness assessed using actual progress data.

What resonates with you about this strategy, what wonderings do you have?

WHOLE CHILD SUCCESS COMMITTEE

Learning from Montessori practice in action

What we are doing

In November, site leaders and selected Guides will visit a similar public Montessori school to observe effective practice and thought-partner with leaders and Guides doing similar work.

Why it matters

Observing effective Montessori practice can inform how we strengthen classroom instruction in response to the student needs identified in the fall analysis.

How we will monitor

Identify practices that may address priority instructional needs. Document what is adopted, how it is supported, and what evidence will show whether practice and student outcomes improve.

Intended impact

Stronger Montessori implementation and instructional practice, with follow-up focused on evidence of impact rather than adoption alone.

What resonates with you about this strategy, what wonderings do you have?

WHOLE CHILD SUCCESS COMMITTEE

What we are still working through

Consistency of Tier 1 Instruction	Implementation of high-quality Tier 1 instruction is not yet consistent across classrooms. A significant number of Guides are new to the profession and/or new to City Garden, increasing the need for clear expectations, coaching, modeling, and support.
Prioritizing Competing Priorities	We are balancing academic priorities, Montessori fidelity, whole-child needs, operational demands, and multiple system-building efforts. A key leadership challenge is maintaining focus on the work most likely to improve student outcomes.
Building Systems That Become Practice	We are creating and implementing systems for observation, coaching, data cycles, MTSS, intervention, and progress monitoring. Creating a system is only the beginning; the real work is implementation, consistency, refinement, and sustained use over time.
Determining What Is Moving Student Outcomes	Fall data establishes a baseline, while the internal model estimates possible spring outcomes. Actual progress-monitoring and spring results will be needed to determine whether strategies are changing student outcomes.

What resonates with you about the challenges we're working through, and how can we balance the support, systems, and accountability needed to improve student outcomes?

Dashboard: a shared view of progress

Whole Child Success dashboard

Intended to support a stable reporting rhythm and shared understanding of:

- Academic growth and proficiency
- Attendance and student experience
- SEL, belonging, and behavior

Board access

Individual Board member access is being established.

Dashboard link to be added once access is confirmed.

Interpret data alongside context and privacy safeguards.

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Committee next steps

1. What evidence of progress would be most important for this committee to review at our next meeting?

2. What data, progress measures, or additional context would be most helpful in assessing whether our strategies are improving student outcomes?

3. How can this committee best support the work and help maintain focus on our student outcome goals?

Confirm the progress measures to review, information needed, and follow-up items for the next committee meeting.

WHOLE CHILD SUCCESS COMMITTEE

State school report card: preliminary update

The state is still finalizing the updated report card and release process.

Expected components

Achievement: student performance on state assessments.

Growth: comparison with similar students through a value-added approach, as described in preliminary communications.

Anticipated release

November, with schools expected to receive grades before public release. Grades are expected to use 2024–25 assessment results.

All details are preliminary and subject to state confirmation, including methodology and timing.

DRAFT

City Garden Montessori School

Minutes

Whole Child Success Committee Meeting

Date and Time
Tuesday October 13, 2026 at 4:30 PM

Location
Virtual

Committee Members Present
E. Slade (remote), G. Ward (remote), J. Humphrey (remote), K. Shaffer (remote), M. Howard (remote), S. Cartwright (remote)

Committee Members Absent
D. Luz, K. Hahn, S. Shelton-Dodge

Guests Present
A. Boyd (remote), A. Willems (remote), C. Huck (remote), K. Young (remote), M. Lewis (remote), Ruthie Whittam (remote), S. Miner (remote)

I. Opening Items

A. Record Attendance

B. Call the Meeting to Order

K. Shaffer called a meeting of the Whole Child Success Committee of City Garden Montessori School to order on Tuesday Oct 13, 2026 at 4:36 PM.

C. Welcome & Check In

II. Whole Child Success

A. General School and Board Updates

- Kyle Shaffer discussed the committee's purpose and goals

- to support the board in governing for the academic, SEL, and developmental success of all students
- The committee fits into the work that's already being done and is a space for support and accountability towards the strategic plan
- Goals for this meeting
  - Establish a shared baseline of the school's data and priorities for the year
  - Understand the school's key priorities and strategies
  - Gather committee reactions, questions and ideas on those strategies.

B. Student Data Review & Strategic Deep Dive

- The strategic plan focuses on academic outcomes (moving students out of Below Basic and toward proficiency) while keeping a focus on the whole child (social-emotional skills, belonging, retention, relationships).
- A lot of goals have metrics attached to them and we are in the process of creating and implementing systems and get results on the work we are doing.
- Michelle Lewis reviewed i-Ready data from the beginning of the school year
  - Students on grade level in reading: 38% last year compared to 34% this year.
  - Students on grade level in math: 22% last year compared to 17% this year.
  - Students two or more years below grade level increased in both reading and math.
  - The comparison is between two different cohorts, not the same students year over year.
  - The data includes both new and returning students. Some returning students tested lower than a year ago, so this is not only a new-enrollment story.
  - Sharpest declines: grades 3 and 7. Bright spots: grade 4 reading and grades 6 and 8 math.
  - The crosswalk to MAP scores showed that below basic ELA is 31% and below basic Math is 59%
  - iReady projections show that students would go from 31% below in ELA to 18% and from 59% in math to 37%. iReady projections tend to be overly optimistic, so we created internal projections that show we would have about 27% below basic in ELA and about 47% below basic in math
  - For students that have been at City Garden for 3+ years, the iReady projections show about 43% proficient in ELA and about 34% proficient in math. Our internal projections show that about 43% proficient in ELA and about 26% proficient in math
  - Instructional Focus areas with targeted instruction and monitoring
    - Math, grades 3-5 below basic and basic
    - Math, grades 3-4 tenured basic and proficient
    - ELA, grades 3-5 tenured basic and proficient
    - ELA, grade 3 below basic and basic

- Takeaways
    - Supporting students that are in below basic is important, but we also need to be very intentional about supporting students that are in the approaching level. This is a smaller goal, but often a harder goal.
    - Fall placement has declined some - more students are below grade level than in previous years
    - Projected gaps remain - the model projects that students will be below basic above the strategic plan for new and tenured students
    - A targeted response matters - the analysis targets specific groups in grades 3-5. The committee should monitor whether leaderships response is reaching the students and improving outcomes.
- Questions
    - Ruthie Whittam - is the fall placement decline something that has happened historically or is it new? Steve Cartwright noted that this has happened before, but not sure how often
    - Elizabeth Slade - how many students tested in Kindergarten and in grade 1 and how many moved from ECEC to EAEC? If this is the same set of students, we may need to look at transitions
    - Amy Willems - how many came in low in Kindergarten and didn't see typical growth? This could be used to inform Tier 1 and Tier 2 strategies

- Strategy and Committee Discussion
    - There are four areas of changed aimed at accelerated rather than typical growth
        - Strengthening Tier 1 Instruction
        - Strengthening targeted supports
        - Keeping a focus on the whole child (ESL, belonging, attendance, retention)
        - Strengthening systems that are replicable and tied to results
    - Tier 1 Instruction
        - Improving the overall effectiveness of guides using walkthrough tools, calibration among leadership, and Bullseye digital platform, which will help consolidate data and identify patterns, so coaches can provide higher level feedback
        - Pacing guide - we have developed a pacing guide that aligns Montessori practice with the state standards
            - Priority standards we identified to help ensure guides are implementing Montessori practice and Montessori lessons to provide quality tier 1 instruction
            - Implementing data cycles to review assessments
        - Mia Howard asked how guides are being brought into the change. Michelle said staff received the tool at the start of the year and have engaged more than expected, with frequent feedback from

instructional coaches, Principal Kisha Young and Kay Howard, the assistant principal.
        - Jenny Humphrey asked whether the tool is evaluative. Michelle said it is not evaluative and is a coaching tool. Bullseye will combine data from all who gave feedback and enable trend analysis, which is not yet available.
        - Mia asked how observation works when Tier 1 is often one-on-one with materials. Michelle said a look-for is that guides use the curriculum guide and give small-group lessons.
        - Mia asked how does the tier 1 instruction impact what observations look like. The walkthrough tool has three different categories (prepared environment, instruction, and culture). Use of the curriculum guide is under the instruction category.
        - Mia also noted that saying a tool is not evaluative is different from guides experiencing it that way. Michelle said this comes down to culture and follow-up conversations, and that leaders also pop in with positive post-it notes rather than always scoring an observation.
        - Michelle noted the observation tool is a "hot button" and suggested revisiting it in November with Bullseye data.
    - High Dosage Tutoring
        - Programs: **Ignite** (through Teach For America) for ELA and **Blueprint** for math, for grade 3 and above. Placement of students was based on beginning-of-year data and last year's MAP results, with Steve's help. Groups include both Below Basic students and students approaching proficiency.
        - Running for about two weeks. Schedules, locations, staffing and technology are in place. Ignite does progress monitoring every two weeks and Blueprint at the end of each unit, so first progress data is expected within about a week.
        - Kisha said she was initially hesitant but is now impressed: students are on time, focused and taking it seriously.
        - Michelle credited Kisha, Kay and Emily Carrico, reading interventionist for the set-up. Teach For America staff were impressed on their day-3 visit.
- Barriers and Challenges
    - Consistency of Tier 1 instruction, with several lead guides new to City Garden and to the profession. This will require a significant amount of coaching and modeling, the observation tool, and Bullseye.
        - Due to the school being over-enrolled, an additional coach will be added.
    - Competing priorities: academics and state accountability, Montessori fidelity, the whole child, and daily operations.
    - Building systems (observation, coaching, data cycles, interventions, progress monitoring) that become sustained practice.

- Making sure monitoring shows what is moving outcomes and that students are not pulled from quality instruction for supports that don't meet their needs.

Data Dashboard

- Steve Cartwright took City Garden's data sources and combined them into one central source for leaders, organized around the strategic plan metrics with more granular data for school leaders.
- A permissioned page for the committee showing aggregate strategic-plan metrics and other relevant data is being built. A link will be shared when ready.
- Steve expects the most meaningful analysis will still be delivered as data storytelling decks like the one used at this meeting.

C. Recap

Next Steps

- **Kyle Shaffer:** an early look at whether high-dosage tutoring is working as a system, are students receiving it regularly, and why or why not, including for subgroups.
- **Mia Howard:** how the four strategies are taking shape across the school and how the school's time and resources are weighted among them, so the committee can focus its time accordingly.
- **Elizabeth Slade:** progress on all four strategies, with qualitative and quantitative aspects.
- **Jenny Humphrey:** tutoring dosage data (number of students enrolled, percent attending 80–90% of sessions, sessions planned vs. delivered, including those lost to events); and, once Bullseye is running, the target areas where teachers need the most coaching.
- **Kyle Shaffer:** for each strategy, discuss what is working and why, not only the barriers, so strengths can be replicated.
- **Christie Huck**: thanked the team for the strategic planning and implementation work to date.
- **Michelle Lewis**: invited committee members to suggest topics for discussion.

III. Closing Items

A. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 5:48 PM.

Respectfully Submitted,
S. Miner

Coversheet

CEO Report

Section: III. Information Items
Item: D. CEO Report
Purpose: FYI
Submitted by:
Related Material: CEO Report to the Board_10-2026.pdf

City Garden Montessori School:
CEO Report to the Board

October 2026

What Some Experts Say It Will Take to Improve Education

The New York Times recent published an article sharing that, in the US, student test scores have declined over the last decade, in an academic slump that started before the pandemic and has continued since. Compared with 2015, reading scores are down in 83 percent of districts, and math declines are nearly as pervasive. The asked 37 top academics and researchers who study education what strategies are most effective.

As we know, City Garden has not been immune to this nationwide trend. Given that City Garden's strategic plan is focused on reversing these trends and significantly improving academic outcomes. I thought it would be interesting to compare the strategies we have implemented to what the experts said.

Overall, no single idea was enough on its own, experts said. And no idea would be successful unless it was executed well. But the results showed there are a number of ideas that can work.



Top five most effective ideas

EXPAND ALL

INTERVENTION	EFFECT	COST
1. Small group tutoring	6.0	5.2
2. Science of reading	5.3	3.2
3. Universal pre-K	4.8	5.9
4. Increase per-student funding	4.8	6.5
5. Increase teacher pay for high-poverty schools	4.8	4.1

The graphic above lists the top five effective ideas for improving academic outcomes, according to the experts interviewed.

The first three—small group tutoring, implementing the science of reading, and universal pre-k—are very much aligned with our core strategies. The fourth and fifth—increasing per-student funding and increasing teacher pay—are strategies that we continue to work to implement through advocacy, fundraising and implementing our new lead and assistant guide salary scale.

October News & Notes



- *October is National Principals Month! We are grateful to have two incredible principals, Amy Willems and Kisha Young, who lead our buildings each day.*
- *Forest Park Forever received a grant from the Dana Brown Charitable Trust to provide transportation and programming for City Garden Lower and Upper Elementary students to take two field trips: a Fall ecological tour and a Spring nature-play experience. Thanks to Forest Park Forever and Dana Brown!*
- *Elizabeth Slade from Public Montessori in Action International came for a two-day site visit September 16th and 17th. She visited all classrooms and is providing coaching and support to deepen and strengthen our Montessori implementation.*
- *I am participating in a Talent Accelerator program with EdFuel, a national talent management consulting organization, to further develop and refine our talent strategy.*
- *David, Jesse and I attended the Missouri Charter Public Schools Conference October 7th-9th joining charter leaders from across the state. A new Heartland Facilities Fund was announced, a revolving loan fund for charter schools.*
- *We welcomed Kala Dunn as our new Development and Communications Manager on October 12th. Kala will support fundraising and communications at City Garden.*

October Admissions Update

	2025-26 Actual Enrollment May 2026	2026-27 Admitted Students Target (# of Students we were aiming to admit by Aug 1)	2026-27 Budgeted Enrollment Projection (# of students we budgeted)	2026-2027 Actual Enrollment as of 10/19/26 (# of students actually enrolled)	Number of Students Over or Under Budget	Number of New Students
Total Enrollment	608	683	653.6	662.0	8.5	204.0
Charter Enrollment	515	589	559.6	572.0	12.5	158
8th grade	24	30	28.5	32.0	3.5	0
7th grade	34	37	35.2	33.0	-2.2	8
6th grade	31	38	36.1	41.0	4.9	11
5th grade	41	68	64.6	68.0	3.4	8
4th grade	72	74	70.3	70.0	-0.3	15
3rd grade	69	70	66.5	72.0	5.5	8
2nd grade	74	80	76.0	83.0	7.0	12
1st grade	77	94	89.3	89.0	-0.3	10
Kindergarden	93	98	93.1	84.0	-9.1	86
Preschool	93	94	94.0	90.0	-4.0	46

ColorBrave Returns October 30th



The first ColorBrave of the 2026-27 school year will be on Friday, October 30. ColorBrave is City Garden's community conversation series focused on race, identity, bias, belonging, and our shared commitment to anti-bias, antiracism and radical inclusion. ColorBrave began in 2014, when City Garden families needed a place to connect, listen, heal, and talk honestly. Over the years, it has created opportunities for families to build relationships and engage courageously with issues affecting our children, our school, and our broader community.

At the October 30th session, we'll talk about what it means to choose a diverse school, what we hope our children will learn from being part of this community, and what belonging requires from all of us.

Register Here
View the ColorBrave Flyer Here

Coversheet

2026-27 Board Priorities Review/Update

Section: III. Information Items
Item: E. 2026-27 Board Priorities Review/Update
Purpose: Discuss
Submitted by:
Related Material: CG SY27 Board Priorities - revised Sept 2026.docx.pdf

City Garden Montessori School: 2026/2027 Board Priorities

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 October 2026:** Establish a Board Development Committee and define its purpose, responsibilities, and annual work plan.*
- ***By November 2026:** Board members have set individual philanthropy goals for the 2026-27 fiscal year.*
- ***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 May 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.