

# City Garden Montessori School

## Board Meeting

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### Date and Time

Tuesday September 16, 2025 at 5:00 PM CDT

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**This is virtual meeting.**

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

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

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

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### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			<b>5:00 PM</b>
Opening Items			
<b>A.</b> Call the Meeting to Order		Jesse Dixon	1 m
<b>B.</b> Record Attendance and Guests		Sarah Miner	1 m
<b>C.</b> Welcome, Land Acknowledgement, and Board Meeting Agreements		Jesse Dixon	2 m
<b>Welcome and Land Acknowledgement</b>			
We, the community of City Garden Montessori, honor the Illiniwek (Eel-Ly-neh-wehk) people, the original protectors of the lands that we now call St. Louis, MO. Let's give a respectful and brief moment of silence.			
<b>Acknowledge Board Meeting Agreements</b>			

	Purpose	Presenter	Time
<ul style="list-style-type: none"> <li>• We prioritize and value our relationships with one another.</li> <li>• We come to meetings prepared and stay present.</li> <li>• We use our meeting time responsibly to focus on what matters most.</li> <li>• We say what needs to be said, directly and with care.</li> <li>• We ask questions for clarity and transparency.</li> <li>• We slow down to ensure we're centering our mission and values.</li> <li>• We acknowledge that disagreement is inevitable, but commit to decisions as a team.</li> <li>• We follow through on our commitments to each other and to City Garden.</li> </ul>			
<b>D. Mission Statement</b>		Jesse Dixon	1 m
<p>City Garden exists to redefine education by developing the whole child in an excellent, inclusive, Montessori school; to reimagine community by creating spaces and systems that help to restore our collective humanity; and to reinvigorate our world by creating a culture in which individuals and communities thrive without disparities or barriers to success.</p>			
<b>E. Introductions and Public Comment</b>	Discuss	Jesse Dixon	5 m
<ul style="list-style-type: none"> <li>• Public Comment - Each individual will be given three minutes to speak.</li> </ul>			
<b>II. Action Items</b>			<b>5:10 PM</b>
<b>A. Approve Minutes from August 2025 Board Meeting</b>	Approve Minutes	Jesse Dixon	1 m
<b>B. Approve July 2025 Financials</b>	Vote	Benjamin Huebner	5 m
<ul style="list-style-type: none"> <li>• The board will review the July 2025 financial statements.</li> <li>• <a href="#">Finance Committee Loom Report</a></li> </ul>			
<b>C. Vote to approve Michelle Chlebowski as a new Board of Directors member</b>	Vote	Jesse Dixon	3 m
<p>The board will vote on adding a new Board Member, Michelle Chlebowski.</p>			
<b>D. 2025-26 Board Priorities</b>	Vote	Jesse Dixon	5 m

	Purpose	Presenter	Time
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The board will vote to approve the board of director priorities for the 2025-26 school year.

[Board Priorities Loom Report](#)

### III. Information Items 5:24 PM

- |           |   |         |               |     |
|-----------|---|---------|---------------|-----|
| <b>A.</b> | CEO Report and Strategic Plan Update<br><a href="#">CEO Loom Report</a>   | FYI     | Christie Huck | 7 m |
| <b>B.</b> | Whole Child Success Committee Report<br><a href="#">Whole Child Success Loom Report</a>   | FYI     | Mia Howard    | 5 m |
| <b>C.</b> | Governance Committee Report<br><a href="#">Governance Committee Loom Report</a>   | FYI     | Jesse Dixon   | 3 m |
| <b>D.</b> | Revision of City Garden Montessori Bylaws<br>The board will discuss revising City Garden Montessori bylaws to change the minimum number of board members from 9 to 7. | Vote    | Jesse Dixon   | 5 m |
| <b>E.</b> | Board Chair Report<br><br>• Board Retreats: January and June<br>• Board meeting schedule  | Discuss | Jesse Dixon   | 5 m |

### IV. Final Items 5:49 PM

- |           |  |         |             |     |
|-----------|--|---------|-------------|-----|
| <b>A.</b> | Questions and Comments   | Discuss | Jesse Dixon | 3 m |
| <b>B.</b> | Reading Materials and Links<br><br>• <a href="#">Link to the 2025-26 City Garden School Calendar</a> | FYI     |             |     |

### V. Upcoming Board/Committee Meetings 5:52 PM

- |           |   |     |  |  |
|-----------|---|-----|--|--|
| <b>A.</b> | Board and Committee Meetings<br><b>Board Meeting Schedule</b> | FYI |  |  |
|-----------|---|-----|--|--|

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

**Committee Meeting Schedule**

- Finance Committee - Next meeting 9/19/25
- Governance Committee - Next meeting 9/29/25
- Whole Child Success Committee - Next meeting 9/25/25

<b>VI. Closing Items</b>			<b>5:52 PM</b>
<b>A.</b>	Adjourn Meeting	Vote	
<b>B.</b>	Convene Closed Session	Vote	Jesse Dixon 30 m
In accordance with RSMo Sunshine Law 610.21.3 (Personnel), which require a roll call vote.			

# Coversheet

## Approve Minutes from August 2025 Board Meeting

<b>Section:</b>	II. Action Items
<b>Item:</b>	A. Approve Minutes from August 2025 Board Meeting
<b>Purpose:</b>	Approve Minutes
<b>Submitted by:</b>	
<b>Related Material:</b>	Minutes for Board of Directors Meeting on August 19, 2025

DRAFT

# City Garden Montessori School

## Minutes

### Board of Directors Meeting

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#### Date and Time

Tuesday August 19, 2025 at 5:00 PM

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**This is virtual meeting.**

**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](http://citygardenschool.org/board))

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#### Directors Present

B. Huebner (remote), J. Dixon (remote), K. Shaffer (remote), L. Vowell (remote), M. Howard (remote)

#### Directors Absent

N. Johnson, S. Haigler

#### Guests Present

A. Boyd (remote), A. Willems (remote), C. Huck (remote), D. Blank (remote), K. Lohrum (remote), M. Flohr (remote), M. Marshall (remote), S. Miner (remote)

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### 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 Aug 19, 2025 at 5:02 PM.

#### B. Record Attendance and Guests

**C. Welcome, Land Acknowledgement, and Board Meeting Agreements**

**D. Mission Statement**

**E. Introductions and Public Comment**

- There were no public comments this month.
- Jesse Dixon provided a short explanation about the changes in cadence for the 2025-26 Board meetings.

**II. Action Items**

**A. Approve Minutes from June 2025 Board Meeting**

B. Huebner made a motion to approve the minutes from the June 2025 Board Meeting Board of Directors Meeting on 06-04-25.

L. Vowell seconded the motion.

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

**Roll Call**

S. Haigler Absent

B. Huebner Aye

L. Vowell Aye

J. Dixon Aye

M. Howard Aye

N. Johnson Absent

K. Shaffer Aye

**B. Approve May 2025 and June 2025 Financials**

M. Howard made a motion to Approve the May and June 2025 Financials.

L. Vowell seconded the motion.

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

**C. Approve FY26 Contracts Over \$10,000**

B. Huebner made a motion to Approve FY26 Contracts over \$10,000.

K. Shaffer seconded the motion.

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

**D. Approve Alternative Methods of Instruction (AMI) Plan**

M. Howard made a motion to Approve the Alternative Methods of Instruction (AMI) Plan.

K. Shaffer seconded the motion.

The Board reviewed the questions and answers that were provided prior to the meeting.

[August 2025 Board Questions](#)





L. Vowell seconded the motion.

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

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 5:26 PM.

Respectfully Submitted,  
S. Miner

# Coversheet

## Approve July 2025 Financials

<b>Section:</b>	II. Action Items
<b>Item:</b>	B. Approve July 2025 Financials
<b>Purpose:</b>	Vote
<b>Submitted by:</b>	
<b>Related Material:</b>	August 2025 Finance Committee Minutes.pdf CG Financial Statements 07.2025 V3.pdf

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# City Garden Montessori School

## Minutes

### August Finance Committe Meeting

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#### Date and Time

Friday August 29, 2025 at 12:00 PM

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#### 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

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#### Committee Members Present

B. Huebner (remote), B. Kling (remote), C. Huck (remote), D. Blank (remote), K. Lohrum (remote), S. Deuanepenh (remote)

#### Committee Members Absent

A. DeZego, J. Schier

#### Guests Present

T. Whitlock (remote)

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#### 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 Aug 29, 2025 at 12:01 PM.

### **C. Land Acknowledgement**

## **II. Action Items**

### **A. Approve Minutes from the August 1 (June 2025) meeting**

B. Kling made a motion to approve the minutes from August Finance Committee for May and June Financials on 08-01-25.

S. Deuanephenh seconded the motion.

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

### **B. Review and Approve July 2025 Financials, Bank Statements and Credit Card**

- Not a lot to report as the school year is so new.
- Supplies will be high in the first quarter, which is the typical trend since classrooms are preparing for the new school year.
- Any budget fluctuations are currently due to timing.
- There are a few numbers on the Dashboard that need to be updated to the 2025-26 year. David will update this.

B. Kling made a motion to Approve June Financials, Bank Statments and Credit Card.

S. Deuanephenh seconded the motion.

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

### **C. Review and Approve - Contracts over \$10,000- Standing Agenda Item**

## **III. Information Items**

### **A. School and Board Update**

- It has a been a very strong and positive start to the school year.
- The enrichment program has been very popular so far.
- New board members are being interviewed.

### **B. 2024-25 Fundraising Report**

- The year is starting strong partially due to last minute donations from last fiscal year hitting this fiscal year.

- Terminology on the budget report have been updated to typical industry standards: cash in/dollars raised and gap to goal.

#### **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 12:28 PM.

Respectfully Submitted,  
T. Whitlock

## Actual and Budget

Revenue				
Source	Actual July 2024 YTD	Actual July 2025 YTD	Budget 25-26 YTD	Variance to Budget
State	\$ 555,444	\$ 676,937	\$ 678,547	\$ (1,610)
Federal	57,639	8,761	11,967	(3,206)
Prop C	65,331	68,355	65,417	2,938
Annual Fund Philanthropy	7,018	139,311	50,000	89,311
Restricted/Capital Philanthropy	-	-	-	-
Preschool Tuition	(3,190)	1,830	10,000	(8,170)
Other	16,697	45,952	9,500	36,452
Total	\$ 698,940	\$ 941,145	\$ 825,431	\$ 115,714

Expenses				
Category	Actual July 2024 YTD	Actual July 2025 YTD	Budget 25-26 YTD	Variance to Budget
Salaries	\$ 462,211	\$ 458,032	\$ 495,537	\$ (37,506)
Benefits	146,954	142,026	174,429	(32,403)
Purchased Services	70,665	166,245	155,413	10,832
Supplies	11,990	57,115	25,005	32,111
Occupancy	125,580	135,155	112,719	22,436
Capital/Debt Services	55,057	46,417	50,541	(4,125)
Total	\$ 872,457	\$ 1,004,990	\$ 1,013,644	\$ (8,655)
Net Income\Loss	\$ (173,517)	\$ (63,844)	\$ (188,213)	\$ 124,369

## Financial Health Check

Category	FY 23-24	FY 24-25	Actual July 2025 YTD	Budget FY 25-26
Ending Cash Fund Balance	\$ 1,138,259	\$ 1,791,648	\$ 1,696,605	\$ 1,920,726
Cash Days on Hand*	39	57	49	56
State Reimbursement per WADA	\$ 11,994	\$ 14,699	\$ 15,456	\$ 15,075
Revenue per Student*	\$ 18,152	\$ 20,006	\$ 1,468	\$ 19,493
Cost per Student*	\$ 17,747	\$ 19,435	\$ 1,568	\$ 19,291
Excess/(Deficit) Per Student	\$ 405	\$ 571	\$ (100)	\$ 201

## Accountability Plan

202-23				
Measure	FY 24-25	YTD July 2025	Budget FY-25-26	Measure Met?
Debt to Asset Ratio < 0.9	0.82	0.83	0.82	Yes
Enrollment Variance >= 95%	93.2%	100.0%	100.0%	Yes
Fund Balance >= 10% Unrestricted	16.0%	13.7%	15.5%	Yes

## Annual Trends

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

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

## School Stats

Category	FY 23-24	FY 24-25	7/31/2025 Based on Budget	FY25-26 Budget
Charter School Enrollment	450	482	541	541
Pre-School Enrollment	118	98	100	100
Average Daily Attendance - Charter # / %	415.0639 / 92.2%	454.8339 / 93.2%	506 / 93.5%	506 / 93.5%
Free & Reduced Lunch Count - Charter	223	239	271	271
Free & Reduced Lunch % - Charter	50%	50%	50%	50%
Weighted Average Daily Attendance	479.0092	527.0647	530.4359 ***	606.6

\*\* Per current Payment

## Points to Note- July

Philanthropy over budget due to timing of large donation receipts
Wage and Benefits under budget due to timing of hiring
Other over budget due to timing of interest receipts from 4209 deal
Service over due to timing of payment to Substitutes for 24-25 school year
Supplies over due to timing of remaining purchases for two additional classrooms.
Capital/Debt Service under budget due to timing of interest payments

**City Garden Montessori Charter School**  
**Statement of Financial Position**  
As of July 31, 2025

	Total	
	As of Jul 31, 2025	As of Jul 31, 2024 (PY)
<b>ASSETS</b>		
Current Assets		
Bank Accounts		
1000 Cash on Hand	200	200
1113 Simmons Operating 9865	1,328,909	443,407
1115 US Bank 1830	1,352	1,407
1118 Simmons-4200 Folsom 9012	4,719	4,851
1120 Simmons- MM 8644	202,638	402,818
1122 Simmons- Junior High 8636	14,603	11,281
1130 USB Blocked Account FBO IFF-3851	27,872	1,378
1131 USB Interest Reserve-4222	0	25,306
1149 Edward Jones Investment 0317	116,312	100,738
Total Bank Accounts	\$ 1,696,605	\$ 991,385
Other Current Assets		
1205 Note Receivable	10,408,800	10,408,800
1210 Accrued Interest Receivable	8,674	8,674
1215 Due to/From 4209 Folsom Owner	13,481	109,490
1230 Debt Issuance Costs	180,259	211,859
1231 Accumulated Amortization-Debt Issuance Costs	(104,675)	(107,930)
1245 Investment in 4209 Folsom Managing Member, LLC	2,668,639	2,668,639
Total Other Current Assets	\$ 13,175,178	\$ 13,299,531
Total Current Assets	\$ 14,871,783	\$ 14,290,916
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	(304,412)	(259,104)
Total Fixed Assets	\$ 454,343	\$ 499,650
<b>TOTAL ASSETS</b>	<b>\$ 15,326,126</b>	<b>\$ 14,790,566</b>
<b>LIABILITIES AND EQUITY</b>		
Liabilities		
Current Liabilities		
Credit Cards		
2150 CreditOne Card	0	0
2152 School Credit Card	189	345
2155 Ramp Card	13,682	2,935
Total Credit Cards	\$ 13,871	\$ 3,281

**City Garden Montessori Charter School**  
**Statement of Financial Position**  
As of July 31, 2025

	Total	
	As of Jul 31, 2025	As of Jul 31, 2024 (PY)
<b>Other Current Liabilities</b>		
2200 Payroll Clearing	0	4,035
2240 Other Current Liabilities	8,309	12,500
2242 Accrued Rent Payable	41,105	63,205
2245 Accrued Interest Payable	107,346	81,074
<b>Total Other Current Liabilities</b>	<b>\$ 156,760</b>	<b>\$ 160,814</b>
<b>Total Current Liabilities</b>	<b>\$ 170,632</b>	<b>\$ 164,095</b>
<b>Long-Term Liabilities</b>		
2130 Note Payable-IFF Source Loan	7,160,853	7,160,853
2131 Note Payable-Catalytic Holdings-Fed Bridge	0	1,057,620
2132 Note Payable-4209 Folsom Mngng Mbr-State Source Loan	2,136,418	2,136,418
2133 Note Payable 4209 Prime Tenant- Fed Source Loan	1,483,302	306,662
2134 Note Payable-IFF Close-Out Loan	1,875,000	1,875,000
<b>Total Long-Term Liabilities</b>	<b>\$ 12,655,573</b>	<b>\$ 12,536,553</b>
<b>Total Liabilities</b>	<b>\$ 12,826,204</b>	<b>\$ 12,700,648</b>
<b>Equity</b>		
3111 Fund Balance	1,673,832	1,355,139
3119 Fund Balance- 4209 Project	889,934	908,296
Net Revenue	(63,844)	(173,517)
<b>Total Equity</b>	<b>\$ 2,499,922</b>	<b>\$ 2,089,919</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 15,326,126</b>	<b>\$ 14,790,566</b>



**City Garden Montessori**

Revenue -Actual vs. Budget

2025-2026

07/31/2025

	July			July YTD			Notes
	Actual	Budget	Variance	Actual	Budget	Variance	
Prop C	68,355	65,417	2,938	68,355	65,417	2,938	Higher per pupil amount
Interest	34,698	8,667	26,031	34,698	8,667	26,031	
Student Food Sales	2,786	-	2,786	2,786	-	2,786	
Student Activity - JRH	-	-	-	-	-	-	
Student Activity-Club/Athletics	-	-	-	-	-	-	
Student Activity-Field Trips	625	-	625	625	-	625	Likely perm.
Facility Rental	-	-	-	-	-	-	
Donations	139,311	50,000	89,311	139,311	50,000	89,311	Timing
Donations-Restricted Capacity	-	-	-	-	-	-	
Preschool Tuition	1,830	10,000	(8,170)	1,830	10,000	(8,170)	Lower Enrollment
After Care Tuition	7,159	-	7,159	7,159	-	7,159	
Before Care Tuition	581	-	581	581	-	581	
Institute Tuition	-	-	-	-	-	-	
Other	104	833	(729)	104	833	(729)	
<b>Total Local Revenue</b>	<b>255,447</b>	<b>134,917</b>	<b>120,530</b>	<b>255,447</b>	<b>134,917</b>	<b>120,530</b>	
<b>State Basic Formula/CTF</b>	<b>676,937</b>	<b>678,547</b>	<b>(1,610)</b>	<b>676,937</b>	<b>678,547</b>	<b>(1,610)</b>	Higher Per Pupil Amount
Medicaid Admin Billing	-	-	-	-	-	-	Timing
CARES Act	-	-	-	-	-	-	
Preschool Expansion Grant	-	-	-	-	-	-	
Federal Grant	-	-	-	-	-	-	Timing
Special Ed Part B	-	-	-	-	-	-	Timing
Special Ed Early Childhood	-	-	-	-	-	-	Timing
Lunch Program	6,627	7,000	(373)	6,627	7,000	(373)	Timing
Breakfast Program	1,273	3,800	(2,527)	1,273	3,800	(2,527)	Timing
Snack Program	861	1,167	(306)	861	1,167	(306)	Timing
Other Federal	-	-	-	-	-	-	
Consolidated Federal Funds	-	-	-	-	-	-	Timing
<b>Federal Revenue</b>	<b>8,761</b>	<b>11,967</b>	<b>(3,206)</b>	<b>8,761</b>	<b>11,967</b>	<b>(3,206)</b>	
<b>Total Revenue</b>	<b>941,145</b>	<b>825,431</b>	<b>115,714</b>	<b>941,145</b>	<b>825,431</b>	<b>115,714</b>	

**City Garden Montessori School**

## Wage and FTE Summary

07/31/2025

	2025-2026 Actual Wages	2025-2026 Budget Wages	Variance Over/(Under) Bud Wages
Lead Guide	\$ 85,511	\$ 88,166	\$ (2,655)
Assistant Guide	48,920	47,320	1,600
Other Instruction	15,456	22,956	(7,500)
School Support	31,718	30,087	1,631
SPED Instruction	22,271	25,997	(3,726)
SPED Support	15,100	15,100	-
<b>Instruction</b>	<b>\$ 181,605</b>	<b>\$ 188,529</b>	<b>\$ (6,924)</b>
Before/After Care	\$ -	\$ -	\$ -
Network Admin	\$ 97,106	\$ 96,164	\$ 942
School Admin	\$ 58,983	\$ 73,248	\$ (14,265)
Summer School	\$ 82,967	\$ 96,499	\$ (13,532)
<b>Total Wages</b>	<b>\$ 458,032</b>	<b>\$ 495,537</b>	<b>\$ (37,505)</b>
Benefits	142,026	174,429	\$ (32,403)
<b>Wages and Benefits</b>	<b>\$ 600,058</b>	<b>\$ 669,967</b>	<b>\$ (69,909)</b>

**City Garden Montessori School****Services- Actual vs. Budget****07/31/2025****Cost Center****Instruction**

	<b>Totals</b>			<b>Elementary and Adolescent Education Center</b>			<b>Early Childhood Education Center</b>			<b>4202 Folsom and unallocated</b>		
	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>
Elementary Instruction	3,106.74	12,665.58	(9,558.84)	2,481.03	8,654.33	(6,173.30)	625.71	4,011.25	(3,385.54)	-	-	-
JH Instruction	32,370.21	464.17	31,906.04	32,370.21	464.17	31,906.04	-	-	-	-	-	-
Preschool Instruction	-	854.08	(854.08)	-	-	-	-	854.08	(854.08)	-	-	-
Summer School	4,323.04	844.75	3,478.29	3,949.84	566.25	3,383.59	373.20	278.50	94.70	-	-	-
SPED	947.75	14,220.67	(13,272.92)	947.75	10,648.92	(9,701.17)	-	3,571.75	(3,571.75)	-	-	-
Reading and other Instruction	-	18.58	(18.58)	-	18.58	(18.58)	-	-	-	-	-	-
<b>Subtotal- Instruction</b>	<b>40,747.74</b>	<b>29,067.83</b>	<b>11,679.91</b>	<b>39,748.83</b>	<b>20,352.25</b>	<b>19,396.58</b>	<b>998.91</b>	<b>8,715.58</b>	<b>(7,716.67)</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Student and Family Support**

Principal	-	2,538.92	(2,538.92)	-	1,981.92	(1,981.92)	-	557.00	(557.00)	-	-	-
Student Support	20,544.30	10,564.08	9,980.22	-	9,444.67	(9,444.67)	4,934.30	1,119.42	3,814.88	15,610.00	-	15,610.00
Nurse	4,000.00	5,536.17	(1,536.17)	-	3,536.75	(3,536.75)	-	1,999.42	(1,999.42)	4,000.00	-	4,000.00
Parental Support	-	689.67	(689.67)	-	252.00	(252.00)	-	437.67	(437.67)	-	-	-
Before/Aftercare	-	178.67	(178.67)	-	89.33	(89.33)	-	89.33	(89.33)	-	-	-
Student Activities and Athletics	-	928.25	(928.25)	-	928.25	(928.25)	-	-	-	-	-	-
Transportation	-	3,064.08	(3,064.08)	-	2,345.00	(2,345.00)	-	719.08	(719.08)	-	-	-
Food	4,468.50	19,447.92	(14,979.42)	3,306.30	11,557.92	(8,251.62)	1,162.20	7,890.00	(6,727.80)	-	-	-
<b>Subtotal- Student and Family Sup.</b>	<b>29,012.80</b>	<b>42,947.75</b>	<b>(13,934.95)</b>	<b>3,306.30</b>	<b>30,135.83</b>	<b>(26,829.53)</b>	<b>6,096.50</b>	<b>12,811.92</b>	<b>(6,715.42)</b>	<b>19,610.00</b>	<b>-</b>	<b>19,610.00</b>

**Admin and Other**

Professional Development	37,217.40	12,068.67	25,148.73	16,982.12	10,517.00	6,465.12	5,000.00	1,551.67	3,448.33	15,235.28	-	15,235.28
Technology	11,660.00	7,426.33	4,233.67	9,525.00	5,012.75	4,512.25	2,000.00	2,413.58	(413.58)	135.00	-	135.00
Executive Admin	19,123.93	14,784.58	4,339.35	53.50	-	53.50	56.50	-	56.50	19,013.93	14,784.58	4,229.35
Business Office	6,752.49	5,683.67	1,068.82	-	-	-	1,000.00	-	1,000.00	5,752.49	5,683.67	68.82
Philanthropy	12,928.49	4,271.50	8,656.99	3,408.75	-	3,408.75	-	-	-	9,519.74	4,271.50	5,248.24
Institute	8,802.33	4,721.00	Budget FY 25-26	4,136.37	-	4,136.37	-	-	-	4,665.96	4,721.00	(55.04)
<b>Subtotal- Admin and Other</b>	<b>96,484.64</b>	<b>48,955.75</b>	<b>43,447.56</b>	<b>34,105.74</b>	<b>15,529.75</b>	<b>18,575.99</b>	<b>8,056.50</b>	<b>3,965.25</b>	<b>4,091.25</b>	<b>54,322.40</b>	<b>29,460.75</b>	<b>24,861.65</b>

**Subtotal- Before Building**

<b>Subtotal- Before Building</b>	<b>166,245.18</b>	<b>120,971.33</b>	<b>41,192.52</b>	<b>77,160.87</b>	<b>66,017.83</b>	<b>11,143.04</b>	<b>15,151.91</b>	<b>25,492.75</b>	<b>(10,340.84)</b>	<b>73,932.40</b>	<b>29,460.75</b>	<b>44,471.65</b>
<b>Building</b>	<b>115,574.50</b>	<b>88,637.96</b>	<b>26,936.54</b>	<b>71,987.50</b>	<b>45,483.91</b>	<b>26,503.59</b>	<b>42,043.33</b>	<b>40,917.26</b>	<b>1,126.07</b>	<b>1,543.67</b>	<b>2,236.78</b>	<b>(693.11)</b>
<b>Total</b>	<b>281,819.68</b>	<b>209,609.29</b>	<b>68,129.06</b>	<b>149,148.37</b>	<b>111,501.75</b>	<b>48,789.66</b>	<b>57,195.24</b>	<b>66,410.01</b>	<b>(19,555.61)</b>	<b>75,476.07</b>	<b>31,697.53</b>	<b>88,250.19</b>

**City Garden Montessori School**

Supplies- Actual vs. Budget

07/31/2025

Cost Center

Instruction

Elementary Instruction

JH Instruction

Preschool Instruction

Summer School

SPED

Reading and other Instruction

**Subtotal- Instruction****Student and Family Support**

Principal

Student Support

Nurse

Parental Support

Before/Aftercare

Student Activities and Athletics

Transportation

Food

**Subtotal- Student and Family Sup.****Admin and Other**

Professional Development

Technology

Executive Admin

Business Office

Philanthropy

Institute

**Subtotal- Admin and Other****Subtotal- Before Building****Building****Total**

Totals			Elementary and Adolescent Education Center			Early Childhood Education Center			4202 Folsom and unallocated		
Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance	Actual	Budget	Variance
35,546.78	7,348.20	28,198.58	33,504.34	6,202.40	27,301.94	2,042.44	1,145.80	896.64	-	-	-
1,195.56	534.69	660.87	1,195.56	534.69	660.87	-	-	-	-	-	-
290.24	414.80	(124.56)	-	-	-	290.24	414.80	(124.56)	-	-	-
1,968.27	-	1,968.27	1,047.09	-	1,047.09	921.18	-	921.18	-	-	-
92.47	197.30	(104.83)	-	130.50	(130.50)	92.47	66.80	25.67	-	-	-
-	133.70	(133.70)	-	133.70	(133.70)	-	-	-	-	-	-
39,093.32	8,628.70	30,464.62	35,746.99	7,001.30	28,745.69	3,346.33	1,627.40	1,718.93	-	-	-
851.71	2,205.60	(1,353.89)	700.71	1,336.70	(635.99)	151.00	868.90	(717.90)	-	-	-
2,943.00	55.70	2,887.30	-	55.70	(55.70)	243.00	-	243.00	2,700.00	-	2,700.00
205.34	163.10	42.24	-	108.70	(108.70)	205.34	54.40	150.94	-	-	-
402.00	859.70	(457.70)	100.00	546.90	(446.90)	302.00	312.80	(10.80)	-	-	-
-	110.20	(110.20)	-	55.60	(55.60)	-	54.60	(54.60)	-	-	-
-	1,129.90	(1,129.90)	-	1,129.90	(1,129.90)	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
458.99	1,803.50	(1,344.51)	-	1,348.10	(1,348.10)	458.99	455.40	3.59	-	-	-
4,861.04	6,327.70	(1,466.66)	800.71	4,581.60	(3,780.89)	1,360.33	1,746.10	(385.77)	2,700.00	-	2,700.00
578.66	22.30	556.36	57.89	13.60	44.29	62.74	8.70	54.04	458.03	-	458.03
-	3,288.80	(3,288.80)	-	-	-	-	-	-	-	3,288.80	(3,288.80)
5,263.02	2,648.90	2,614.12	-	-	-	-	-	-	5,263.02	2,648.90	2,614.12
1,762.64	55.70	1,706.94	1,177.72	-	1,177.72	-	-	-	584.92	55.70	529.22
90.00	2,450.70	(2,360.70)	-	-	-	-	-	-	90.00	2,450.70	(2,360.70)
5,296.98	1,581.90	Budget FY 25-26	2,790.53	-	2,790.53	-	-	-	2,506.45	1,581.90	924.55
12,991.30	10,048.30	(772.08)	4,026.14	13.60	4,012.54	62.74	8.70	54.04	8,902.42	10,026.00	(1,123.58)
56,945.66	25,004.70	28,225.88	40,573.84	11,596.50	28,977.34	4,769.40	3,382.20	1,387.20	11,602.42	10,026.00	1,576.42
19,580.74	24,081.10	(4,500.36)	17,323.53	14,881.13	2,442.40	1,950.70	8,365.51	(6,414.81)	306.51	834.46	(527.95)
76,526.40	49,085.80	27,440.60	57,897.37	26,477.62	31,419.75	6,720.10	11,747.71	(5,027.61)	11,908.93	10,860.46	1,048.47

**City Garden Montessori School**

Facilities- Actual vs. Budget

07/31/2025

**Supplies**

	<b>Totals</b>			<b>Elementary and Adolescent Education Center</b>			<b>Early Childhood Education Center</b>			<b>4202 Folsom and unallocated</b>		
	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>
Building Supplies	10,158.36	6,465.55	3,692.81	8,207.66	3,495.24	4,712.42	1,950.70	2,750.72	(800.02)	-	219.60	(219.60)
Electric	9,422.38	16,662.49	(7,240.11)	9,115.87	11,114.91	(1,999.04)	-	5,122.10	(5,122.10)	306.51	425.47	(118.96)
Natural Gas	-	953.06	(953.06)	-	270.98	(270.98)	-	492.68	(492.68)	-	189.40	(189.40)
<b>Subtotal- Supplies</b>	<b>19,580.74</b>	<b>24,081.10</b>	<b>(4,500.36)</b>	<b>17,323.53</b>	<b>14,881.13</b>	<b>2,442.40</b>	<b>1,950.70</b>	<b>8,365.51</b>	<b>(6,414.81)</b>	<b>306.51</b>	<b>834.46</b>	<b>(527.95)</b>

**Rent and Services**

Rent	72,298.27	55,040.67	17,257.60	41,105.27	26,958.33	14,146.94	31,193.00	28,082.33	3,110.67	-	-	-
Cleaning Services	10,440.00	10,824.96	(384.96)	1,750.00	7,302.27	(5,552.27)	8,090.00	3,156.69	4,933.31	600.00	365.99	234.01
Maintenance	26,704.14	8,767.58	17,936.56	25,527.02	5,808.02	19,719.00	1,177.12	2,685.07	(1,507.95)	-	274.50	(274.50)
Trash	1,429.59	1,198.63	230.96	732.98	503.24	229.74	624.71	603.89	20.82	71.90	91.50	(19.60)
Other Property Services	2,727.79	2,342.13	385.66	2,214.43	1,340.10	874.33	458.50	636.04	(177.54)	54.86	365.99	(311.13)
Property Insurance	-	6,270.56	(6,270.56)	-	3,114.46	(3,114.46)	-	2,621.18	(2,621.18)	-	534.91	(534.91)
Communications	1,974.71	1,939.06	35.65	657.80	457.49	200.31	500.00	932.58	(432.58)	816.91	548.99	267.92
Property Taxes	-	2,254.38	(2,254.38)	-	-	-	-	2,199.48	(2,199.48)	-	54.90	(54.90)
<b>Subtotal- Rent and Services</b>	<b>115,574.50</b>	<b>88,637.96</b>	<b>26,936.54</b>	<b>71,987.50</b>	<b>45,483.91</b>	<b>26,503.59</b>	<b>42,043.33</b>	<b>40,917.26</b>	<b>1,126.07</b>	<b>1,543.67</b>	<b>2,236.78</b>	<b>(693.11)</b>

**Capital and Debt Service**

Capital Spending	-	-	-	-	-	-	-	-	-	-	-	-
Interest- Cash	44,054.51	43,774.19	280.33	44,054.51	43,774.19	280.33	-	-	-	-	-	-
Interest- Amortization of Debt Cost	2,362.01	2,600.00	(237.99)	2,362.01	2,600.00	(237.99)	-	-	-	-	-	-
Depreciation	-	4,167.00	(4,167.00)	-	-	-	-	833.00	(833.00)	-	3,334.00	(3,334.00)
<b>Subtotal- Capital and Debt Service</b>	<b>46,416.52</b>	<b>50,541.19</b>	<b>(4,124.67)</b>	<b>46,416.52</b>	<b>46,374.19</b>	<b>42.34</b>	<b>-</b>	<b>833.00</b>	<b>(833.00)</b>	<b>-</b>	<b>3,334.00</b>	<b>(3,334.00)</b>

**Total**

<b>181,571.76</b>	<b>163,260.24</b>	<b>18,311.52</b>	<b>135,727.55</b>	<b>106,739.23</b>	<b>28,988.32</b>	<b>43,994.03</b>	<b>50,115.77</b>	<b>(6,121.74)</b>	<b>1,850.18</b>	<b>6,405.25</b>	<b>(4,555.07)</b>
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Budget  
FY 25-26

**City Garden Montessori Charter School**  
**Statement of Activity**  
**July 2025**

	Total	
	Jul 2025	Jul 2025 (YTD)
<b>Revenue</b>		
<b>5100001 Local Revenue</b>		
5113001 Prop C,Local	68,355.30	68,355.30
5141001 Interest,Local	1.72	1.72
5141901 Interest-4209 Project,Local	34,696.00	34,696.00
<b>5180001 Tuition-Pre K, Before/After Care</b>		
5181011 After School Care,Local	7,158.81	7,158.81
5181021 Before School Care,Local	580.54	580.54
5182P01 Preschool Tuition,Local	427.25	427.25
5182P21 Preschool Tuition- Deposit,Local	200.69	200.69
<b>Total 5180001 Tuition-Pre K, Before/After Care</b>	<b>\$ 8,367.29</b>	<b>\$ 8,367.29</b>
5192011 Donations,Local Annual Fund	139,310.51	139,310.51
5198901 Other Income-Local	54.00	54.00
5151001 Student Food Sales,Local	2,785.70	2,785.70
5179001 Activity Fees ,Local	625.00	625.00
5198001 Other,Local	50.16	50.16
<b>Total 5198901 Other Income-Local</b>	<b>\$ 3,514.86</b>	<b>\$ 3,514.86</b>
<b>Total 5100001 Local Revenue</b>	<b>\$ 254,245.68</b>	<b>\$ 254,245.68</b>
<b>5300003 State Revenue</b>		
5311003 Basic Formula,State	647,094.00	647,094.00
5314003 ECSE- STATE	8,820.60	8,820.60
5319003 Classroom Trust,State	21,021.97	21,021.97
<b>Total 5300003 State Revenue</b>	<b>\$ 676,936.57</b>	<b>\$ 676,936.57</b>
<b>5400004 Federal Revenue</b>		
5445004 Lunch Program,Fed	6,627.39	6,627.39
5446004 Breakfast Program,Federal	1,272.70	1,272.70
5448004 Snack Program,Federal	861.32	861.32
<b>Total 5400004 Federal Revenue</b>	<b>\$ 8,761.41</b>	<b>\$ 8,761.41</b>
Unapplied Cash Payment Revenue	1,201.75	1,201.75
<b>Total Revenue</b>	<b>\$ 941,145.41</b>	<b>\$ 941,145.41</b>
<b>Gross Profit</b>	<b>\$ 941,145.41</b>	<b>\$ 941,145.41</b>
<b>Expenditures</b>		
<b>6100000 Salaries</b>		
<b>6110000 Certified Salaries</b>		
6111001 FT Cert Salaries,Local	16,055.85	16,055.85
6111003 Full-Time Certified Salaries,State	165,013.98	165,013.98
6121003 Part-Time Certified Salaries,State	21,542.72	21,542.72
<b>Total 6110000 Certified Salaries</b>	<b>\$ 202,612.55</b>	<b>\$ 202,612.55</b>
<b>6150000 Classified Salaries</b>		
6151001 Classified Salaries,Local	29,057.27	29,057.27
6151003 Full-Time Classified Salaries,State	181,151.33	181,151.33
6161001 Part-time Classified Salaries,Local	1,453.22	1,453.22
6161003 Part-time Classified Salaries,State	43,757.35	43,757.35
<b>Total 6150000 Classified Salaries</b>	<b>\$ 255,419.17</b>	<b>\$ 255,419.17</b>
<b>Total 6100000 Salaries</b>	<b>\$ 458,031.72</b>	<b>\$ 458,031.72</b>
<b>6200000 Employee Benefits</b>		
6211003 Teachers' Retirement,State	21,393.79	21,393.79
6221001 Employee Benefits;Non Teaher Retirment, Local	4,682.28	4,682.28
6221003 Non-Teacher Retirement,State	26,223.19	26,223.19
6231001 Social Security,Local	3,002.00	3,002.00
6231003 Social Security,State	25,147.50	25,147.50
6232001 Medicare,Local	416.99	416.99
6232003 Medicare, State	6,113.74	6,113.74
6241001 Employee Insurance,Local	5,194.66	5,194.66
6241003 Employee Insurance,State	47,093.16	47,093.16

Budget  
FY 25-26

**City Garden Montessori Charter School**  
**Statement of Activity**  
 July 2025

	Total	
	Jul 2025	Jul 2025 (YTD)
6241103 Employee Insurance-ded. Reimb Plan,State	283.50	283.50
6241T03 Employee Insurance- Term Empl,State	-1,931.07	-1,931.07
6261003 Workers' Compensation,State	4,406.00	4,406.00
<b>Total 6200000 Employee Benefits</b>	<b>\$ 142,025.74</b>	<b>\$ 142,025.74</b>
<b>6300000 Purchased Services</b>		
<b>6300B00 Purchase Service- Facilities</b>		
6331003 Cleaning Services-State	10,440.00	10,440.00
6332003 Repairs & Maintenance,State	32,029.14	32,029.14
6332B13 Building Maintenance,State	200.00	200.00
6333003 Rent-Building,State	72,298.27	72,298.27
<b>6339003 Other Property Services,State</b>		
6334003 Rental Equipment,State	656.22	656.22
6336003 Trash Removal,State	1,578.59	1,578.59
6339B13 Extermination,State	481.49	481.49
6339B23 Security,State	356.00	356.00
6339B33 Snow Removal,State	1,219.02	1,219.02
6339B43 Water/Sewer	671.28	671.28
<b>Total 6339003 Other Property Services,State</b>	<b>\$ 4,962.60</b>	<b>\$ 4,962.60</b>
<b>Total 6300B00 Purchase Service- Facilities</b>	<b>\$ 119,930.01</b>	<b>\$ 119,930.01</b>
<b>6300D00 Purchase Services- Development</b>		
6319D11 Other Development Consulting/Design	265.00	265.00
6319D21 Development Consulting	8,958.75	8,958.75
6319D41 Website/Online Resources	29.00	29.00
<b>6395001 Special Events,Local</b>		
6395DG1 Bloomarang, CC fees	1,920.81	1,920.81
<b>Total 6395001 Special Events,Local</b>	<b>\$ 1,920.81</b>	<b>\$ 1,920.81</b>
<b>Total 6300D00 Purchase Services- Development</b>	<b>\$ 11,173.56</b>	<b>\$ 11,173.56</b>
<b>6300I00 Purchase Services- Instruction</b>		
6311003 Professional Services,State	33,831.25	33,831.25
6311I13 Physical Education,State	450.52	450.52
6311I53 Substitutes,State	3,724.07	3,724.07
6311I63 Summer School-State	598.97	598.97
6319I13 Student Information System	20,159.30	20,159.30
6343001 Travel,Local	6,176.27	6,176.27
<b>Total 6300I00 Purchase Services- Instruction</b>	<b>\$ 64,940.38</b>	<b>\$ 64,940.38</b>
<b>6300S00 Prof. Services- Support</b>		
6319S13 Student Information Systems	385.00	385.00
6391F14 Food Service,Federal	4,468.50	4,468.50
<b>Total 6300S00 Prof. Services- Support</b>	<b>\$ 4,853.50</b>	<b>\$ 4,853.50</b>
<b>6300T00 Purchase Services- Training</b>		
6312T13 Montessori Training,State	15,500.00	15,500.00
6312T23 Common Core Training,State	3,859.27	3,859.27
6312T33 Administrative Staff PD,State	1,050.00	1,050.00
6312T91 PD- Outside Facilitation,Local	4,850.00	4,850.00
<b>Total 6300T00 Purchase Services- Training</b>	<b>\$ 25,259.27</b>	<b>\$ 25,259.27</b>
<b>6300X00 Purchase Services- Admin</b>		
6317003 Legal,State	6,417.50	6,417.50
6319003 Other Professional Services,State	28,902.73	28,902.73
6352003 Liability Insurance,State	125.67	125.67
6361003 Communication,State	3,388.84	3,388.84
6371003 Dues & Memberships,State	2,416.28	2,416.28
6391003 Other Purchased Services,State	645.65	645.65
6343T91 Travel Expense to be Reimbursed	444.50	444.50
<b>Total 6391003 Other Purchased Services,State</b>	<b>\$ 1,090.15</b>	<b>\$ 1,090.15</b>
6392003 Admin Fees,State	389.47	389.47
<b>Total 6300X00 Purchase Services- Admin</b>	<b>\$ 42,730.64</b>	<b>\$ 42,730.64</b>

**City Garden Montessori Charter School**  
**Statement of Activity**  
**July 2025**

	Total	
	Jul 2025	Jul 2025 (YTD)
6319E03 Online other services	1,727.56	1,727.56
6362E03 Advertising- Employee Recruitment	476.66	476.66
6362S03 Advertising for Student Recruitment	19.94	19.94
6391004 Professional Services, Federal	947.75	947.75
6391A03 HR IS Fees Zenefits/Trinet	222.00	222.00
6391A13 Payroll Service Fee Heartland	1,402.04	1,402.04
6391Y004 Consulting Fees, Federal	4,136.37	4,136.37
6397003 Scabies Costs	4,000.00	4,000.00
<b>Total 6300000 Purchased Services</b>	<b>\$ 281,819.68</b>	<b>\$ 281,819.68</b>
<b>6400000 Supplies &amp; Materials</b>		
<b>6400B00 Supplies- Facilities</b>		
6411B13 Building Supplies,State	4,295.86	4,295.86
6481003 Electirc,State	9,422.38	9,422.38
<b>Total 6400B00 Supplies- Facilities</b>	<b>\$ 13,718.24</b>	<b>\$ 13,718.24</b>
<b>6400I00 Supplies- Instruction</b>		
6411003 General Supplies,State	335.92	335.92
6411I13F Food and Drink- Staff- Prin. Discretion	377.00	377.00
6411J13 Supplies-JH 1,State	74.83	74.83
6411J23 Supplies-JH 2,State	167.73	167.73
6411P33 Supplies-Primary 3,State	290.24	290.24
<b>Total 6411003 General Supplies,State</b>	<b>\$ 1,245.72</b>	<b>\$ 1,245.72</b>
6411I13 Instruction Supplies, State	5,869.84	5,869.84
6411I93 General Office	2,529.14	2,529.14
6411I93F Staff Food and Beverage-BOM	201.86	201.86
6411JS3 JH School Store, State	953.00	953.00
<b>Total 6400I00 Supplies- Instruction</b>	<b>\$ 10,799.56</b>	<b>\$ 10,799.56</b>
<b>6400S00 Supplies- Support</b>		
6411S13 Character Ed/Family Support,State	545.00	545.00
6411S43 Supplies/Outreach,State	2,800.00	2,800.00
6471003 Food Supplies,State	458.99	458.99
<b>Total 6400S00 Supplies- Support</b>	<b>\$ 3,803.99</b>	<b>\$ 3,803.99</b>
<b>6400T00 Supplies- Training</b>		
6411T13 Montessori Training Supplies,State	784.56	784.56
6411T23 Other Training Supplies	1,999.21	1,999.21
<b>Total 6400T00 Supplies- Training</b>	<b>\$ 2,783.77</b>	<b>\$ 2,783.77</b>
<b>6400X00 Supplies- Admin</b>		
6411001 Supplies,Local	2,835.44	2,835.44
6411X23 Admin Office Supplies	347.21	347.21
6411X33 Staff Appreciation	5,109.97	5,109.97
<b>Total 6400X00 Supplies- Admin</b>	<b>\$ 8,292.62</b>	<b>\$ 8,292.62</b>
6411D11 Other Supplies-Development,Local	90.00	90.00
6411I83 Summer School Supplies	2,065.97	2,065.97
6411IC4 Supplies & Materials	1,039.12	1,039.12
6411IR4 Supplies & Materials-Startup, Federal	24,118.22	24,118.22
6411J33	169.83	169.83
6411L63 Supplies-Lower EL 6,State	467.34	467.34
6411U23 Supplies-Upper El 2,State	131.06	131.06
6411U63 Supplies Upper EL 6,State	1,001.83	1,001.83
6411Y04 Supplies- Institute, Federal	1,500.00	1,500.00
6412004 Supplies Tech,Federal	6,714.68	6,714.68
<b>Total 6400000 Supplies &amp; Materials</b>	<b>\$ 76,696.23</b>	<b>\$ 76,696.23</b>
6624901 Interest- 4209,Local	44,054.51	44,054.51
6624911 Interest-4209 Debt Cost,Local	2,362.01	2,362.01
<b>Total Expenditures</b>	<b>\$ 1,004,989.89</b>	<b>\$ 1,004,989.89</b>
<b>Net Operating Revenue</b>	<b>-\$ 63,844.48</b>	<b>-\$ 63,844.48</b>
<b>Net Revenue</b>	<b>-\$ 63,844.48</b>	<b>-\$ 63,844.48</b>



**City Garden Montessori Charter School**  
**Statement of Activity**  
**July 2025**

Total	
Jul 2025	Jul 2025 (YTD)

Thursday, Aug 28, 2025 07:59:06 PM GMT-7 - Cash Basis

## Coversheet

### Vote to approve Michelle Chlebowski as a new Board of Directors member

<b>Section:</b>	II. Action Items
<b>Item:</b>	C. Vote to approve Michelle Chlebowski as a new Board of Directors member
<b>Purpose:</b>	Vote
<b>Submitted by:</b>	
<b>Related Material:</b>	Michelle Chlebowski - CG Board Application.pdf

# City Garden Board Membership Application

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

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

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

Email \*

michellechlebowski@gmail.com

1. Your Name \*

Michelle Chlebowski

2. Your Home Address \*

5777 McPherson Ave Saint Louis MO 63112

3. Your Mobile Phone Number \*

3147990911

## 4. Your Age Range \*

- ☐ 18-25
- ☐ 26-35
- ☒ 36-55
- ☐ 56+

## 5. Your Ethnicity/Race \*

caucasian

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

CPA, Director of Business & Operations at Independent High School

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

I am a current parent of a rising 3rd and Kind student. This is our second year at City Garden. Previously, I worked at a Montessori school; as well as my children attending a Montessori.

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

- ☒ Yes
- ☐ No

Oath of Inclusion

### ***Oath of Inclusion***

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

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

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

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

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

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

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

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

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

I will lead by example.

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

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

This is our City Garden.

Signature

Print Name

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

I have partaken in a personal journey to research various aspects of ABAR, and how I can improve my understanding of what it means to be an ally (this included reading and research). I worked as a fractional-CFO for Join Hands ESL, a community center in East St. Louis working to improve the lives of the families in East St. Louis. This provided me a hands on opportunity to understand how the effects of racism impacts families day to day.

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

☒ Yes

☐ No

Montessori Theory of Development



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

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

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

— American Montessori Society

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

☒ Yes

☐ No

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

☒ Yes

☐ No

### Board Contributions & Responsibilities

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

I believe my background in accounting and finance, my professional work in a school, along with my passion for Montessori place me in a strong position to add value to the Board. I am seeking ways to be an asset to City Garden, and see this as a place to use my skills in the best possible fashion.

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

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

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

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

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

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

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

CPA; 5 years of experience in Independent School Administration (Business/Finance)

### Wrapping Up

Is there anything else you would like us to know?

I do not believe I have additional information at this time.

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

No questions as this time. Thank you for your consideration.

This form was created inside of Claire F Schell.

Google Forms

# Coversheet

## 2025-26 Board Priorities

<b>Section:</b>	II. Action Items
<b>Item:</b>	D. 2025-26 Board Priorities
<b>Purpose:</b>	Vote
<b>Submitted by:</b>	
<b>Related Material:</b>	2025_2026 CG Board Priorities_9.4.25.pdf

## **City Garden Montessori School Board Priorities (2025/2026)**

**Priority 1: Strategic Plan:** *By March 2026, the board will ensure approval of City Garden's three-year strategic plan & codified processes for annual goalsetting.*

*Board Owners: Executive Committee*

*Milestones:*

- **Monthly:** *Updates from CEO on strategic planning progress*
- **By August 2025:** *Finalize strategic questions to guide current state analysis & stakeholder engagement*
- **By November 2025:** *Participate in stakeholder engagement as part of strategic planning process*
- **By January 2026:** *Participate in review and testing of theory of change, strategic direction & operational implications via board committees*
- **By February 2026:** *Approve strategic plan*
- **By March 2026:** *Codify process for annual planning cycle (e.g., school, CEO, board goalsetting), ahead of SY27 planning*

**Priority 2: Academic Outcomes & Whole Child Success:** *By June 2026, the board will deepen its understanding of the root causes of persistent academic achievement gaps, culminating in an evidence-based hypothesis and prioritized metrics to inform SY27 planning.*

*Board Owner: Mia Howard, Whole Child Success Committee Chair*

*Milestones:*

- **Monthly:** *Review monthly Whole Child Success Committee updates with reflections aligned to board goal*
- **By November 2025:** *Review & analyze disaggregated academic data from past three years, including growth, proficiency and access to interventions or enrichment. Support leadership in drafting hypotheses about drivers of achievement gaps.*
- **By January 2026:** *Prioritize board learning session to enhance collective data literacy & ensure understanding of key strategic planning elements*
- **By March 2026:** *Draft and adopt plans for SY27 to address drivers of achievement gaps and corresponding board/staff accountability metrics in alignment with strategic plan*

**Priority 3: Healthy Financial Outlook:** *By June 2026, the board will ensure the organization ends the fiscal year with a healthy financial outlook—defined by a balanced budget, clear understanding of future funding risks and opportunities, board engagement in fundraising, and a board-approved long-term financial strategy.*

*Board Owner: Ben Huebner, Finance Committee Chair*

**Milestones:**

- **Monthly:** Review monthly Finance committee updates with reflections aligned to board goal
- **By September 2025:** Define key financial health indicators (e.g., operating margin, cash reserves) and outline what constitutes a “healthy outlook” for year-end and beyond
- **By December 2025:** Review multi-year projections and analyze funding risks/opportunities based on public revenue trends
- **By January 2026:** Host a finance committee-led board discussion to review long-term financial strategy (including philanthropy) and clarify board’s stewardship role
- **By March 2026:** Approve multi-year financial sustainability strategy for incorporation into SY27 planning

**Priority 4: Hiring of Administrative Leader:** *By March 2026, the board will approve the hiring of a new administrative role to ensure sustainability of leadership team & support successful implementation of strategic plan.*

*Board Owner: TBD, Governance Committee (?)*

**Milestones:**

- **By October 2025:** Governance Committee recommends staffing model & hiring process, in collaboration with CEO
- **By November 2025:** Finalize new staffing model & job description for role TBD
- **By December 2025:** Launch recruitment process
- **By February 2026:** Extend offer to new administrative hire
- **By March 2026:** Board approves new administrative hire

# Coversheet

## CEO Report and Strategic Plan Update

<b>Section:</b>	III. Information Items
<b>Item:</b>	A. CEO Report and Strategic Plan Update
<b>Purpose:</b>	FYI
<b>Submitted by:</b>	
<b>Related Material:</b>	CEO Report to the Board_9-2025.pdf CG Strategic Planning - September 2025 Board Update.pdf





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

*September 2025*

# Strong Start, Meaningful Reflections

*Last week, I connected with a parent whose child attended City Garden Montessori's preschool from 2006 to 2008. She's now a senior at Bowdoin College in Maine, studying Anthropology. Her mom talked about the impact of her early childhood Montessori experience at City Garden and how it contributed to her becoming a thoughtful, empathetic, bright young person who is finding her own ways to contribute to the world. Connecting with this parent was a reminder that every interaction we have with a child, and each moment of learning, contribute to the cumulative effect of our Montessori program.*



*This school year is off to a strong start, with our students making joyful connections and diving right into learning. The first weeks of school have included acclimating to strong routines and procedures, taking baseline assessments, building community within classrooms, celebrations like the Back to School BBQ and Maria Montessori's birthday, and setting goals for the year ahead.*

## Celebrations to Note

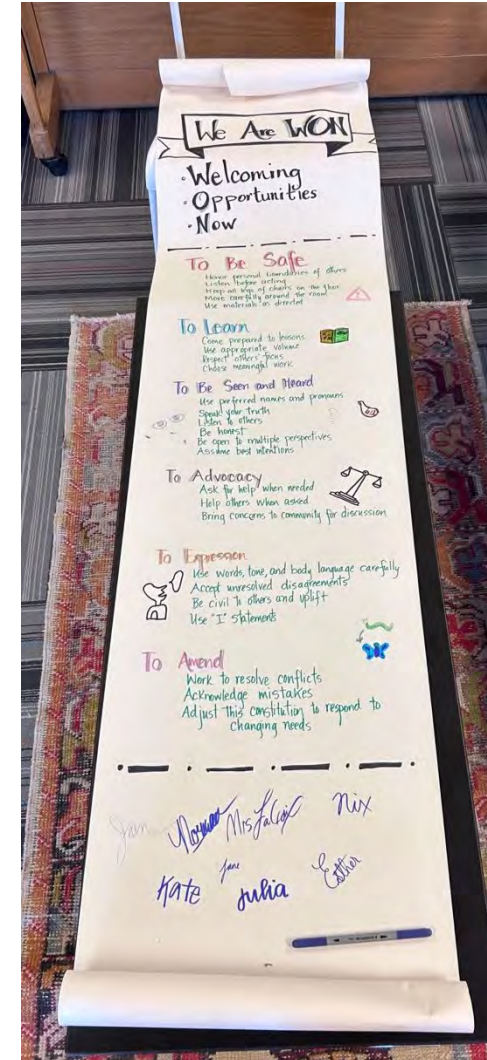


- **Thus far, our schoolwide attendance has been just over 97%! This is compared to 95% a year ago. Our attendance goal for this year is 93.6%. Kudos to our team and to our families for this incredible start to the school year!**
- **100% of lead guide positions were filled by August 1<sup>st</sup>, and we have had no midyear lead guide transitions thus far. 21 out of 25 lead guides returned from Spring, 2025. This strong retention is contributing to a strong start for students.**
- **We launched one 3-6 year old mixed-age Primary (early childhood) classroom in the Early Childhood Education Center in August. This is a significant step for City Garden in our commitment to fully implementing the Montessori model. This classroom will serve as a “learning laboratory” for us, as we plan to transition all ECEC classrooms to 3-6 year olds mixed-age classrooms in the 2026-27 school year. Read more about the importance of the 3-6 mixed age environment [here](#) and [here](#).**
- **Our Friday Enrichment program has gotten off to a great start, and students are enjoying art explorations, art history, book club, karate, STEM, outdoor adventures, sports, yarn works, strategy games, mindfulness, choir and digital art. Enrichment offerings are student driven and will change each quarter.**



# Challenges We're Grappling With

- Last minute enrollment shifts:** Over the past year, we have worked with other charter schools to launch [School App STL](#), which is a common application for 12 charter schools in St. Louis City. Our goal was that this, along with other targeted strategies to retain families and hit a record number of student applications, would result in starting the school year on target with budgeted enrollment numbers. However, in August, 40 students let us know they were going to other schools. These last-minute withdrawals have been a pattern for the past few years, and we were hoping the common application would reduce this trend. When students withdraw at the last minute, it is harder to admit students, and the transition is more challenging for students, guides and parents. Thus, we are under budget for enrollment and are grappling with how to both meet budget and ensure success for students, guides and families. We sent out a survey to exiting families to better understand why they decided to leave, and our team is strategizing about additional ways to retain families and emphasize the importance of communicating with us early about changes in enrollment.
- Special education capacity and continued increase in student needs:** We continue to see an increase in students who need intensive specialized support. Our team does an amazing job of supporting students with special needs and this is a serious commitment for City Garden. However, the needs for personnel and other services continue to dramatically exceed the funding we receive for special education. We continue to strategize to develop creative and effective ways to meet students' needs and support guides and staff.
- Open Positions:** Though we started the school year with 100% of lead guide positions filled, we still have several other positions that we are still hiring for:
  - Early Childhood Dean of Student Success
  - Early Childhood Family Support Coordinator/ School Social Worker
  - Early Childhood Music Teacher (part-time)
  - Early Childhood Assistant Guide
  - Elementary and Adolescent Student Experience Coordinator (coordinating after school and enrichment programming)
  - BJC School Social Worker



# Essential Outcomes for the 2025-26 School Year

*City Garden has many priorities and plans for the 2025-26 school year. However, we are anchoring around four “Essential Outcomes”—the things we believe are most important to achieve.*

***The Essential Outcomes for the 2025-26 School Year are:***

- 1. 60% of students will meet 100% their "annual typical growth" goals on iReady in both English Language Arts (ELA) and Math.*
- 2. CGMS will achieve 93.6% schoolwide attendance in the 2025-26 school year (averaged across the year).*
- 3. CGMS will retain 85% or more of lead guides between August, 2025 and August, 2026 and 83% or more of all staff between August, 2025 and August 2026.*
- 4. CGMS will end the 2025-26 fiscal year with a 10% or higher fund balance.*



# By the Numbers – Student Enrollment and Demographics

	Enrollment Sept-24	Enrollment Sept-25	FRL Percentage Sept-24	FRL Percentage Sept-25
<b>Preschool</b>	97	94	50.5	56.52
<b>Charter</b>	491	516	46	54.13
<b>Whole School</b>	588	610	46.8	54.5

Whole School	Sep-24	Sep-24	Sep-25	Sep-25
<b>Asian</b>	9	1.5%	7	1.15%
<b>Black</b>	252	42.9%	283	46.39%
<b>Hispanic</b>	43	7.3%	49	8.03%
<b>Indiigenous</b>	1	0.2%	1	0.16%
<b>Multiracial</b>	73	12.4%	74	12.13%
<b>White</b>	209	35.5%	196	32.13%

IEPs	Total Number Sept-24	Percentage Sept-24	Total Number Sept-25	Percentage Sept-25
<b>Charter</b>	44	9%	59	10%
<b>Preschool</b>	1	1%	0	0%
<b>Whole School</b>	45	8%	59	10%





## By the Numbers – Fundraising Report

	FY26 Goal Cash In	Cash In FY26	Dollars Raised FY26	CI + DR	Gap to Goal	Percent to Goal
<b>FY26 Annual Fund General Operating</b>	<b>\$962,947</b>	\$126,751	\$57,730	<b>\$184,481</b>	\$778,466	19%



# Looking Ahead – Upcoming Activities and Events

## 2025-26 ENGAGEMENT OPPORTUNITIES

### FALL

#### Fall Affair

**FALL AFFAIR**  
A Passport Through the Garden  
Sat, Sep 20, 2025 5-7:30pm  
City Garden's EAEC, 4209 Falkow Ave.

**Join Us:** Tickets are \$60 per person or with Sponsorship.

**Get Involved:** Volunteer for the event or join us and bring friends.

**Sponsorship:** Become a City Garden Sponsor, donate an item for the auction, or join us that night and let us inspire you to give in the moment.

#### MILES THAT MATTER

**MILES THAT MATTER**  
Montessori Run for City Garden  
Sat, Oct 4, 2025 8:30-11am  
Saint Louis University's Track

**Get Involved:** Register to run, join the planning committee, volunteer that day, or come cheer on participants.

**Underwriting:** Underwrite runner shirts, water, or post-race treats. Donate to a runner for their team's fundraising.  
\$2,500 | \$1,000 | \$500 | \$250 | \$100 | \$50

#### Trunk or Treat

**TRUNK OR TREAT**  
A sweet, joyful family celebration  
Sat, Oct 25, 2025, 11am-2pm  
City Garden's EAEC, 4209 Falkow Ave.

**Get Involved:** Join the planning committee, volunteer that day, or bring the whole family to sell jokes and play tricks.

**Underwriting:** Underwrite the event, treats, arts & crafts, or decor.  
\$2,500 | \$1,000 | \$500 | \$250 | \$100 | \$50

#### Light Up City Garden

**LIGHT UP CITY GARDEN**  
Celebrate the season of joy  
Thu, Dec 18, 2025, 4-5:30pm  
City Garden's EAEC, 4209 Falkow Ave.

**Get Involved:** Join the planning committee, volunteer, or bring the family for cocoa, candy canes, and community. Sign up for the holiday wish exchange to make it merry.

**Underwriting:** Underwrite the event, hot cocoa and canes, or decor.  
\$2,500 | \$1,000 | \$500 | \$250 | \$100 | \$50

### SPRING

#### MLK Film Screening

**MLK FILM SCREENING**  
Spend this holiday "Day On" with a film and discussion  
Mon, Jan 19, 2026

**Get Involved:** Attend for reflection, learning, and action. Volunteer for setup, tech, or facilitate a post-screening discussion. Contribute talents—photography, music, or spoken word.

**Underwriting:** Underwrite costs for film licensing, AV or Venue, speaker honorariums, discussion materials, or refreshments.  
\$2,500 | \$1,000 | \$500 | \$250 | \$100 | \$50

#### Sunlight & Soil

**SUNLIGHT & SOIL**  
A Garden Gathering  
Sat, Mar 7, 2026 5-7:30pm  
City Garden's EAEC, 1618 Tower Grove Ave.

**Join Us:** Tickets are \$60 per person or with Sponsorship.

**Get Involved:** Volunteer or bring friends new to City Garden. Let us inspire you to sign up for or increase your monthly giving.

**Sponsorship:** Become a City Garden Sponsor, join us that night with friends, and let us inspire you to give in the moment.

#### Block Party

**BLOCK PARTY**  
Beloved tradition for families, friends, and community.  
Fri, May 1, 2026 4-6pm  
Rain Date: Fri, May 8, 2026 4-6pm

**Get Involved:** Help plan, volunteer that day, or bring the family for games, bounce houses, performances, music, food, and fun for all ages.

**Underwriting:** Underwrite the event, games, music, or food.  
\$2,500 | \$1,000 | \$500 | \$250 | \$100 | \$50

#### Phoenix Athletics Award Banquet

**PHOENIX ATHLETICS AWARD BANQUET**  
Celebrate growth, teamwork, and spirit!  
Thu, May 21, 2026 | 5:30-7pm  
City Garden's EAEC, 4209 Falkow Ave.

**Support:** Coach a team or support the cheer squad. Attend games and show your spirit!

**Get Involved:** Recognize City Garden's student-athletes with team highlights, awards, and a meal shared in community. It's a joyful evening of recognition, reflection, and community pride.

**Underwriting:** Underwrite a team or their team uniforms, the cheer squad or their uniform, or support the award banquet.  
\$2,500 | \$1,000 | \$500 | \$250 | \$100 | \$50

### OUR CULTURE OF GENEROSITY

#### A Season of Hope & Promise

**A SEASON OF HOPE & PROMISE**  
"The child is both a hope and a promise for humankind." – Maria Montessori

**Make a year-end gift** in support of equitable, equitable education. Double your impact this season – thru Dec 31, your gift will be matched.

#### Day of Giving

**DAY OF GIVING**  
Nov 18, 2025, 10am-12pm  
A 24-hour fundraiser for equitable, high-quality Montessori education.

**More than a fundraiser** – a chance to show what's possible investing in children and educators, with every gift matched 4-to-1 by our sponsors.

### OUR CULTURE OF INCLUSION

#### Color Brave

**COLOR BRAVE**  
Collective learning about identity, equity, empathy  
Fridays 5:30-8pm  
Oct 10 and Nov 7, 2025; Feb 6 and Mar 27, 2026

**Details:** A space for honest conversations, deeper connections, and reflective learning about identity, equity, and racial equity.

**Get Involved:** Serve as a facilitator, greeter, or logistics volunteer. Amplify the series by inviting others and sharing on social media.

**Underwriting:** Underwrite the series, a single event, moderator fees, dinner, or childcare.  
\$15,000 | \$5,000 | \$2,500 | \$1,500 | \$500 | \$250

City Garden exists to **Redefine Education** by developing the whole child in an excellent, inclusive Montessori school, to **Reimagine Community** by creating spaces and systems that help to restore our collective humanity, and to **Retain our World** by creating a culture in which individuals and communities thrive without disparities or barriers to success.

314-664-7646 1618 Tower Grove Ave., St. Louis, MO 63110 www.citygardenschool.org

The school year is in full swing, and the fall will be full of deep learning and fun connections. Here are some of the upcoming happenings at City Garden:

- **The City Garden Fall Affair: A Passport Through the Garden** is Saturday, September 20<sup>th</sup> from 5:00-7:30pm. Please plan to attend and invite people from your network!
- The first **ColorBrave** session of this school year is Friday, October 10<sup>th</sup> from 5:30-8:00pm.
- Our **Fall Garden Work Day** is Saturday, October 10<sup>th</sup>, 8am-1pm
- SchoolAppSTL is hosting a **School Wide School Fair** Saturday, October 18<sup>th</sup>, 10:00-2:00 at Central Library downtown for charter schools across the city.
- **Trunk or Treat** at City Garden is Saturday, October 25<sup>th</sup>, 11:00-2:00pm

Click [here](#) to see our new Opportunities for Engagement one-pager!



# Insights and Inspiration

- City Garden's Montessori Implementation Coach, Katie Keller, is featured in the [Together Leader BLOG](#), talking about "False Fatigue" in the Montessori classroom and how this applies to adults, too!
- I shared this [Simon Sinek talk about](#) living a life of service and purpose with our administrative team. This makes me think of you all as board members as well because it talks about the importance of supporting and serving those who serve others. It is so important! I'm grateful for your service.
- Remember the film crew that was on-site last spring? City Garden is featured in a mini docu-series on charter schools that work in STL: [Schools That Believe](#). Stay tuned for more short videos featuring City Garden and other community grown schools in St. Louis!
- Over the summer, senior leadership and administrative staff engaged in a three-day retreat to regroup in our mission, plan for the coming year and reflect on how we can increase our individual and collective effectiveness. Here are a few of the resources from our time together:
  - [The Prepared Environment and The Spiritual Preparation of the Adult](#)
  - [Introduction to Role Chartering](#)
  - [The Together Group](#)



## City Garden Students in Action – First Weeks of School





# City Garden Students in Action – First Weeks of School





# City Garden Students in Action – First Weeks of School



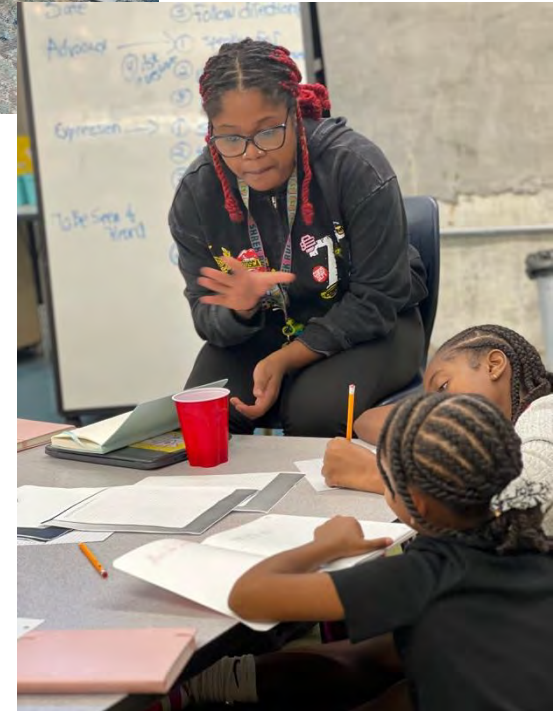


## City Garden Staff in Action – First Weeks of School





# City Garden Staff in Action – First Weeks of School



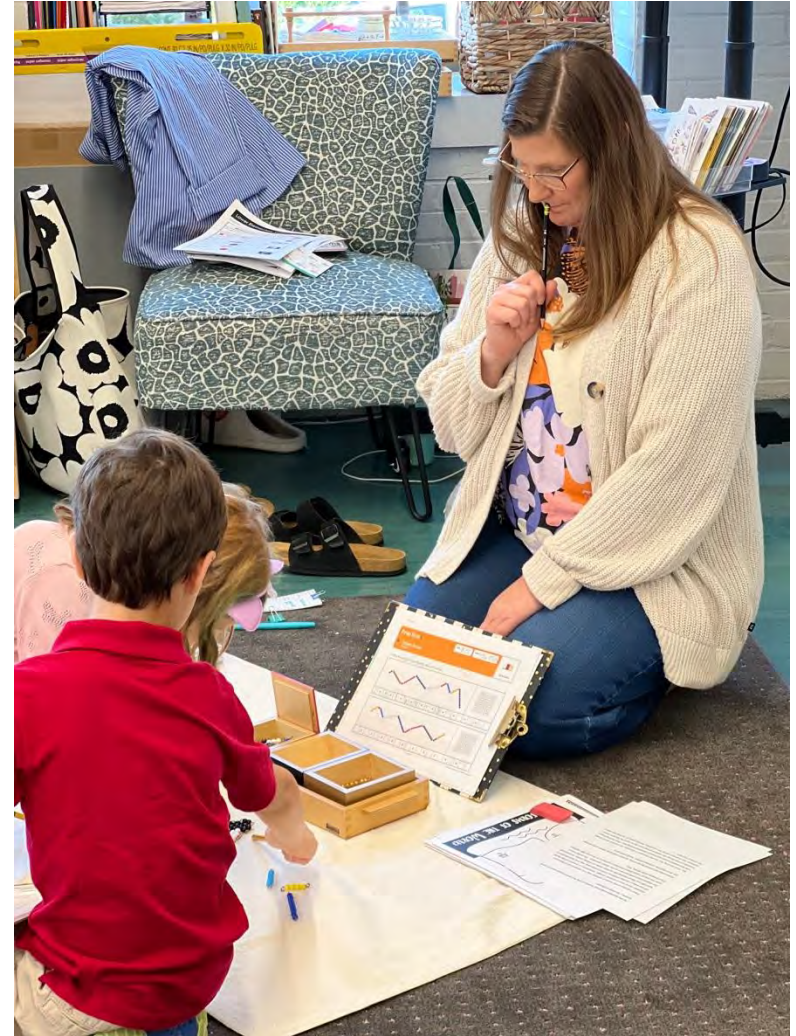


## City Garden Staff in Action – First Weeks of School





## City Garden Staff in Action – First Weeks of School







# CGMS Strategic Planning Process

## *Monthly Board Update*

*September 2025*

# CGMS 2025 Strategic Planning Process Timeline

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

# Strategic Planning updates

## Overall process

- On track with overall [process timeline](#)
  - Shift in deliverable: institutional implications summary to replace SWOT
  - Revision to phase 3 timing (external environment analysis) to account for later start date
- Majority of phase 2 complete, including ~20 interviews with board & admin team members, in-depth review of organizational data (e.g., stakeholder surveys, TNTP, enrollment data, Montessori outcomes, exit surveys) & launch of alumni survey

## What's happening right now

- Completing summary of internal findings, including key insights & implications for phase 4
- External environment analysis underway, including peer institution research & external stakeholder interviews
- Preparation for phase 4 ([stakeholder engagement](#)): CG community [communications](#), focus group design, board member role definition

## What's ahead

- Summary of findings & implications from phases 2 & 3 to be compiled & shared with board ahead of focus group launch
- Board members to receive details about focus group participation & your role in October (dates TBD, Oct 24 board meeting to be leveraged for student engagement)

# Coversheet

## Whole Child Success Committee Report

<b>Section:</b>	III. Information Items
<b>Item:</b>	B. Whole Child Success Committee Report
<b>Purpose:</b>	FYI
<b>Submitted by:</b>	
<b>Related Material:</b>	September 2025 WCS Committee Report.pdf



# Whole Child Success Committee September 2025 Report

# 2025-2026 Theory of Action

Here are some key terms that we're using to help communicate City Garden Montessori School's hypothesis that maps our beliefs about the key resources, set of priorities and commitments and aligned actions that will yield a specific set of desired outcomes.



**Essential Outcomes** are the most important goals and target outcomes that CGMS is aiming to achieve.



**Enabling Conditions** are mindsets, expectations, systems, resources and support that need to be in place throughout the year to deliver on our goals



**Commitments and Priorities** are the strategic choices or "big bets" on how time, talent, and financial resources are allocated to achieve essential outcomes and create or sustain the enabling conditions.



**Key Levers - Leader Actions** are the adaptive and technical leadership focus areas that we believe will deliver the most value in protecting time and space for priority work and leading through others to attain annual goals.



**Key Levers - Guide Actions** are the adaptive and pedagogical / instructional focus areas that will foster a consistently high-quality Montessori and ABAR-aligned learning experience



**Core Campus Activities and Students Experiences** describe the org-wide practices and student experiences that culminate in students achieving trajectory-changing outcomes year-after-year.

# 2025-2026 Theory of Action

Here are some key terms that we're using to help communicate City Garden Montessori School's hypothesis that maps our beliefs about the key resources, set of priorities and commitments and aligned actions that will yield a specific set of desired outcomes.



**Leading indicators of Success** are the earliest patterns that show the key levers are bringing about the outcomes we expect to see. This can look like evidence of consistent / quality implementation or formative data.



**Summative Indicators of Success** are a drill down on the essential outcomes that will demonstrate success by the end of the year.



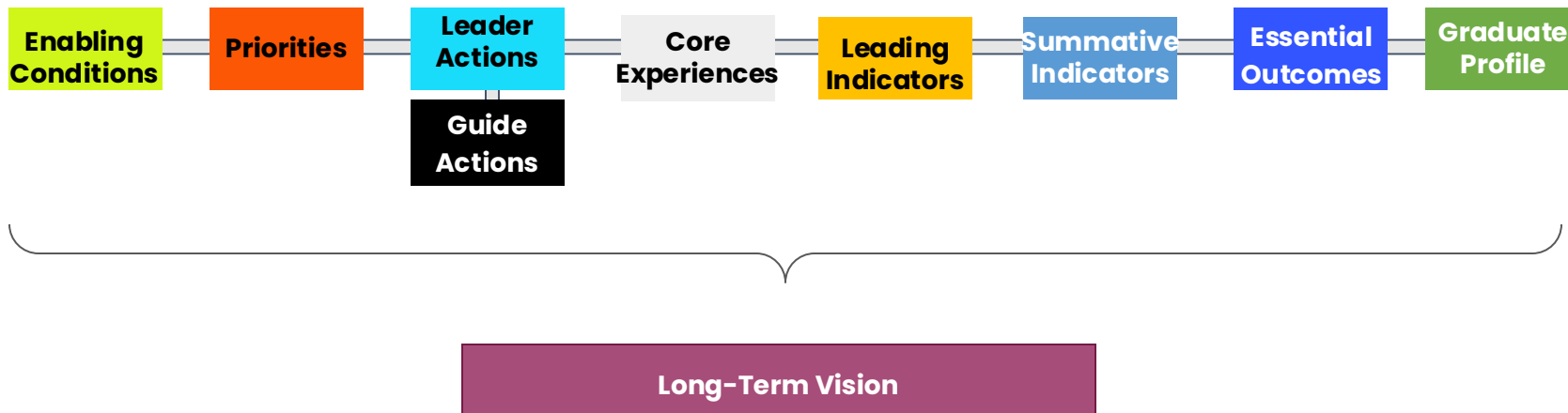
**Graduate Profile** consists of the characteristics, competencies, knowledge, and skills that CGMS graduates attain when they complete 8th grade.



**Long-Term Metrics of Success** is the manifestation of City Garden's vision in the community, and often reflects the long term vision for CGMS graduates.



# 2025-2026 Theory of Action





# 2025-2026 Theory of Action

<b>Enabling Conditions</b>	Clear expectations for all guides and staff Clear user-friendly curricular resources	Ample planning and PD time	<b>Essential Outcomes</b>	<b>Graduate Profile</b>	<b>Long-Term Vision</b>
<b>Priorities</b>	Consistent Coaching Montessori Training and Certification	Competitive Total Rewards	60% of students will meet 100% their "annual typical growth" goals on iReady in both English Language Arts (ELA) and Math.	Intrinsically motivated	CGMS graduates will be among the most thoughtful and effective leaders. Our graduates will enter secondary school and beyond with intellectual and social competence.
<b>Leader Actions</b>	Weekly Team Coaching Effective, Data-Driven PD	Impact and Belonging Focus		Deeply self-aware	
<b>Guide Actions</b>	Prepared Environment Planning and Preparation of Self	Data Friendliness		Socially conscious	
<b>Core Experiences</b>	Culture of Belonging Strong Montessori Implementation	Shared Goals Strong Routines		Authentically engaged	
<b>Leading Indicators</b>	Instructional walks close feedback loops Student work plans respond to data	80% of students meet MOY goals			
<b>Summative Indicators</b>	80% of students who are 1+ years behind grade level will meet annual growth goals in ELA and Math	Subgroup gap goals are met			

# Coversheet

## Governance Committee Report

<b>Section:</b>	III. Information Items
<b>Item:</b>	C. Governance Committee Report
<b>Purpose:</b>	FYI
<b>Submitted by:</b>	
<b>Related Material:</b>	August 2025 Governance Committee Minutes.pdf

DRAFT

# City Garden Montessori School

## Minutes

### Governance Committee Meeting

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#### Date and Time

Monday August 25, 2025 at 9:00 AM

#### Location

EAEC Conference Room

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#### Committee Members Present

J. Dixon, L. Schwartze, L. Vowell, N. Johnson, S. Haigler

#### Committee Members Absent

D. Smith

#### Guests Present

C. Huck, C. Schell, S. Miner

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### 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 Monday Aug 25, 2025 at 9:12 AM.

### II. Action Items

#### A. Approve May Minutes

L. Vowell made a motion to approve the minutes from Governance Committee Meeting on 05-23-25.

S. Haigler seconded the motion.

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

## B. Discuss SY26 Committee Priorities

- Jesse revisited committee scope & SY25 priorities, as well as SY26 board goals
- Consider tiering of responsibilities -
  - R1, R4, R5 (eval, development, policies) - business-as-usual and continuous improvement
    - Policies - opportunity to do a more strategic review (in context of strategic plan & current environment) and bring simplicity/transparency to current policy manual
  - R2 (board recruitment) - top priority for this group, opportunity to build additional infrastructure
  - R3, R6 (community engagement & strategic planning) - alignment with board goal, clearly define governance role vs board role
- Next steps - Claire to create draft priorities & potential timeline for September meeting review

## C. Board composition

- Need for prioritizing additional members this year, ensuring well-rounded expertise
- Next steps
  - Move forward with temporary amendment of by-laws in September
  - Move forward with parent member interviews for 1-2 more members in fall
  - Spend time outlining multi-year board recruitment plan

## D. Policies

- Christie shared updates around short-term policy needs - Cell phone, PTO
- MCPSA will be sharing more complete list of changes/model policies over next few weeks
- Next month -
  - committee to discuss phases of policy review - e.g., simplification, strategic plan review

## E. Community engagement/strategic planning

- Claire shared update about strategic planning process, and plans for community engagement
  - Alignment that board members should serve as "hosts" for focus groups
  - Student engagement in October board meeting

## III. Updates

### A. Other priority updates

- Jesse shared update on CEO evaluation process, committee members to share interest in participating with Jesse.

#### **B. Updates from committee members**

### **IV. Closing Items**

#### **A. Next committee meeting**

- In general, committee meetings to be held last Monday of each month at 9am, except November 21 & December 15

#### **B. Adjourn Meeting**

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 10:57 AM.

Respectfully Submitted,  
J. Dixon

# Coversheet

## Revision of City Garden Montessori Bylaws

<b>Section:</b>	III. Information Items
<b>Item:</b>	D. Revision of City Garden Montessori Bylaws
<b>Purpose:</b>	Vote
<b>Submitted by:</b>	
<b>Related Material:</b>	City Garden Montessori Bylaws Amended Restated_9-2025.docx

AMENDED AND RESTATED BYLAWS  
OF  
CITY GARDEN MONTESSORI SCHOOL

ARTICLE I  
CORPORATION, OFFICES, RECORDS, SEAL

Section 1.1. The Corporation. City Garden Montessori School is a corporation that is organized under the Missouri Nonprofit Corporation Act.

Section 1.2. Principal Office. The principal office and location of this corporation shall be at such place in the State of Missouri as may be designated from time to time by the board of directors.

Section 1.3. Registered Office and Registered Agent. This corporation shall have and continuously maintain a registered office and registered agent in the State of Missouri. The location of the registered office and the name of the registered agent in the State of Missouri shall be as stated in the articles of incorporation or as may be determined from time to time by the Board of Directors pursuant to the applicable provisions of law.

Section 1.4. Records. This corporation shall keep as permanent records minutes of all meetings of its Board of Directors, a record of all actions taken by the directors without a meeting, and a record of all actions taken by committees of the Board of Directors. This corporation shall maintain appropriate accounting records.

Without limiting the records required to be kept pursuant to Section 1.4, this corporation shall keep a copy of the following records at its principal office:

- (a) Its articles or restated articles of incorporation and all amendments to them currently in effect;
- (b) Its bylaws or restated bylaws and all amendments to them currently in effect;
- (c) A list of the names and business or home addresses of its current directors and officers;
- (d) Its most recent annual report delivered to the Missouri secretary of state as required by the Missouri Nonprofit Corporation Act; and
- (e) Appropriate financial statements of all income and expenses.

Section 1.5. Seal. The Board of Directors may adopt, and may alter at its pleasure, a corporate seal, which would have inscribed thereon the name of this corporation and the words: Corporate Seal — Missouri. The corporate seal may be used by causing it, or a facsimile thereof to be impressed or affixed or to be in any other manner reproduced.

~~1-BG, App. A.~~

## ARTICLE II TYPE OF CORPORATION; PURPOSES

Section 2.1. Type of Corporation. This corporation is a public benefit corporation. Such designation is made solely for the purposes of Section 355.096.2(2) of the Missouri Nonprofit Corporation Act.

Section 2.2. Purposes Stated in Articles. The purposes of this corporation shall be those nonprofit purposes stated in the articles of incorporation.

## ARTICLE III DIRECTORS

Section 3.1. Directors in Lieu of Members. This corporation shall not have members as such but, in lieu thereof, shall have only a self-perpetuating Board of Directors.

Section 3.2. Powers. All corporate powers shall be exercised by or under the authority of, and the affairs of this corporation shall be managed under the direction of, the Board of Directors of this corporation. The Board of Directors shall have and is vested with all and unlimited powers and authorities, except as it may be expressly limited by law, the articles of incorporation or these bylaws, to supervise, control, direct and manage the property, affairs and activities of this corporation, to determine the policies of this corporation, to do or cause to be done any and all lawful things for and on behalf of this corporation, to exercise or cause to be exercised any or all of its powers, privileges or franchises, and to seek the effectuation of its objects and purposes; provided, however, that (a) the Board of Directors shall not authorize or permit this corporation to engage in any activity not permitted to be transacted by the articles of incorporation or by a corporation organized under the Missouri Nonprofit Corporation Act, (b) none of the powers of this corporation shall be exercised to carry on activities, otherwise than as an insubstantial part of its activities, which are not in themselves in furtherance of the purposes of this corporation, and (c) all income and property of this corporation shall be applied exclusively for its nonprofit purposes.

This corporation shall not engage in any activity which may not be engaged in by a corporation which is exempt under Section 501(c)(3) of the Internal Revenue Code of 1986, as amended, or the corresponding provisions of any future federal internal revenue laws then in effect.

No substantial part of the activities of this corporation shall be the carrying on of propaganda, or otherwise attempting, to influence legislation. This corporation shall not directly or indirectly participate in, or intervene (including the publishing or distributing of statements) in, any political campaign on behalf of (or in opposition to) any candidate for public office.



No part of the net earnings or other assets of this corporation shall inure to the benefit of any director, officer, contributor, or other private individual, having, directly or indirectly, a personal or private interest in the activities of this corporation, except that this corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments in furtherance of the purposes set forth in this Section 5.1.

The school's Board shall be the governing body charged with the responsibility for the operation of the public charter school. The most notable responsibilities shall be as follows:

- Create and support a clear mission, vision, and performance objectives;
- Review and maintain bylaws;
- Establish, interpret and enforce policies consistent with the mission;
- Ensure fiscal health of the school including capital assets, operating budgets, fundraising, and endowments;
- Adopt the annual financial budget;
- Approve monthly General Fund and other reports and approve expenditures as required by Board policy;
- Hire, support, manage, and assess the ~~Executive Director~~Chief Executive Officer;
- Require reports of the ~~Executive Director~~Chief Executive Officer concerning the school's progress;
- Evaluate itself annually and develop itself through orientation, ongoing education, and leadership succession planning;
- Establish strategic plans;
- Comply with Missouri's Sunshine Law by adopting a Sunshine Law policy as required by law and otherwise ensuring the board and school comply with the provisions of the Sunshine Law, Ch. 610, RSMo;
- Assure compliance with federal and state laws, regulations and rules;
- Assist in development of plans and specifications and provide financing for school facilities;
- Act as a final appeals board for personnel, parent, and student grievances;
- Hear communications, either written or oral, from stakeholders related to matters of policy;
- Act as charter school advocates and liaisons between the community and

school;

- Meeting the terms of the charter and attaining established goals and objectives set forth in the charter document; and
- Meeting the legislative intent of raising student achievement and ensuring the school operates in a fiscally responsible manner evidenced by an unqualified audit annually.

Section 3.3. Number and Qualifications. There shall be no less than ~~nine (9)~~seven (7) nor more than fifteen (15) directors of this Corporation. All directors must be natural persons and residents of the State of Missouri. As specified by state law (§160.400.15 RSMo), no member of the board shall hold any other office or employment from the board while serving as a member of the board; no member of the board shall have any substantial interest (see §105.450 RSMo for a definition) in any entity employed by or contracting with the board; no member of the board shall be an employee of a company that provides substantial services to the charter school. Any person who does not meet the requirements of state law may not serve as a director.

Section 3.4. Nomination, Election and Terms of Office. Each director ~~shall~~ named in the articles of incorporation shall hold office until the second annual meeting of the Board of Directors. ~~Directors shall be assigned to Class A, Class B, and Class C, and an effort shall be made to keep each class of directors approximately equal size.~~ Each director shall hold office for a term of three years, except for the directors listed in the articles of incorporation who shall hold office as set forth in the original Articles.

- ~~a) Directors in Class A shall have their term expire in X and every X years thereafter;~~
- ~~b) Directors in Class B shall have their term expire in X and every X years thereafter;~~
- ~~c) Directors in Class C shall have their term expire in X and every X years thereafter;~~

Any member of the Board of Directors can nominate someone to join the Board of Directors.

Any director may be elected for successive terms. Notwithstanding the foregoing, no director shall be elected as such director for more than three consecutive full terms. A full term for a director shall consist of three full years. The election in respect of three consecutive full terms shall not be deemed to include any term of less than one full year; provided, however, (a) that in the case of replacements to fill vacancies in the tenure of directors a period of nine months or more shall be computed as a full term of one year, and (b) that the term of a director elected at an annual meeting of the Board of Directors for a period expiring with the next following annual meeting of the members shall be treated as a full term of one year, notwithstanding any change or changes in the dates of the annual meeting in the years involved.

Section 3.5. Commencement of Term of Office. The term of office of a person elected a director shall not commence until the time the person accepts the office of director either by a written acceptance or by participating in the affairs of this corporation at a meeting of the Board of Directors or otherwise.

Section 3.6. Vacancies. Vacancies on the Board of Directors resulting from the death, resignation, removal, incapacity or disqualification of a director, or by reason of an increase in the number of directors or the failure of an elected director to accept the office of director, may be filled by a majority vote of the remaining members of the Board of Directors (even though the directors remaining in office constitute fewer than a quorum) at any annual meeting or at a special meeting called for that purpose. A director elected to fill a vacancy shall meet any qualifications set forth in these bylaws, and shall serve for the unexpired term of such director's predecessor and until the term of office of such director's successor has commenced.

All meetings conducted under this section shall comply with Missouri's Sunshine Law.

Section 3.7. Compensation. No director shall receive compensation from this corporation for any service such person may render to it as a director. However, a director may be reimbursed for such director's actual expenses reasonably incurred in attending meetings and in rendering service to this corporation in the administration of its affairs.

Section 3.8. Committees. ~~The Board of Directors, by resolution adopted by a majority of the directors in office, may designate one or more committees, each of which shall consist of two or more directors and shall have and exercise the authority of the board in the management of this corporation to the extent provided in the designating resolution. Other committees not having the authority of the Board of Directors in the management of this corporation may be designated by a resolution adopted by a majority of the directors present at a meeting at which a quorum is present. Each such committee shall have such duties and authority as are from time to time delegated to it by the Board of Directors. The Board of Directors may, by resolution adopted by a majority of~~

the Directors in office, establish one or more committees. Each committee shall consist of 2 or more directors, under such terms and with such powers as shall be specified in the resolution.

Committees of the Board of Directors and members of such committees are governed by Article VI and Article X of these bylaws with respect to meetings, action without meetings, notice and waiver of notice, and quorum and voting requirements; provided, however, that no committee shall be required to hold an annual meeting and provided, further, that a majority of the number of persons serving on a committee immediately before a meeting begins shall constitute a quorum for the transaction of business at such meeting of such committee.

All committees so appointed shall ~~unless otherwise provided by the Board of Directors in the case of committees not having the authority of the Board of Directors,~~ keep regular minutes of the transactions of their meetings and shall cause such minutes to be recorded in books kept for that purpose in the office of this corporation and shall report the same to the Board of Directors at or prior to its next meeting. ~~The secretary or an assistant secretary of this corporation may act as secretary of any such committee if the committee so requests.~~

~~A committee of the board may not:~~

~~(a) — authorize distributions to directors, officers, agents or employees except in exchange for value received;~~

~~(b) — approve or recommend dissolution, merger or the sale, pledge or transfer of all or substantially all of this corporation's assets;~~

~~(c) — unless otherwise stated in these bylaws or the articles of incorporation, elect, appoint or remove directors or fill vacancies on the board or on any of its committees; or~~

~~(d) — adopt, amend, or repeal the articles of incorporation or these bylaws.~~

Commented [DA1]: Do we need this?

Section 3.8. Resignation. Any director may resign from the Board of Directors by delivering a written notice thereof to the Board of Directors, its presiding officer, or to the president or secretary of this corporation. Such resignation shall be effective when such notice is delivered, unless a later date is specified in the notice.

Section 3.9. Removal. A director may be removed without cause by a vote of two-thirds of the directors then in office.

#### ARTICLE IV MEETINGS OF THE BOARD OF DIRECTORS

Section 4.1. Annual Meetings of the Board-Notice. An annual meeting of the board of directors shall be held on the first Wednesday of June each year, ~~or as otherwise determined by the board of directors, if not a legal holiday, and if a legal holiday, then on the next business day following.~~ Notice of an annual meeting shall be given and effective to each director not less than five days before the date of the annual meeting.

Section 4.2. Regular Meetings In addition to the annual meeting, the board of directors ~~shall hold regular monthly meetings at least 10 months out of the year, unless otherwise determined by the board of DirectorsDirectors, may hold regular meetings at such time and place as may be determined from time to time by resolution of the board.~~ Any business may be transacted at a regular meeting.

All Regular meetings shall comply with Missouri's Sunshine Law.

Section 4.3. Special Meetings Special meetings of the board of directors may be called by the chairman of the board, ~~or any officer, by the president~~ or by at least ~~20-percent~~two of the directors to be held at any time and for any purpose or purposes. Special meetings shall be held at the principal office of this corporation or at such place or places, within the State of Missouri, as the board of directors shall have determined.

All special meetings shall comply with Missouri's Sunshine Law.

#### Section 4.4. Notice of Meetings

(a) Written notice of each meeting of the board, stating the place, day and hour of the meeting and the purpose or purposes thereof, shall be provided to each director by the officer or directors calling the special meeting and shall be given and effective at least two days before the day on which the meeting is to be held

(b) Whenever notice is required to be given to a director, such notice shall be ~~mailed, sent given by mail, by mail, by~~ facsimile or ~~by email, personally delivered to such director.~~ Such notice shall be deemed given and effective on the date determined in accordance with Article VIII of these bylaws.

"Notice" and "call" with respect to such meetings shall be deemed to be synonymous.

Section 4.5. Quorum. Unless otherwise required by law or provided elsewhere in these bylaws, the presence of ~~two-thirds~~50% plus one of the directors in office immediately before a meeting begins shall be requisite for and shall constitute a quorum for the transaction of business at all meetings; provided, however, that in no event shall fewer than two directors constitute a quorum. The act of a majority of the directors present at a meeting at which a quorum is present shall be valid as the act of the Board of Directors except in those

specific instances in which a larger vote may be required by law, by the articles of incorporation or by these bylaws.

Section 4.6. Adjournment. If the quorum specified above should not be present at any such meeting, but at least one-third of the directors in office are present, the directors present shall have power successively to adjourn the meeting, and to act as a quorum for such limited purpose, without notice other than announcement at the meeting, to a specified date. At any such adjourned meeting at which a quorum shall be present any business may be transacted that could have been transacted at the original session of the meeting.

Any meetings conducted under this section shall comply with Missouri's Sunshine Law.

Section 4.7. Voting. Each director present at any meeting shall be entitled to cast one vote on each matter coming before such meeting for decision.

Section 4.8. Meetings by Conference Telephone, Videoconference, or Similar Communications Equipment. Members of the Board of Directors of this corporation may participate in a meeting of the board by conference telephone, videoconference, or similar communications equipment by means of which all persons participating in the meeting can hear each other, and participation in a meeting in such manner shall constitute presence in person at the meeting.

Any meeting conducted under this section shall comply with Missouri's Sunshine Law.

Section 4.9. Action Without a Meeting. Any action which is required to be or may be taken at a meeting of the directors may be taken without a meeting if one or more written consents describing the action so taken are signed by all members of the board. The consents shall have the same force and effect as a vote at a meeting duly held and may be described as such in any document. The secretary shall file such consents with the minutes of the meetings of the Board of Directors.

#### ARTICLE V OFFICERS

Section 5.1. General. The officers of this corporation shall be a ~~president~~chair, ~~one or more vice president~~vice chairs, ~~chair~~chair, a ~~secretary~~secretary, a ~~treasurer~~, and such other officers as the Board of Directors may elect, ~~including but not limited to a chairman of the Board of Directors, assistant secretaries and assistant treasurers.~~ The chairman of the board, ~~if any, and the president~~ shall be elected from among the members of the Board of Directors and shall at all times while holding such office be a member of the Board of Directors. The same person may simultaneously hold more than one office in this corporation.

~~The officers shall be first elected by the Board of Directors named in the articles of incorporation at the first meeting of the board, to serve at the pleasure of the board until the first annual meeting of the Board of Directors or until their earlier death, incapacity, disqualification, resignation or removal. At the first and each subsequent annual meeting of the Board of Directors, the newly~~

elected board shall elect officers to serve at the pleasure of the board until the next annual meeting of the board or until their earlier death, incapacity, disqualification, resignation or removal.

Each officer of this corporation who is not reelected at the annual meeting of the board next succeeding such officer's election and at which any officer of this corporation is elected shall be deemed to have been removed by the board, unless the board provides otherwise at the time of such officer's election.

The election of an officer does not itself create contract rights.

Section 5.2. Resignation. An officer may resign by delivering a written notice thereof to this corporation. Such resignation shall be effective when such notice is delivered, unless a future effective date is specified in the notice.

Section 5.3. Removal. Any officer or any employee or agent of this corporation may be removed or discharged for any lawful purpose by the board of directors at any time with or without cause, but such removal or discharge shall not affect the contract rights, if any, of the person so removed or discharged.

Section 5.4. Compensation. No officer who is also a member of the Board of Directors shall receive any salary or compensation for serving as a director. ~~Salaries and compensation of all officers and of all other agents and employees of this corporation, if any, may be fixed, increased or decreased by the Board of Directors, but until action is taken with respect thereto by the Board of Directors, the same may be fixed, increased or decreased by the chairman of the board, president, or such other officer or officers as may be empowered by the Board of Directors to do so; provided, however, that no person may fix, increase or decrease such person's own salary or compensation. Each officer may be reimbursed for actual expenses if they are reasonable and incurred in connection with the business and activities of this corporation.~~

Section 5.5. Vacancies. Vacancies caused by the death, incapacity, disqualification, resignation or removal of an officer of this corporation shall be filled by the Board of Directors at any annual or other regular meeting or at any special meeting called for that purpose, and such person or persons so elected to fill any such vacancy shall serve at the pleasure of the board until the next annual meeting of the board or until such person's earlier death, incapacity, disqualification, resignation or removal.

Section 5.6. Delegation of Authority. The Board of Directors may from time to time delegate any of the functions, powers, duties and responsibilities of any officer to any other officer or to any agent or employee of this corporation or other responsible person. In the event of such delegation, the officer from whom any such function, power, duty or responsibility has been transferred shall thereafter be relieved of all responsibility for the proper performance or exercise thereof.

Section 5.7. The Chairman of the Board. ~~If a~~The chairman of the board ~~be elected, the chairman~~ shall preside at all meetings of the Board of Directors at

which the chairman may be present and shall have such other duties, powers and authority as may be prescribed elsewhere in these bylaws. The Chairperson shall be the chief executive officer of the Corporation, and shall preside at all meetings of the Board of Directors. The Chair shall have the power to transact the usual, necessary and regular business of the Corporation as may be required, and with such prior authorization of the Board as may be required by these Bylaws, to execute such contracts, deeds, bonds and other evidence of indebtedness, leases and other documents as shall be required by the Corporation; and, in general, the Chairperson shall perform such other duties incident to the office of Chairperson and such other duties as may from time to time be prescribed by the Board of Directors. The Chairperson must be someone serving on the Board of Directors. ~~The Board of Directors may delegate such other authority and assign such additional duties to the chairman of the board, other than those conferred by law exclusively upon the president, as it may from time to time determine, and, to the extent permissible by law, the board may designate the chairman of the board as the Chief Executive Officer of this corporation with all of the powers otherwise conferred upon the president of this corporation under Section 7.8, or it may, from time to time, divide the responsibilities, duties and authority for the general control and management of this corporation's properties and affairs between the chairman of the board and the president.~~

~~Section 5.8. — The President. Unless the board otherwise provides, the president shall be the Chief Executive Officer of this corporation and shall have such general executive powers and duties of supervision and management as are usually vested in the office of the Chief Executive Officer of a corporation, and the president shall carry into effect all directions and resolutions of the board. In the absence of the chairman of the board or if there be no chairman of the board, the president shall preside at all meetings of the Board of Directors at which the president may be present. If the Board of Directors does not appoint an Executive Director pursuant to Article VIII of these bylaws or upon the death or during the absence, disability, or inability or refusal to act of any Executive Director so appointed, the president may exercise all of the powers and perform all of the duties of the Executive Director.~~

~~The president may execute all bonds, notes, debentures, mortgages, and other contracts requiring a seal, under the seal of this corporation, may cause the seal to be affixed thereto, and may execute all other contracts and instruments for and in the name of this corporation.~~

~~If a chairman of the board be elected and designated as the Chief Executive Officer of this corporation, the president shall perform such duties as may be specifically delegated to the president by the Board of Directors or are conferred by law exclusively upon the president, and upon the death or during the absence, disability, or inability or refusal to act of the chairman of the board, the president shall perform the duties and exercise the powers of the chairman of the board.~~



~~Unless otherwise specifically provided by the Board of Directors, the president shall have the right to participate in any meeting of any committee of the Board of Directors, whether or not the president is a member of such committee; provided, however, that unless the Board of Directors otherwise directs, the president shall not be entitled to vote at, and shall not be counted for purposes of determining whether a quorum is present at, any meeting of a committee of which the president is not a member.~~

~~The president shall have such other duties, powers and authority as may be prescribed elsewhere in these bylaws or by the Board of Directors.~~

Section 5.89. ~~The Vice President~~Vice Chair. The ~~vice president~~vice chair, or ~~vice presidents if there are more than one,~~ shall work in cooperation with the ~~chair~~president and chair and shall perform such duties as the Board of Directors may assign. In the event of the death or during the absence, incapacity, or inability or refusal to act of the ~~president~~chair, the ~~vice president~~vice chair ~~(in order of seniority if there is more than one vice president)~~ shall be vested with all the powers and perform all the duties of the office of ~~president~~chair until the board otherwise provides.

Section 5.94. ~~The Secretary~~. The secretary shall attend the meetings of the Board of Directors and shall prepare or cause to be prepared minutes of all proceedings at such meetings and shall preserve them in the minute book of this corporation to be kept for that purpose. The secretary shall perform similar duties for any committee when requested by any such committee. ~~The secretary shall perform all other duties incident to the office of Secretary or as from time to time directed by the Board of Directors or the Chairperson. In addition, the secretary shall have the following duties:~~

- ~~a) — act as custodian of all the books, papers and records of this corporation and authenticate records of this corporation;~~
- ~~b) — furnish the board, upon request, a full, true and correct copy of any book, paper or record in the secretary's possession;~~
- ~~c) — act as custodian of the seal of this corporation and when authorized to do so shall affix it to any instrument requiring the seal, and when so affixed, shall attest the seal;~~
- ~~d) — give or cause to be given notice of the meetings of the Board of Directors, but this shall not lessen the authority of others to give such notice as provided in these bylaws;~~
- ~~e) — exercise and discharge the general duties, powers and responsibilities of a secretary of a corporation; and~~
- ~~f) — exercise and discharge such other or further duties or authority as may be prescribed elsewhere in these bylaws or from time to time by the board of directors.~~

Section 5.104. The Treasurer. The treasurer shall have supervision and custody of all moneys, funds and credits of this corporation and shall cause to be kept full and accurate accounts of the receipts and disbursements of this corporation in books belonging to it. The treasurer shall keep or cause to be kept all other books of account and accounting records of this corporation as shall be necessary, and shall cause all moneys and credits to be deposited in the name and to the credit of this corporation in such accounts and depositories as may be designated by the board of directors. The treasurer shall disburse or permit the disbursement of funds of this corporation in accordance with the authority granted by the Board of Directors. The treasurer shall be relieved of all responsibility for any moneys or other valuable property or the disbursement thereof committed by the Board of Directors to the custody of any other person or corporation, or the supervision of which is delegated by the board to any other officer, agent or employee.

The treasurer shall make reports on all financial transactions and the financial condition of the corporation to the board of directors as requested by the board.~~render to the president, the Executive Director or the Board of Directors, whenever requested by any of them, a report on all financial transactions of this corporation and the financial condition of this corporation.~~

The treasurer shall be bonded at this corporation's expense if the Board of Directors so requires.

The treasurer shall ~~have the general duties, powers and responsibilities of a treasurer of a corporation,~~ shall be the chief financial and accounting officer of this corporation and shall have and perform such other duties, responsibilities and authorities as may be prescribed from time to time by the board of directors.

~~Section 5.12. Assistant Secretary and Assistant Treasurer. Each assistant secretary or assistant treasurer, if any, in order of their seniority, in the event of the death or during the absence, incapacity, inability or refusal to act of the secretary or treasurer, respectively, shall perform the duties and exercise the powers of said respective officers until the board provides otherwise and shall perform such other duties as the directors may from time to time prescribe.~~

#### ARTICLE VI

#### EXECUTIVE DIRECTORCHIEF EXECUTIVE OFFICER

The Board of Directors may appoint a person to exercise all of the powers and perform all of the duties set forth in this Article VIII and shall designate such person so appointed as the ~~Executive Director~~Chief Executive Officer. The ~~Executive Director~~Chief Executive Officer shall have such general powers and duties of supervision and management as are usually vested in the office of the chief administrative officer of a corporation. The ~~Executive Director~~Chief Executive Officer shall direct the day to day affairs of this corporation including supervising all employees of this corporation, reporting to the Board of

Directors any violation of the rules and regulations (if any), collecting any charges or fees, and keeping records in the form prescribed from time to time by the board of directors and reporting thereon whenever so requested by the board of directors. The ~~Executive Director~~Chief Executive Officer shall be directly responsible to the board and shall report directly to the board.

The ~~Executive Director~~Chief Executive Officer shall cause to be prepared and shall submit to the board for its approval an annual budget and all supplements thereto for each fiscal year. The ~~Executive Director~~Chief Executive Officer shall submit to the Board of Directors at its annual meeting a report summarizing the operations and affairs of this corporation and its activities during the preceding year and setting forth the plans, programs or projects for future development, with such suggestions and recommendations as such officer shall deem appropriate. The ~~Executive Director~~Chief Executive Officer shall also make such reports to the Board of Directors as may be appropriate, or which may be required by these bylaws, or by the board.

The ~~Executive Director~~Chief Executive Officer shall have the power to employ, remove and suspend all agents and employees not elected or appointed by the Board of Directors, to determine the duties and responsibilities of such persons, to create such titles for such persons as such officer may deem desirable to enable them to execute their duties and responsibilities, and to fix and change the compensation of such persons.

The ~~Executive Director~~Chief Executive Officer (if not a director) may be invited to participate in any meeting of the Board of Directors and any committee thereof, whether or not a member thereof; provided, however, that the ~~Executive Director~~Chief Executive Officer shall not be entitled to vote at, and shall not be counted for purposes of determining whether a quorum is present at, any meeting of (i) the Board of Directors, if the ~~Executive Director~~Chief Executive Officer is not a director, or (ii) a committee, if the ~~Executive Director~~Chief Executive Officer is not a member of such committee.

The ~~Executive Director~~Chief Executive Officer shall be bonded at this corporation's expense if the Board of Directors so requires.

The ~~Executive Director~~Chief Executive Officer shall have such other or further duties and authority as may be prescribed elsewhere in these bylaws or the rules and regulations (if any) or from time to time by the Board of ~~Directors~~.

~~In the event of the death or during the absence, incapacity, or inability or refusal to act of the Executive Director, the Board of Directors or president shall designate some other person to exercise, and in the absence of such designation the president may exercise, all of the powers and perform all of the duties of the Executive Director.~~

Commented [DA2]: do we have to include this section about the CEO? If so, I would like to shorten and remove some detail.

#### ARTICLE VII GENERAL PROVISIONS

Section 7.1. Depositories and Checks. The moneys of this corporation shall be deposited in such manner as the directors shall direct in such banks or trust companies as the directors may designate and shall be drawn out by checks signed in such manner as may be provided by resolution adopted by the board of directors.

Section 7.2. Bonds. The Chief Financial Officer of this corporation shall be bonded at this corporation's expense. Any other officer or employee handling money of this corporation shall be bonded at this corporation's expense if the board of directors so requires.

Section 7.3. Custodian of Securities. The Board of Directors may from time to time appoint one or more banks or trust companies to act for reasonable compensation as custodian of all securities and other valuables owned by this corporation, and to exercise in respect thereof such powers as may be conferred by resolution of the Board of Directors. The Board of Directors may remove any such custodian at any time.

Section 7.4. Annual Audit. The Board of Directors shall direct an annual audit of the books of account and financial records of this corporation be performed by an independent accounting firm.

Section 7.5. Liability and Indemnification of Directors and Officers.

(a) Limitation of Liability. No person shall be liable to this corporation for any loss, damage, liability, or expense suffered by it on account of any action taken or omitted to be taken by such person as a director, officer, employee, or agent of this corporation or of any Other Enterprise in which such person serves as a director, officer, employee, or agent at the request of this corporation, if such person (i) exercised the same degree of care and skill as a prudent person would have exercised under the circumstances in the conduct of such person's own affairs, or (ii) took or omitted to take such action in reliance upon information, opinions, reports, or statements including financial statements and other financial data, prepared or presented by third parties whom the director, officer, employee or agent reasonably believes to be reliable and competent in the matters presented.

~~(a)(b) Indemnification. Each Director or officer of the corporation, including the heirs, executors, administrators, or estate of such person, shall be indemnified by the Corporation to the full extent permitted or authorized by federal law and the laws of the State of Missouri, as now in affect and as hereafter amended, against any liability, judgement, fine, amount paid in settlement, costs and expenses including attorney's fees, incurred as a result of any claim arising in connection with such person's conduct in his or her capacity, or in connection with his or her status, as a Director or officer of the Corporation.~~

~~(b) Indemnification, Generally.~~ In addition to and without limiting the rights to indemnification and advancement of expenses specifically provided for in the other paragraphs of this Section 7.5, this corporation shall indemnify and

advance expenses to each person who is or was serving as a director or officer of this corporation or serving at this corporation's request as a director, officer, employee or agent to the full extent permitted by the laws of the State of Missouri as in effect on the date of the effectiveness of this Section 7.5 and as may hereafter be amended.

(c) ~~Right to Indemnification.~~ This corporation shall indemnify each person who has been or is a party or is threatened to be made a party to any threatened, pending or completed action, suit or proceeding, whether civil, criminal, administrative, investigative or appellate (regardless of whether such action, suit or proceeding is by or in the right of this corporation or by third parties) by reason of the fact that such person is or was serving as a director or officer of this corporation or serving at this corporation's request as a director, officer, employee or agent in an Indemnifiable Capacity against all liabilities and expenses, including, without limitation, judgments, amounts paid in settlement, attorneys' fees, ERISA excise taxes or penalties, fines and other expenses, actually and reasonably incurred by such person in connection with such action, suit or proceeding (including without limitation the investigation, defense, settlement or appeal of such action, suit or proceeding); provided, however, that this corporation shall not be required to indemnify or advance expenses to any person from or on account of such person's conduct which was finally adjudged to have been knowingly fraudulent, deliberately dishonest or willful misconduct; provided, further, that this corporation shall not be required to indemnify or advance expenses to any person in connection with an action, suit or proceeding initiated by such person unless the initiation of such action, suit or proceeding was authorized in advance by the board of directors of this corporation. The termination of any action, suit or proceeding by judgment, order, settlement, conviction or under a plea of nolo contendere or its equivalent, shall not, of itself, create a presumption that such person's conduct was finally adjudged to have been knowingly fraudulent, deliberately dishonest or willful misconduct.

(d) ~~Determination of Right to Indemnification.~~ Prior to indemnifying a person pursuant to the provisions of this Section 7.5, unless ordered by a court and except as otherwise provided by this Section 7.5, this corporation shall determine that such indemnification is proper because such person has met the specified standard of conduct entitling such person to indemnification as set forth in this Section 7.5. Any determination that a person shall or shall not be indemnified under the provisions of this Section 7.5 shall be made (i) by the board of directors by a majority vote of a quorum consisting of directors who were not parties to the action, suit or proceeding, or (ii) if such quorum is not obtainable, or even if obtainable, if a quorum of disinterested directors so directs, by independent legal counsel in a written opinion, and such determination shall be final and binding upon this corporation; provided, however, that in the event such determination is adverse to the person to be indemnified hereunder, such person shall have the right to maintain an action in any court of competent jurisdiction against this corporation to determine whether or not such person has met the requisite standard of conduct and is entitled to such indemnification hereunder. For the purposes of such court action, an adverse determination as to the eligibility of a person for

~~indemnification made pursuant to any of clauses (i), (ii) or (iii) of this paragraph (d) shall not constitute a defense to such action nor create a presumption regarding such person's eligibility for indemnification hereunder. If such court action is successful and the person is determined to be entitled to such indemnification, such person shall be reimbursed by this corporation for all fees and expenses (including attorneys' fees) actually and reasonably incurred in connection with any such action (including without limitation the investigation, defense, settlement or appeal of such action).~~

~~(e) — Advancement of Expenses. Expenses (including attorneys' fees) actually and reasonably incurred by a person who may be entitled to indemnification hereunder in defending an action, suit or proceeding, whether civil, criminal, administrative, investigative or appellate, shall be paid by this corporation in advance of the final disposition of such action, suit or proceeding upon receipt of an undertaking by or on behalf of such person to repay such amount unless it shall ultimately be determined that such person is entitled to indemnification by this corporation. Notwithstanding the foregoing, no advance shall be made by this corporation if a determination is reasonably and promptly made by (i) the board of directors by a majority vote of a quorum consisting of directors who were not parties to the action, suit or proceeding for which the advancement is requested, or (ii) if a quorum is not obtainable, or even if obtainable, if a quorum of disinterested directors so directs, by independent legal counsel in a written opinion, that, based upon the facts known to the board or counsel of this corporation at the time such determination is made, such person acted in bad faith and in a manner that such person did not believe to be in or not opposed to the best interest of this corporation, or, with respect to any criminal proceeding, that such person believed or had reasonable cause to believe such person's conduct was unlawful. In no event shall any advance be made in instances where the board or independent legal counsel reasonably determines that such person deliberately breached such person's duty to this corporation.~~

~~(f)(c) Non Exclusivity.~~ The indemnification and, to the extent permitted by the laws of the State of Missouri, the advancement of expenses provided by Section 7.5 shall not be exclusive of any other rights to which those seeking indemnification or advancement of expenses may be entitled under section 537.117, RSMo, under any other provision of law, under the articles of incorporation or these bylaws or under any agreement, or vote of disinterested directors, policy of insurance or otherwise, both as to action in their official capacity and as to action in another capacity while holding their respective offices, and shall not limit in any way any right which this corporation may have to make additional indemnifications with respect to the same or different persons or classes of persons. The indemnification and advancement of expenses provided by, or granted pursuant to Section 7.5 shall continue as to a person who has ceased to serve in an Indemnifiable Capacity and shall inure to the benefit of the heirs, executors, administrators and estate of such a person.

~~(g)(d) Insurance.~~ This corporation may purchase and maintain insurance on behalf of any person who is or was a director, officer, agent or employee of this

corporation, or is or was serving at the request of this corporation as a director, officer, agent or employee of any Other Enterprise, against any liability asserted against such person and incurred by such person in any such capacity, or arising out of such person's status as such, whether or not this corporation would have the power to indemnify such person against such liability under the provisions of this Section 7.5.

(h)(e) Vesting of Rights. The rights granted or created hereby shall be vested in each person entitled to indemnification hereunder as a bargained for, contractual condition of such person's serving or having served in an Indemnifiable Capacity and while Section 7.5 may be amended or repealed, no such amendment or repeal shall release, terminate or adversely affect the rights of such person this section with respect to any act taken or the failure to take any act by such person prior to such amendment or repeal or with respect to any action, suit or proceeding with respect to such act or failure to act filed before or after such amendment or repeal.

(i)(f) Definition of "this corporation". For purposes of this Section 7.5, other than paragraph (c) of Section 7.5, references to "this corporation" shall, if and only if the board of directors shall determine, include, in addition to the resulting or surviving corporation, any constituent corporation (including any constituent of a constituent) absorbed in a consolidation or merger, which, if its separate existence had continued, would have had power and authority to indemnify its directors or officers or persons serving at the request of such constituent corporation as a director, officer, employee, or agent of any Other Enterprise, so that any person who is or was a director or officer of such constituent corporation, or is or was serving at the request of such constituent corporation as a director, officer, employee, or agent of any Other Enterprise, shall stand in the same position under the provisions of this Section 7.5 with respect to the resulting or surviving corporation as such person would have with respect to such constituent corporation if its separate existence had continued.

(j)(g) Certain Definitions. For purposes of this Section 7.5:

- (i) References to serving in an "Indemnifiable Capacity" shall mean service by a person as a director or officer of this corporation or service by a person at this corporation's request as a director, officer, employee or agent of any Other Enterprise (as hereinafter defined);
- (ii) References to "Other Enterprises" or "Other Enterprise" shall include without limitation any other corporation, partnership, limited liability company, joint venture, trust or employee benefit plan;
- (iii) References to "fines" shall include any excise taxes assessed on a person with respect to an employee benefit plan;
- (iv) References to "defense" shall include investigations of any threatened, pending or completed action, suit or proceeding as well as appeals thereof and shall also include any defensive assertion of a cross claim or counterclaim;

(v) References to "serving at the request of this corporation" shall include any service as a director, officer, employee, or agent of a corporation which imposes duties on, or involves services by, such director, officer, employee, or agent with respect to an employee benefit plan, its participants, or beneficiaries;

(vi) A person who acted in good faith and in a manner such person reasonably believed to be in the interest of the participants and beneficiaries of an employee benefit plan shall be deemed to have acted in a manner "not opposed to the best interests of this corporation";

(vii) Unless the board of directors of this corporation shall determine otherwise, any director or officer of this corporation who shall serve as a director, officer, employee, or agent of any Other Enterprise of which this corporation, directly or indirectly, is a shareholder or creditor, or in which this corporation is in any way interested, shall be presumed to be serving as such director, officer, employee, or agent at the request of this corporation; and

(viii) In all other instances where any person shall serve as a director, officer, employee, or agent of any Other Enterprise, if it is not otherwise established that such person is or was serving as such director, officer, employee, or agent at the request of this corporation, the board of directors of this corporation shall determine whether such person is or was serving at the request of this corporation, and it shall not be necessary to show any actual or prior request for such service, which determination shall be final and binding on this corporation and the person seeking indemnification.

(k)(h) Severability. If any provision of this Section 7.5 or the application of any such provision to any person or circumstance is held invalid, illegal or unenforceable for any reason whatsoever, the remaining provisions of this Section and the application of such provision to other persons or circumstances shall not be affected thereby and to the fullest extent possible the court finding such provision invalid, illegal or unenforceable shall modify and construe the provision so as to render it valid and enforceable as against all persons or entities and to give the maximum possible protection to persons subject to indemnification hereby within the bounds of validity, legality, and enforceability. Without limiting the generality of the foregoing, if any person who is or was serving in an Indemnifiable Capacity is entitled under any provision of this Section 7.5 to indemnification by this corporation for some or a portion of the judgments, amounts paid in settlement, attorneys' fees, ERISA excise taxes or penalties, fines or other expenses actually and reasonably incurred by any such person in connection with any threatened, pending or completed action, suit or proceeding (including without limitation, the investigation, defense, settlement or appeal of such action, suit or proceeding), whether civil, criminal, administrative, investigative or appellate, but not, however, for all of the total amount thereof, this corporation shall nevertheless indemnify such person for the portion thereof to which such person is entitled.

#### ARTICLE VIII NOTICE



Any notice required or desired to be given under these bylaws or otherwise to any director shall be given in writing via email or paper copy and shall be deemed given and effective at the earliest of the following:

Commented [DA3]: Can we add email?

(a) \_\_\_\_\_ when received by the director being notified;

(a)(b) five days after being sent via email, as evidenced by the date and time sent;

(c) \_\_\_\_\_ five days after deposit in the United States mail, as evidenced by the postmark, if mailed correctly addressed and with first class postage affixed;

(b) \_\_\_\_\_

(e)(d) \_\_\_\_\_ on the date shown on the return receipt, if sent by registered or certified mail, return receipt requested, and the receipt is signed by or on behalf of the addressee; and

(d)(e) \_\_\_\_\_ 30 days after its deposit in the United States mail, as evidenced by the postmark, if mailed correctly addressed and with other than first class, registered or certified postage affixed.

Written notice is correctly addressed to a director if addressed to the director's physical address or email address shown on this corporation's current records.

#### ARTICLE IX FISCAL YEAR

The fiscal year of this corporation shall be July 1 through June 30.

#### ARTICLE X AMENDMENTS

~~Except as otherwise specifically provided in these bylaws, the bylaws of this corporation may be amended or new bylaws adopted upon the approval of a majority of all directors in office. If an amendment is to be approved at a meeting of the Board of Directors, 30 days' notice of the meeting must be given by the chairman of the board, the president, or at least 20 percent of the directors then in office. The notice must state that the purpose of the meeting is to consider a proposed amendment to the bylaws and contain or be accompanied by a copy or summary of the amendment. This corporation shall keep at its principal office a copy of the bylaws, as amended, which shall be open to inspection by any board member at all reasonable times during office hours. These Bylaws may be amended by a majority vote of a quorum of the board of Director.~~

All amendments shall comply with Article XI of this bylaws and any state and federal statutes and regulations governing charter public schools in Missouri.

#### ARTICLE XI OPEN MEETINGS AND RECORDS

Notwithstanding any other provision of these bylaws, the board of directors shall comply with the requirements in Chapter 610, RSMo, when conducting public business. To the extent that any provisions in these bylaws do not comply with Missouri's Sunshine Law, the Sunshine Law shall control.

The Board of Directors shall ensure that the charter school operates in compliance with Chapter 610, RSMo.

Section 610.028, RSMo, requires that a body subject to the law adopt a reasonable written policy in compliance with sections 610.010 to 610.030, RSMo. The board shall adopt an initial Sunshine Law Policy as required by law, and thereafter, the ~~Executive Director~~Chief Executive Officer is delegated the authority to make modifications to the policy, or to adopt more detailed policies, with notice to the board of directors. The ~~Executive Director~~Board shall, at least annually, review the policy or policies to ensure continued compliance with the Missouri Sunshine Law, due to possible legislative changes or court decisions.

The Board of Directors shall review and become familiar with the Sunshine Law and its ~~requirements,~~and requirements, and may do so by reference to the Missouri Attorney General's web pages or publications on the same.

The ~~Executive Director~~Chief Executive Officer and any persons designated to handle public records requests shall also review and become familiar with the Sunshine Law and its requirements, and may do so by reference to the Missouri Attorney General's web pages or publications on the same.

#### Legal Citations:

State reference: Section 160.405, RSMo; see also Chapter 355, RSMo.

[Signature Page Follows]

CERTIFICATE

The foregoing bylaws were duly adopted as and for the bylaws of City Garden Montessori School by the Board of Directors of this corporation.

Name: \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_