



# City Garden Montessori School

## Board Meeting

### Date and Time

Wednesday June 3, 2020 at 6:30 PM CDT

Via Zoom Meeting

and streaming live at <https://www.facebook.com/CityGardenMontessori/>

### Agenda

	Purpose	Presenter	Time
<b>I. Opening Items</b>			
			<b>6:30 PM</b>
Opening Items			
<b>A. Call the Meeting to Order</b>			2 m
<ul style="list-style-type: none"> <li>Welcome and acknowledgment of Illiniwek people who first lived on this land as well as all in our community and across the world being affected by the global pandemic.</li> <li>Acknowledge Board Meeting Agreements</li> </ul>			
<b>B. Record Attendance and Guests</b>			1 m
<b>C. Mission Statement</b>		Donna Smith	1 m
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.			
<b>D. Introductions and Public Comment</b>	Discuss	Donna Smith	5 m
<b>II. Action Items</b>			
			<b>6:39 PM</b>
<b>A. Consent Agenda - Approve Minutes from May 6 and May 21 Meetings</b>	Approve Minutes		4 m
Approve minutes for Board Meeting on May 6, 2020			
<b>B. April Financials</b>	Vote	Sisouphanh (Sysco) Deuanepenh	7 m
<b>C. Final 2019-20 Budget</b>	Vote	Sisouphanh (Sysco) Deuanepenh	5 m
<b>D. Budget for 2020-21</b>	Vote	Sisouphanh (Sysco) Deuanepenh	10 m

<b>E. FY18 990</b>	Vote	David Blank	5 m
<b>F. Accounting Firm for 4209 Folsom Expansion Project</b>	Vote	David Blank	10 m
The Building and Grounds Committee recommend Novogradec.			
<b>G. Approval of Expenditures</b>	Vote	Christie Huck	5 m
Approval of expenditures over \$5,000 for:			
<ul style="list-style-type: none"> <li>• City Garden Montessori Institute</li> <li>• Culture and Climate contractual work</li> <li>• ABAR contractual work</li> <li>• Professional development for staff</li> <li>• Development contractual work</li> </ul>			
<b>H. Slate of Policies</b>	Vote	Shanika Harris	10 m
Policies to have been vetted by the Governance Committee, Tueth Keeney (City Garden's legal team), representatives from the ABAR Committee, and staff.			
<b>I. Renewal of Board Membership</b>	Vote	Shanika Harris	5 m
The committee voted to recommend Liz Fathman for another term on the board. Current board members Tony Tillman and David Desai-Ramirez have moved/ are moving out of the area and their board memberships will not be renewed.			
<b>J. Slate of Board Officers</b>	Vote	Shanika Harris	10 m
The Governance Committee recommends Donna Smith, Chair; Sysco Deuanephenh, Treasurer; Liz Fathman, Secretary. The committee agreed that the role of Vice-Chair shall remain vacant for the time being.			
<b>K. Sherita Haigler for Board Membership</b>	Vote	Shanika Harris	10 m
<b>L. Greenlight Decision</b>	Vote	Donna Smith	30 m

**III. Information Items****8:30 PM**

<b>A. School Updates</b>	FYI	Christie Huck	10 m
<b>B. Development Update</b>	FYI	Deb Flores	5 m
<b>C. Board Planning for 2020-21</b>	Discuss	Donna Smith	5 m
<b>D. DESE Charter Assurances</b>	FYI	Christie Huck	3 m
<b>E. Board Retreat</b>	Discuss	Donna Smith	10 m
Suggesting the third Saturday in August.			
<b>F. Questions and Comments</b>	Discuss	Donna Smith	3 m
<b>G. Reflection: Meeting Agreement</b>	Discuss	Donna Smith	5 m
<b>H. Included in Packet as Reading Materials</b>	FYI		

- CEO Report to the Board
- Committee Meeting Minutes - May
  - Academic Excellence
  - Building and Grounds
  - Development
  - Finance
  - Governance
- 2020-21 Board Meeting Schedule

**IV. Upcoming Events and Initiatives****9:11 PM**

<b>A. Upcoming Board/Committee Meetings and School Events</b>	FYI
<b>Board and Committee Meetings (All virtual via Zoom until further notice):</b>	

6/17 Finance Committee, 5:30 PM

6/18 Building and Grounds Committee, 9:00 AM

**V. Closing Items**

**9:11 PM**

**A.** Adjourn to Closed Session  
Requires a roll call vote

Vote

Donna Smith

5 m

**B.** Adjourn Meeting

Vote

## **2019-20 Board Meeting Agreements**

- Create room for all voices and actively listen
- Acknowledge, affirm, and respect the ideas of other board members
- Ask questions, and do not shy away from challenging ones
- Use language that is grounded in ABAR
- Keep the children at the center of every decision



# City Garden Montessori School

## Minutes

### Board Meeting

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#### Date and Time

Wednesday May 6, 2020 at 6:30 PM

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Meeting held virtually via Zoom.

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#### Directors Present

A. Beasley (remote), A. Tillman (remote), C. Schell (remote), D. Smith (remote), J. Dixon (remote), J. Fouse (remote), J. Sharp (remote), L. Fathman (remote), M. Gleason (remote), S. Deuanephenh (remote), S. Harris (remote), S. Shelton-Dodge (remote)

#### Directors Absent

D. Desai-Ramirez

#### Guests Present

A. Mogaji (remote), B. Feld, C. Huck (remote), D. Blank (remote), D. Flores (remote), D. Fox (remote), Domarina Oshana - IFF, J. Achtenberg (remote), Jordan Brown - IFF, K. Burkholder, K. Taylor, S. Sanchez (remote)

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#### I. Opening Items

##### A. Call the Meeting to Order

##### B. Record Attendance and Guests

##### C. Mission Statement

##### D. Introductions and Public Comment

Public comment received at 6:04 PM, May 6, 2020 from Jenny Elliot was read during the meeting and is attached to minutes record.

**E. Facilities - IFF Presentation**

Representatives from IFF and BKW (4209 Folsom Project Management Team) presented to the board, and the board asked clarifying questions. Based on the data presented and results of research, there are two main recommendations:

1. Expand the catchment area to meet enrollment goals, in particular to the east to address student diversity goals
2. Based upon the demographics, leadership should investigate potential relationship of Free and Reduced Lunch eligible students outside the immediate catchment and design recruitment processes to accompany the expansion to other areas

**II. Action Items**

**A. Consent Agenda**

S. Deuanephenh made a motion to approve the minutes from Board Meeting on 04-01-20.

A. Tillman seconded the motion.

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

**B. March Financials**

A. Beasley made a motion to approve the March financials.

L. Fathman seconded the motion.

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

J. Fouse made a motion to approve the Refinancing Proposal for the CEO to seek refinancing no greater than \$600,000 to apply toward: 1. 1618 improvement (kitchen) loan, 2. Expenses incurred in acquisition of 4202 and 4209 Folsom, and 3. Expenses for legal, design, and construction prep work for 4209 expansion.

A. Beasley seconded the motion.

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

**C. Policies to Vote on in May**

A. Beasley made a motion to approve the slate of policies recommended by the Governance Committee.

J. Dixon seconded the motion.

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

**D. Selection of Legal Representation for 4209 Folsom Expansion Project**

Board member Jarrod Sharp left the room, as his firm, ThompsonCoburn, was one of the two finalist firms recommended.

There was significant discussion among remaining board members about possible conflict of interest concerns and cost comparisons for the project. The group weighed the pros and cons, ultimately deciding to base their vote on which proposal would most benefit the project and City Garden as an organization.

L. Fathman made a motion to appoint ThompsonCoburn as legal representative for the 4209 Folsom Expansion Project.

A. Beasley seconded the motion.

1 - Abstained

1 - Opposed The board **VOTED** to approve the motion.

Board member Jarrod Sharp reentered the room.

**E. Principal Hiring Consultant Proposal**

Recommended by Academic Excellence Committee.

S. Shelton-Dodge made a motion to approve bringing in a consultant to assist with the hiring of the next School Principal.

J. Dixon seconded the motion.

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

### III. Updates

#### A. Greenlight Discussion

The decision whether to move forward with the growth plan will need to be made at the June board meeting. The group was presented with concrete plans regarding:

- The academics and instruction necessities, including the role of the Institute
- The affect of culture and climate on, and in, the decision
- The financial scenarios of both expansion and non-expansion

The Academic Excellence consensus is that the committee is 100% behind this CG's growth and will be the support arm and accountability partner in the areas academic/ instruction AND culture/climate, collecting and synthesizing data as it pertains to four keys areas:

1. Principal support
2. Teacher training
3. Non-academic barriers to learning, especially systemic, and whether we are meeting those needs
4. The overall culture/climate as we rebuild trust and establish greater lines of communication between the school community, as well as improving upon the foundation that is being built

Additionally:

- It is important to remember that academically, CG has so many good things to celebrate
- Some of the challenges this past year are evidence of CG really living our values
- Success isn't always harmony

Is there anything else you need to help you made this decision in June? If so, please reach out.

#### B. Development Update

The Charidy campaign was a success, raising over \$200,000.

#### C. Policies to Review in May/Vote on in June

Please review the policies and send any questions or comments to Shanika. We will be voting on these policies at the June meeting.

#### D. Questions and Comments

#### E. Reflection: Meeting Agreement

#### F. Included in Packet as Reading Materials

### IV. Closing Items

#### A. Adjourn to Closed Session

J. Dixon made a motion to adjourn to closed session.

A. Beasley seconded the motion.

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

**Roll Call**

J. Sharp	Aye
D. Smith	Aye
A. Beasley	Aye
L. Fathman	Aye
M. Gleason	No
S. Deuanephenh	Aye
D. Desai-Ramirez	Absent
S. Shelton-Dodge	Aye
J. Dixon	Aye
J. Fouse	Aye
C. Schell	Absent
A. Tillman	Aye

**B. Adjourn Meeting**

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 10:03 PM.

Respectfully Submitted,  
D. Fox

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**Documents used during the meeting**

- PublicComment5.6.2020.pdf



DRAFT



# City Garden Montessori School

## Minutes

### Special Board Meeting

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#### Date and Time

Thursday May 21, 2020 at 5:00 PM

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#### Directors Present

A. Beasley (remote), A. Tillman (remote), D. Smith (remote), J. Fouse (remote), L. Fathman (remote), M. Gleason (remote), S. Deuanephenh (remote), S. Harris (remote), S. Shelton-Dodge (remote)

#### Directors Absent

C. Schell, D. Desai-Ramirez, J. Dixon, J. Sharp

#### Guests Present

C. Huck (remote), D. Flores (remote), D. Fox (remote), S. Sanchez (remote)

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### I. Opening Items

#### A. Call the Meeting to Order

D. Smith called a meeting of the board of directors of City Garden Montessori School to order on Thursday May 21, 2020 @ 5:01 PM.

#### B. Record Attendance and Guests

#### C. Mission Statement

Shanika read the Mission Statement.

#### D. Introductions and Public Comment

None were submitted.

### II. Action Items

**A. Approval for Christie Huck and Dr. Amira Mogaji to extend a job offer for the position of School Principal to candidate recommended by the Principal Hiring Committee**

Christie, Amira, Anthony, and Susie shared their thoughts about the candidate and of the Principal Hiring Process.

A. Beasley made a motion to approve Christie Huck and Dr. Amira Mogaji to extend a job offer for the position of School Principal to candidate recommended by the Principal Hiring Committee, Crystal Isom.

S. Shelton-Dodge seconded the motion.

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

**III. Updates**

**A. Questions and Comments**

**B. Reflection: Meeting Agreement**

Tabled for this special meeting.

**IV. Closing Items**

**A. Adjourn Meeting**

S. Deuanephenh made a motion to adjourn the meeting.

S. Harris 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 5:18 PM.

Respectfully Submitted,  
D. Fox

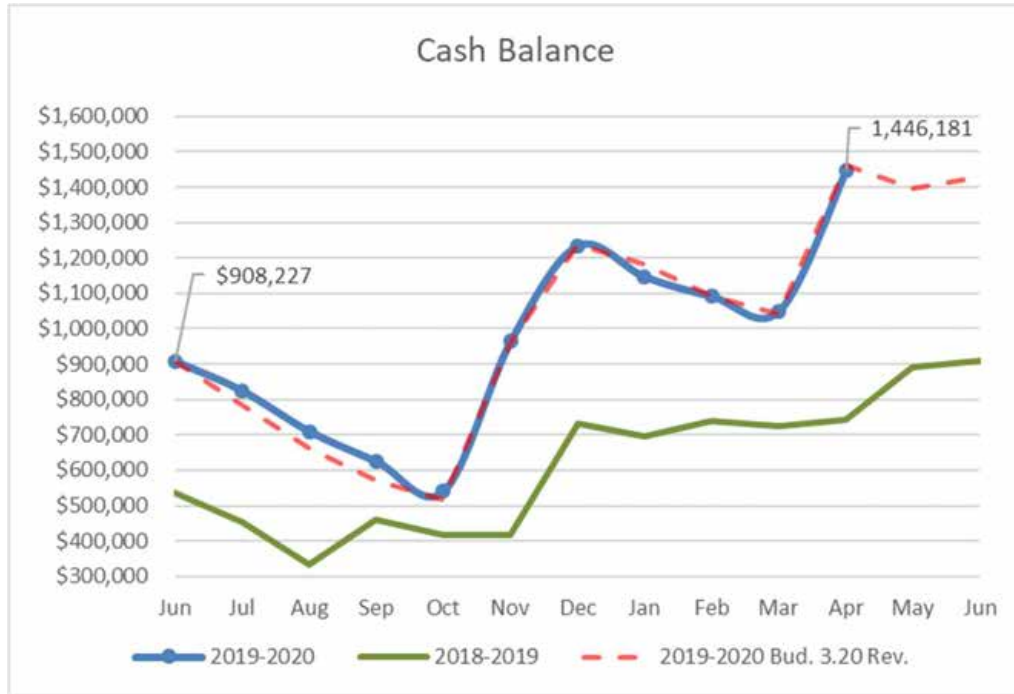
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**Documents used during the meeting**

- HiringProcessDocuments.pdf

City Garden Montessori School  
Notes Accompanying Financial Statements  
April 30, 2020

The period ending April 30, 2020 had a cash balance of \$1,446,181. This is an increase of \$537,954 from the beginning of the fiscal year and an increase of \$396,614 from the period ending April 30, 2020.



Highlights of Financial Statements and Budget:

- Revenue:
  - o Federal, State and Local \$20K under budget due to timing.
  - o Operational and Event fundraising below budget due to delayed collections from Gala.
- Expenses:
  - o Salary and benefits under budget by \$3K due to timing.
  - o Purchase Services and Supplies are at expected levels.

Strategic Plan / Operations Split

	School Operations	Strategic Plan	New Building	Total
Revenue	\$ 3,509,102	\$ 517,010	\$ 1,350,000	\$ 5,376,111
Expense	3,406,288	374,991	106,878	3,888,158
<b>Net Income \ (Loss)</b>	<b>102,813</b>	<b>142,019</b>	<b>1,243,122</b>	<b>1,487,954</b>
Beginning Fund Balance	658,329	251,618	(1,720)	908,227
Net Income \ (Loss)	102,813	142,019	1,243,122	1,487,954
<b>Ending Fund Balance</b>	<b>\$ 761,142</b>	<b>\$ 393,637</b>	<b>\$ 1,241,402</b>	<b>\$ 2,396,181</b>

### City Garden Finance Dashboard

#### Budget

Revenue				
Source	Actual April 2018- YTD	Actual April 2019- YTD	Budget 19-20 YTD	Variance to Budget
State	\$ 1,730,532	\$ 1,738,286	\$ 1,738,838	\$ (552)
Federal	115,015	111,187	129,415	(18,228)
Prop C	197,126	198,041	199,767	(1,726)
Intercompany	211,490	211,490	211,490	-
Donations	822,781	2,109,803	2,107,863	1,940
Fundraising	228,092	160,570	166,513	(5,943)
Preschool Tuition	250,202	244,355	244,135	220
Other	133,682	602,379	597,268	5,111
Total	\$ 3,688,920	\$ 5,376,111	\$ 5,395,289	\$ (19,178)

Expenses				
Category	Actual April 2018- YTD	Actual April 2019- YTD	Budget 19-20 YTD	Variance to Budget
Salaries	\$ 1,568,491	\$ 1,948,694	\$ 1,952,367	\$ (3,672)
Benefits	548,212	633,772	633,554	218
Purchased Services	1,150,838	975,068	976,364	(1,296)
Supplies	120,301	189,230	189,186	44
Capital/Debt Services	42,369	141,393	141,855	(462)
Total	\$ 3,430,210	\$ 3,888,158	\$ 3,893,326	\$ (5,168)
Net Income\Loss	\$ 258,710	\$ 1,487,954	\$ 1,501,963	\$ (14,009)

#### Financial Health Check

Category	FY17-18	FY18-19	Actual April 2019- YTD	Budget FY19-20
Ending Cash Fund Balance	\$ 494,477	\$ 908,227	\$ 2,396,181	\$ 2,232,254
Cash Days on Hand*	50	62	185	163
State Reimbursement per WADA	\$ 8,040	\$ 8,271	\$ 9,004	\$ 9,010
Revenue per Student*	\$ 12,116	\$ 15,565	\$ 19,128	\$ 22,175
Cost per Student*	\$ 11,634	\$ 14,222	\$ 13,617	\$ 17,271
Excess/(Deficit) Per Student	\$ 482	\$ 1,343	\$ 5,511	\$ 4,904

\* Excludes Intercompany revenue/expense and Debt Proceeds and Capital Expense

#### Accountability Plan

Measure	FY17-18	YTD April 2019	Budget FY19-20	Measure Met?
Debt to Asset Ratio < 0.9	0.5	0.13	0.6	Yes
Enrollment Variance >= 95%	99%	96.8%	N/A	Yes
Fund Balance >= 10% Unrestricted	17%	49%	45%	Yes

#### Annual Trends

Revenue				
Source	Actual FY 18-19	Actual FY 19-20	Forecast FY 19-20	Budget FY 19-20
State	\$ 1,967,595	\$ 2,137,749	\$ 2,074,000	\$ 2,074,000
Federal	152,351	177,279	168,508	168,508
Prop C	235,578	241,884	241,740	241,740
Intercompany	253,793	253,788	253,788	253,788
Donations	597,613	1,050,257	2,434,000	2,434,000
Fundraising	209,308	239,842	206,000	206,000
Preschool Tuition	289,757	301,408	266,318	266,318
Other	150,572	1,467,554	596,619	596,619
Total Revenue	\$ 3,856,568	\$ 5,869,761	\$ 6,240,973	\$ 6,240,973

Expenses				
Category	Actual FY 18-19	Actual FY 19-20	Forecast FY 19-20	Budget FY 19-20
Salaries	\$ 1,882,884	\$ 1,926,430	\$ 2,342,749	\$ 2,342,749
Benefits	640,474	655,090	756,108	756,108
Purchased Services	1,084,117	1,388,074	1,381,402	1,381,402
Supplies	186,090	166,750	248,687	248,687
Capital Outlay/Debt Services	45,038	1,362,658	188,000	188,000
Total Expenses	\$ 3,838,603	\$ 5,499,003	\$ 4,916,946	\$ 4,916,946
Net Income\Loss	\$ 17,965	\$ 370,758	\$ 1,324,027	\$ 1,324,027

#### School Stats

Category	FY 17-18	FY 18-19	04/30/2020	Original FY18-19 Budget
Charter School Enrollment	228	224	218	227
Pre-School Enrollment	52	52	52	52
Average Daily Attendance - Charter	211	212	206.01	215.65
Free & Reduced Lunch Count - Charter	89	87	85	95
Free & Reduced Lunch % - Charter	39%	39%	39%	42%
Weighted Average Daily Attendance	238.6	237.1	223.25	230.2

#### Points to Note- April

State, Fed, and Local all timing.  
 Donation diff is timing  
 Other Income- Received \$492K in April.  
 Salaries, Benefits, Services and Supplies diff is timing

## City Garden Finance Operations/Strategic Plan Split

### Actual April 2019- YTD

Revenue				
Source	School Operations	Strategic Plan	New Building	Total
State	\$ 1,738,286			\$ 1,738,286
Federal	111,187			111,187
Prop C	198,041			198,041
Intercompany	211,490			211,490
Donations	242,793	517,010	1,350,000	2,109,803
Fundraising	160,570			160,570
Preschool Tuition	244,355			244,355
Other	602,379		-	602,379
<b>Total</b>	<b>\$ 3,509,102</b>	<b>\$ 517,010</b>	<b>\$ 1,350,000</b>	<b>\$ 5,376,111</b>

Expenses				
Category	School Operations	Strategic Plan	New Building	Total
Salaries	\$ 1,733,832	\$ 214,862		\$ 1,948,694
Benefits	565,016	68,756		633,772
Purchased Services	936,068	39,000	-	975,068
Supplies	179,230	10,000		189,230
Capital/Debt Services	36,815	12,000	92,578	141,393
<b>Total</b>	<b>\$ 3,450,962</b>	<b>\$ 344,618</b>	<b>\$ 92,578</b>	<b>\$ 3,888,158</b>
<b>Net Income\Loss</b>	<b>\$ 58,140</b>	<b>\$ 172,392</b>	<b>\$ 1,257,422</b>	<b>\$ 1,487,954</b>

Beginning Fund Balance	\$ 658,329	\$ 251,618	\$ (1,720)	\$ 908,227
Net Income\Loss	\$ 58,140	\$ 172,392	\$ 1,257,422	\$ 1,487,954
<b>Ending Balance</b>	<b>\$ 716,469</b>	<b>\$ 424,010</b>	<b>\$ 1,255,702</b>	<b>\$ 2,396,181</b>

## City Garden Montessori

### 2019-2020 Balance Sheet

	<u>as of 04/30/2019</u>	<u>as of 04/30/2020</u>
<b>Assets</b>		
Operating Account- Commerce	\$ 37,125	\$ 37,444
Operating Account- Reliance	165,603	-
Operating Account- Simmons	388,452	264,738
PPP Account- Simmons	-	492,600
MMA Account	18,279	418,708
Upper School Account	19,727	24,562
4209 Folsom Account	-	13,394
4202 Folsom Account	-	5,058
US Bank	544	9,934
Edward Jones	166,564	179,744
Cash	<u>796,294</u>	<u>1,446,181</u>
Undeposited Funds	-	-
Note Receivable	382,164	-
Real Estate	-	1,319,974
<b>Total Assets</b>	<b><u>\$ 1,178,458</u></b>	<b><u>\$ 2,766,155</u></b>
<b>Liabilities &amp; Net Assets</b>		
Note Payable - IFF	\$ 382,164	\$ -
Note Payable- 4209 Folsom	-	79,904
Note Payable- 4202 Folsom	-	290,070
Liabilities	<u>382,164</u>	<u>369,974</u>
Fund Balance Prior YE	537,469	908,227
Income/(Loss)	258,824	1,487,954
Current Fund Balance	796,294	2,396,181
<b>Total Liabilities &amp; Net Assets</b>	<b><u>\$ 1,178,458</u></b>	<b><u>\$ 2,766,155</u></b>

## City Garden Montessori

## 2019-20 Revenue &amp; Expenses as of 04/30/2020 Compared to Annual Budget

		Actual YTD 04/30/2019	Actual YTD 04/30/2020	Amended Apr 2020 Budget YTD 04/30/2020	Variance Over/(Under)	Amended Apr 2020 Budget FY20	Variance Over/(Under)	% of Budget
<b>Revenues</b>								
5100	Local	\$ 1,843,373	3,526,637.60	\$ 3,527,036	\$ (398)	\$ 3,998,465	\$ (471,827)	88%
5300	State	1,730,532	1,738,286	1,738,838	(552)	2,074,000	(335,714)	84%
5400	Federal	115,015	111,187	132,415	(21,228)	313,608	(202,421)	35%
<b>5899</b>	<b>GRAND TOTAL REVENUES</b>	<b>3,688,919.82</b>	<b>5,376,111</b>	<b>5,398,289</b>	<b>(22,178)</b>	<b>6,386,073</b>	<b>(1,009,962)</b>	<b>84%</b>
<b>Expenditures</b>								
1111	Classroom Instruction	1,053,111	1,103,772	1,102,621	1,150	1,335,752	(231,981)	83%
1221	Special Programs	178,761	210,200	190,591	19,609	226,069	(15,868)	93%
1251	Culturally Different	131,415	117,828	104,683	13,145	125,651	(7,823)	94%
1411	Student Activity-Extracurricular	-	-	-	-	-	-	-
1999	TOTAL INSTRUCTION	1,363,287	1,431,800	1,397,896	33,904	1,687,472	(255,672)	85%
2111	Support Services-Pupils	155,390	111,711	128,471	(16,760)	148,432	(36,721)	75%
2213	Professional Development	51,864	73,732	73,145	587	183,999	(110,266)	40%
2321	Executive Administration Services.	396,515	407,956	442,956	(35,000)	656,810	(248,854)	62%
2411	Building Principal Services	145,223	267,470	222,082	45,388	246,441	21,029	109%
2511	Business Support Services	127,424	150,374	151,740	(1,366)	182,186	(31,812)	83%
2541	Operation of Plant Services	403,611	450,965	449,254	1,711	536,366	(85,401)	84%
2562	Food Services	65,390	72,185	72,539	(354)	78,846	(6,661)	92%
2661	Technology Services	5,197	48,775	49,547	(772)	52,840	(4,065)	92%
2998	TOTAL SUPPORT SERVICES	1,350,614	1,583,169	1,589,735	(6,566)	2,085,921	(502,751)	76%
3901	Community/Resource Development	288,706	309,482	336,805	(27,322)	416,646	(107,163)	74%
3905	Preschool	333,101	340,125	339,756	368	409,830	(69,705)	83%
3906	After Care Program	18,788	24,852	49,563	(24,711)	61,903	(37,051)	40%
3912	Parental Involvement	33,346	57,336	37,816	19,520	67,175	(9,839)	85%
3999	TOTAL COMMUNITY SERVICES	673,940	731,795	763,940	(32,145)	955,553	(223,759)	77%
4011	Facility Acquisition/Improvement	42,369	141,393	141,855	(462)	188,000	46,607	75%
4999	TOTAL FACILITY ACQUISITION	42,369	141,393	141,855	(462)	188,000	46,607	75%
<b>9999</b>	<b>GRAND TOTAL EXPENDITURES</b>	<b>3,430,210</b>	<b>3,888,158</b>	<b>3,893,426</b>	<b>(5,268)</b>	<b>\$ 4,916,946</b>	<b>(935,575)</b>	<b>79%</b>
<b>Total Revenue Over/(Under) Total Expenses</b>		<b>258,710</b>	<b>1,487,954</b>	<b>1,504,863</b>	<b>(16,909)</b>	<b>1,469,127</b>	<b>(74,387)</b>	
<b>Beginning Fund Balance, July 1</b>		<b>519,504</b>	<b>908,227</b>	<b>908,227</b>		<b>908,227</b>		
<b>Ending Fund Balance, April 30</b>		<b>\$ 778,214</b>	<b>\$ 2,396,181</b>	<b>\$ 2,413,090</b>		<b>\$ 2,377,354</b>		

## City Garden Montessori

### 2019-20 Revenue as of 04/30/2020 Compared to Annual Budget

Revenue	Amended Apr 2020				Amended Apr 2020		
	Actual YTD 04/30/2019	Actual YTD 04/30/2020	Budget YTD 04/30/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)	% of Budget
<b>5100 Local Revenue</b>							
5113 Prop C	197,126	\$ 198,041	\$ 199,767	\$ (1,726)	\$ 241,740	\$ (43,699)	82%
5141 Interest	20,836	13,913	13,978	(65)	13,200	713	105%
5151 Student Food Sales	11,423	10,659	10,500	159	10,500	159	102%
5172 Student Activity - JRH	4,790	4,981	4,981	(1)	4,981	(1)	100%
5178 Student Activity-Club	-	-	-	-	-	-	-
5179 Student Activity-Field Trips	6,475	6,635	6,000	635	6,000	635	111%
5188 Facility Rental	1,550	1,988	1,538	450	1,538	450	129%
5191 Intercompany - PS to Charter	211,490	211,490	211,490	-	253,788	(42,298)	83%
5192 Fundraising/Special Events	228,092	160,570	166,513	(5,943)	206,000	(45,430)	78%
5194 Donations	387,781	219,793	217,940	1,853	544,077	(324,284)	40%
5195 Donations-Restricted	435,000	1,890,010	1,889,923	87	1,889,923	87	-
5196 Preschool Tuition	250,202	244,355	244,135	220	266,318	(21,963)	92%
5197 After Care Tuition	54,660	51,423	48,941	2,482	49,000	2,423	105%
5197.1 Before Care Tuition	11,170	10,129	9,330	799	9,400	729	108%
5199 Debt Proceeds	-	492,600	-	492,600	-	492,600	-
5198 Other	22,779	10,052	502,000	(491,948)	502,000	(491,948)	2%
<b>5100 Total Local Revenue</b>	<b>1,843,373</b>	<b>3,526,637.60</b>	<b>3,527,036</b>	<b>(398)</b>	<b>3,998,465</b>	<b>(471,827)</b>	<b>88%</b>
<b>5300 State Revenue</b>							
5311-19 Basic Formula/CTF	1,730,532	1,738,286	1,738,838	(552)	2,074,000	(335,714)	84%
5333 Food Service-State	-	-	-	-	-	-	-
<b>5300 State Revenue</b>	<b>1,730,532</b>	<b>1,738,286</b>	<b>1,738,838</b>	<b>(552)</b>	<b>2,074,000</b>	<b>(335,714)</b>	<b>84%</b>
<b>5400 Federal Revenue</b>							
5124 Medicaid Admin Billing	10,307	12,770	10,307	2,463	12,000	770	106%
Federal Grant							
5441 Special Ed Part B	20,000	13,906	16,500	(2,594)	38,000	(24,094)	37%
5445 Lunch Program	27,875	25,435	27,935	(2,500)	30,435	(5,000)	84%
5446 Breakfast Program	4,824	5,811	6,411	(600)	6,411	(600)	91%
5448 Snack Program	1,154	1,162	1,262	(99)	1,262	(99)	92%
5451-66 Consolidated Federal Funds	50,855	52,103	67,000	(14,897)	80,400	(28,297)	65%
<b>5400 Federal Revenue</b>	<b>115,015</b>	<b>111,187</b>	<b>129,415</b>	<b>(18,228)</b>	<b>168,508</b>	<b>(57,321)</b>	<b>66%</b>
<b>5899 GRAND TOTAL REVENUES</b>	<b>3,688,920</b>	<b>5,376,111</b>	<b>5,395,289</b>	<b>(19,178)</b>	<b>6,240,973</b>	<b>(864,862)</b>	<b>86%</b>



## City Garden Montessori

### 2019-20 Expenses as of 04/30/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 04/30/2019	Actual YTD 04/30/2020	Amended Apr 2020 Budget YTD 04/30/2020	Variance Over/(Under)	Amended Apr 2020 Budget FY20	Variance Over/(Under)	% of Budget
<b>1111 Classroom Instruction</b>							
6100 Salaries	\$ 699,033	\$ 768,167	773,138	\$ (4,971)	942,986	(174,819)	81%
6200 Benefits	246,612	269,590	261,821	7,769	311,185	(41,595)	87%
6300 Purchased Services	71,234	28,507	28,593	(85)	36,011	(7,503)	79%
6400 Supplies & Materials	36,232	37,508	39,070	(1,563)	45,571	(8,063)	82%
<b>Total Classroom Instruction</b>	<b>1,053,111</b>	<b>1,103,772</b>	<b>1,102,621</b>	<b>1,150</b>	<b>1,335,752</b>	<b>(231,981)</b>	<b>83%</b>
<b>1221 Special Programs</b>							
6100 Salaries	96,301	138,764	126,765	11,999	153,330	(14,565)	91%
6200 Benefits	38,071	50,276	42,666	7,610	50,599	(323)	99%
6300 Purchased Services	43,995	20,956	20,956	-	21,740	(784)	96%
6400 Supplies & Materials	394	204	204	(0)	400	(196)	-
<b>Total Special Programs</b>	<b>178,761</b>	<b>210,200</b>	<b>190,591</b>	<b>19,609</b>	<b>226,069</b>	<b>(15,868)</b>	<b>93%</b>
<b>1251 Culturally Different</b>							
6100 Salaries	92,977	82,865	78,453	4,412	94,174	(11,308)	88%
6200 Benefits	38,406	34,931	26,198	8,734	31,077	3,854	112%
6400 Supplies & Materials	32	32	32	(1)	400	(369)	-
<b>Total Title I</b>	<b>131,415</b>	<b>117,828</b>	<b>104,683</b>	<b>13,145</b>	<b>125,651</b>	<b>(7,823)</b>	<b>94%</b>
<b>2111 Support Services-Pupils</b>							
6100 Salaries	100,135	61,393	73,233	(11,839)	85,324	(23,930)	72%
6200 Benefits	33,884	19,094	23,764	(4,670)	28,157	(9,063)	68%
6300 Purchased Services	11,760	21,409	21,409	1	21,849	(440)	98%
6400 Supplies & Materials	9,611	9,814	10,065	(251)	13,102	(3,288)	75%
<b>Total Support Services-Pupils</b>	<b>155,390</b>	<b>111,711</b>	<b>128,471</b>	<b>(16,760)</b>	<b>148,432</b>	<b>(36,721)</b>	<b>75%</b>
<b>2213 Professional Development</b>							
6300 Purchased Services	47,981	68,414	68,414	(0)	179,268	(110,853)	38%
6400 Supplies & Materials	3,883	5,318	4,731	587	4,731	587	112%
<b>Total Professional Development</b>	<b>51,864</b>	<b>73,732</b>	<b>73,145</b>	<b>587</b>	<b>183,999</b>	<b>(110,266)</b>	<b>40%</b>

## City Garden Montessori

### 2019-20 Expenses as of 04/30/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 04/30/2019	Actual YTD 04/30/2020	Amended Apr 2020 Budget YTD 04/30/2020	Variance Over/(Under)	Amended Apr 2020 Budget FY20	Variance Over/(Under)	% of Budget
<b>2321 Executive Administration Services</b>							
6100 Salaries	114,874	222,496	251,993	(29,497)	301,091	(78,595)	74%
6200 Benefits	45,602	77,206	83,800	(6,594)	99,360	(22,154)	78%
6300 Purchased Services	219,048	72,447	72,630	(183)	221,095	(148,648)	33%
6400 Supplies & Materials	16,991	35,807	34,534	1,274	35,264	543	102%
<b>Total Executive Admin Services</b>	<b>396,515</b>	<b>407,956</b>	<b>442,956</b>	<b>(35,000)</b>	<b>656,810</b>	<b>(248,854)</b>	<b>62%</b>
<b>2411 Building Principal Services</b>							
6100 Salaries	105,878	210,509	170,214	40,295	184,768	25,741	114%
6200 Benefits	39,107	56,767	51,616	5,151	60,973	(4,206)	93%
6300 Purchased Services	-	-	-	-	-	-	-
6400 Supplies & Materials	238	194	252	(58)	700	(506)	28%
<b>Total Building Principal Services</b>	<b>145,223</b>	<b>267,470</b>	<b>222,082</b>	<b>45,388</b>	<b>246,441</b>	<b>21,029</b>	<b>109%</b>
<b>2511 Business Support Services</b>							
6100 Salaries	90,796	109,747	109,756	(10)	131,707	(21,961)	83%
6200 Benefits	30,482	34,983	36,356	(1,373)	43,463	(8,481)	80%
6300 Purchased Services	5,885	5,645	5,628	17	7,015	(1,370)	80%
6400 Supplies & Materials	262	-	-	-	-	-	-
<b>Total Business Support Services</b>	<b>127,424</b>	<b>150,374</b>	<b>151,740</b>	<b>(1,366)</b>	<b>182,186</b>	<b>(31,812)</b>	<b>83%</b>
<b>2541 Operation of Plant Services</b>							
6100 Salaries	16,291	19,739	18,808	931	22,569	(2,830)	87%
6200 Benefits	6,325	6,902	6,267	636	7,448	(545)	93%
6300 Purchased Services	339,010	380,069	380,435	(366)	441,248	(61,178)	86%
6400 Supplies & Materials	41,985	44,255	43,745	510	65,102	(20,847)	68%
<b>Total Operation of Plant Services</b>	<b>403,611</b>	<b>450,965</b>	<b>449,254</b>	<b>1,711</b>	<b>536,366</b>	<b>(85,401)</b>	<b>84%</b>
<b>2562 Food Services</b>							
6100 Salaries	4,482	10,712	10,727	(14)	13,125	(2,413)	82%
6200 Benefits	343	819	1,055	(236)	1,267	(447)	65%
6300 Purchased Services	56,823	57,038	57,038	(0)	60,461	(3,423)	94%
6400 Supplies & Materials	3,743	3,616	3,719	(104)	3,994	(378)	91%
<b>Total Food Services</b>	<b>65,390</b>	<b>72,185</b>	<b>72,539</b>	<b>(354)</b>	<b>78,846</b>	<b>(6,661)</b>	<b>92%</b>

## City Garden Montessori

### 2019-20 Expenses as of 04/30/2020 Compared to Annual Budget

Expenditures by Function	Actual YTD 04/30/2019	Actual YTD 04/30/2020	Amended Apr 2020 Budget YTD 04/30/2020	Variance Over/(Under)	Amended Apr 2020 Budget FY20	Variance Over/(Under)	% of Budget
<b>2660 Technology Services</b>							
6300 Purchased Services	4,425	6,849	7,702	(853)	10,240	(3,391)	67%
6400 Supplies & Materials	772	41,926	41,845	81	42,600	(674)	98%
<b>Total Technology Services</b>	<b>5,197</b>	<b>48,775</b>	<b>49,547</b>	<b>(772)</b>	<b>52,840</b>	<b>(4,065)</b>	<b>92%</b>
<b>3901 Community/Resource Development</b>							
6100 Salaries	108,128	157,357	174,608	(17,252)	214,630	(57,273)	73%
6200 Benefits	39,393	47,390	57,536	(10,145)	70,828	(23,437)	67%
6300 Purchased Services	51,102	48,024	47,957	68	67,500	(19,476)	71%
6395 Special Events	88,085	54,219	54,112	106	61,188	(6,969)	89%
6400 Supplies & Materials	1,998	2,492	2,492	0	2,500	(8)	100%
<b>Total Community/Resource</b>	<b>288,706</b>	<b>309,482</b>	<b>336,705</b>	<b>(27,222)</b>	<b>416,646</b>	<b>(49,890)</b>	<b>74%</b>
<b>3905 Preschool</b>							
6100 Salaries	101,725	108,489	104,429	4,060	124,953	(16,464)	87%
6200 Benefits	18,375	18,723	22,100	(3,376)	27,300	(8,576)	69%
6300 Purchased Services	211,490	211,490	211,490	-	253,788	(42,298)	83%
6400 Supplies & Materials	1,511	1,422	1,738	(315)	3,789	(2,367)	38%
<b>Total Preschool</b>	<b>333,101</b>	<b>340,125</b>	<b>339,756</b>	<b>368</b>	<b>409,830</b>	<b>(69,705)</b>	<b>83%</b>
<b>3906 Before/After Care Program</b>							
6100 Salaries	14,711	19,374	36,532	(17,158)	45,623	(26,249)	42%
6200 Benefits	3,885	5,092	12,546	(7,454)	15,056	(9,963)	34%
6400 Supplies & Materials	192	385	485	(100)	1,224	(839)	31%
<b>Total Befoe/After Care Program</b>	<b>18,788</b>	<b>24,852</b>	<b>49,563</b>	<b>(24,711)</b>	<b>61,903</b>	<b>(37,051)</b>	<b>40%</b>
<b>3912 Parental Involvement</b>							
6100 Salaries	23,159	39,082	23,712	15,370	28,470	10,612	137%
6200 Benefits	7,728	11,996	7,829	4,167	9,395	2,601	128%
6400 Supplies & Materials	2,459	6,258	6,275	(17)	29,310	(23,052)	21%
<b>Total Parental Involvement</b>	<b>33,346</b>	<b>57,336</b>	<b>37,816</b>	<b>19,520</b>	<b>67,175</b>	<b>(9,839)</b>	<b>85%</b>
<b>4011 Facility Acquisition/Improvement</b>							
6500 Capital Outlay	13,174	105,729	121,000	(15,271)	140,000	(34,271)	-
6600 Interest	29,195	35,664	20,855	14,809	48,000	(12,336)	74%
<b>Total Facility Acquisition</b>	<b>42,369</b>	<b>141,393</b>	<b>141,855</b>	<b>(462)</b>	<b>188,000</b>	<b>(46,607)</b>	<b>75%</b>
<b>9999 GRAND TOTAL EXPENDITURES</b>	<b>\$ 3,430,210</b>	<b>\$ 3,888,158</b>	<b>\$ 3,893,326</b>	<b>\$ (5,168)</b>	<b>\$ 4,916,946</b>	<b>\$ (1,028,788)</b>	<b>79%</b>

5/18/2020

4.30.2020 Financial Statements v. Budget.xlsxExpend by Function

## City Garden Montessori

### 2019-20 Purchased Services as of 04/30/2020 Compared to Annual Budget

Purchased Services by Function	Amended Apr 2020			Amended Apr 2020		% of Budget
	Actual YTD 04/30/2020	Budget YTD 04/30/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)	
<b>1111 Classroom Instruction</b>						
6311-A Pyhsical Education	\$ -	\$ -	\$ -	\$ -	\$ -	-
6311-B Jesuit Volunteer	-	-	-	-	-	-
6311-C Online Learning Subscriptions	4,778	4,660	118	6,121	(1,342)	78%
6311-D Summer School	-	-	-	2,040	(2,040)	-
6311-E NWEA Testing	3,391	3,247	144	3,247	144	104%
6311-F Arts Program	-	-	-	-	-	-
6311-G Substitutes	15,895	15,895	0	16,443	(547)	97%
<b>6311 Instructional Services</b>	<u>24,064</u>	<u>23,802</u>	<u>262</u>	<u>27,850</u>	<u>(3,786)</u>	<u>86%</u>
<b>6334 Rental Equipment</b>	4,265	4,791	(526)	8,160	(3,895)	52%
<b>6343 Travel</b>	-	-	-	-	-	-
<b>6371 Dues &amp; Memberships</b>	178	-	178	-	178	-
<b>6391 Other Purchased Services</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Total Classroom Instruction</b>	<b>28,507</b>	<b>28,593</b>	<b>(85)</b>	<b>36,011</b>	<b>(7,503)</b>	<b>79%</b>
<b>1221 Special Programs</b>						
6311 Instructional Services	20,956	20,956	-	21,740	(784)	96%
6319-C Information System	-	-	-	-	-	-
6398 Prior Year Adjustment	-	-	-	-	-	-
<b>Total Special Programs</b>	<u>20,956</u>	<u>20,956</u>	<u>-</u>	<u>21,740</u>	<u>(784)</u>	<u>96%</u>
<b>1251 Culturally Different</b>						
6312 Instuctional Improvement	-	-	-	-	-	-
6398 Prior Year Adjustment	-	-	-	-	-	-
<b>Total Culturally Different</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>2111 Support Services-Pupils</b>						
6319-A Student Information System	6,224	6,224	0	6,224	(0)	100%
6319-B E-mail/Website	-	0	(0)	440	(440)	-
<b>6319 Professional &amp; Technical Services</b>	<u>6,224</u>	<u>6,224</u>	<u>0</u>	<u>6,664</u>	<u>(440)</u>	<u>93%</u>
<b>6341 McKinney-Vento Student Transport.</b>	14,280	14,280	0	14,280	0	100%
<b>6391 Other Purchased Services</b>	<u>905</u>	<u>905</u>	<u>-</u>	<u>905</u>	<u>(0)</u>	<u>100%</u>
<b>Total Support Services-Pupils</b>	<b>21,409</b>	<b>21,409</b>	<b>1</b>	<b>21,849</b>	<b>(440)</b>	<b>98%</b>

## City Garden Montessori

### 2019-20 Purchased Services as of 04/30/2020 Compared to Annual Budget

Purchased Services by Function	Amended Apr 2020			Amended Apr 2020		% of Budget
	Actual YTD 04/30/2020	Budget YTD 04/30/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)	
<b>2213 Professional Development</b>						
6312-A Montessori Training	23,032	23,032	(0)	29,700	(6,668)	78%
6312-B Common Training	20,002	20,001	0	24,500	(4,498)	82%
6312-C Outside Training	(1,432)	(1,432)	(0)	(1,432)	(0)	100%
6312-D Administrative Staff	19,557	19,557	0	117,500	(97,943)	17%
<b>6312 Instructional Improvement</b>	61,158	61,158	(0)	170,268	(109,110)	36%
<b>6343 Travel</b>	7,256	7,256	0	9,000	(1,744)	81%
<b>Total Professional Development</b>	<b>68,414</b>	<b>68,414</b>	<b>(0)</b>	<b>179,268</b>	<b>(110,853)</b>	<b>38%</b>
<b>2321 Executive Administration Services</b>						
6315 Audit Services	12,300	12,300	-	12,300	-	100%
6317 Legal Fees	24,899	24,898	0	29,946	(5,047)	83%
6319 Professional Services/Board Develop	5,026	5,026	-	145,100	(140,074)	3%
6343 Travel	759	759	0	759		100%
6352 Liability Insurance	11,865	11,865	0	14,537	(2,671)	82%
6361 Communication	504	410	93	410	94	123%
6362 Advertising	2,250	2,250	1	3,271	(1,021)	69%
6371 Dues & Memberships	9,226	9,226	(1)	4,630	4,596	199%
6391-Other Purchase Services	3,728	4,000	(272)	4,000	(272)	93%
6391-A Fingerprinting	-	0	(0)	22	(22)	-
6391-B Other Purchased Services	-	200	(200)	4,120	(4,120)	-
<b>6391 Other Purchased Services</b>	3,728	4,200	(473)	8,142	(4,415)	46%
<b>6392- Admin Fees</b>	1,891	1,695	196	2,000	(109)	95%
<b>Total Executive Administration Serv</b>	<b>72,447</b>	<b>72,630</b>	<b>(183)</b>	<b>221,095</b>	<b>(148,648)</b>	<b>33%</b>
<b>2511 Business Support Services</b>						
6319 Professional & Technical Services	-	-	-	-	-	-
6392 Admin Fees	5,645	5,628	17	7,015	(1,370)	80%
<b>Total Business Support Services</b>	<b>5,645</b>	<b>5,628</b>	<b>17</b>	<b>7,015</b>	<b>(1,370)</b>	<b>80%</b>

## City Garden Montessori

### 2019-20 Purchased Services as of 04/30/2020 Compared to Annual Budget

Purchased Services by Function	Amended Apr 2020			Amended Apr 2020		% of Budget
	Actual YTD 04/30/2020	Budget YTD 04/30/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)	
<b>2541 Operation of Plant Services</b>						
<b>6331 Cleaning Services</b>	24,963	24,963	0	29,000	(4,037)	86%
6332-A Building Maintenance	14,897	14,880	17	17,320	(2,423)	86%
6332-B HVAC Maintenance	4,278	4,278	0	4,610	(332)	93%
6332-C Repairs	3,070	3,070	(0)	12,300	(9,230)	25%
<b>6332 Maintenance</b>	22,245	22,228	17	34,230	(11,985)	65%
<b>6333 Building Rent</b>	286,849	286,849	-	314,000	(27,151)	91%
<b>6336 Trash Removal</b>	4,598	4,598	(0)	5,255	(657)	87%
6339-A Extermination	4,438	4,438	(0)	5,287	(849)	84%
6339-B Security	3,024	3,024	-	3,828	(804)	79%
6339-C Lawn & Snow Removal	2,910	2,910	-	4,080	(1,170)	71%
6339-D Water/Sewer	3,554	3,937	(383)	4,560	(1,006)	78%
<b>6339 Other Property Services</b>	13,926	14,309	(383)	17,755	(3,829)	78%
<b>6351 Property Insurance</b>	4,798	4,798	(0)	10,500	(5,702)	46%
<b>6361 Communication</b>	8,057	8,057	(0)	11,803	(3,746)	68%
<b>6391 Other Purchased Services &amp; Prop Tax</b>	14,633	14,633	0	18,705	(4,072)	78%
<b>Total Operation of Plant Services</b>	<b>380,069</b>	<b>380,435</b>	<b>(366)</b>	<b>441,248</b>	<b>(61,178)</b>	<b>86%</b>
<b>2562 Food Services</b>						
<b>6391 Other Purchased Services</b>	57,038	57,038	(0)	60,461	(3,423)	94%
<b>Total Food Services</b>	<b>57,038</b>	<b>57,038</b>	<b>(0)</b>	<b>60,461</b>	<b>(3,423)</b>	<b>94%</b>
<b>2661 Technology Services</b>						
<b>6319 Professional &amp; Technical Services</b>	6,849	7,702	(853)	10,240	(3,391)	67%
<b>Total Technology Services</b>	<b>6,849</b>	<b>7,702</b>	<b>(853)</b>	<b>10,240</b>	<b>(3,391)</b>	<b>67%</b>

## City Garden Montessori

### 2019-20 Purchased Services as of 04/30/2020 Compared to Annual Budget

Purchased Services by Function	Amended Apr 2020			Amended Apr 2020		% of Budget
	Actual YTD 04/30/2020	Budget YTD 04/30/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)	
<b>3901 Community/Resource Development</b>						
<b>6319 Professional Services</b>	24,267	-	24,267	-	24,267	-
6319-A Development Training	-	24,000	(24,000)	39,000	(39,000)	-
6319-B Website Development	2,923	2,868	55	3,000	(77)	97%
6319-C Grant Writing	16,332	16,587	(254)	20,000	(3,668)	82%
<b>6319 Professional &amp; Technical Services</b>	43,522	43,455	68	62,000	(18,478)	70%
<b>6362 Advertising</b>	-	-	-	-	-	-
<b>6371 Dues &amp; Memberships</b>	-	-	-	-	-	-
<b>6391 Other Purchased Services</b>	-	(0)	0	-	-	-
<b>6392 Admin Fees</b>	4,502	4,502	(0)	5,500	(998)	82%
<b>Total Purchased Services</b>	<b>48,024</b>	<b>47,957</b>	<b>68</b>	<b>67,500</b>	<b>(19,476)</b>	<b>71%</b>
6395-A Gala	46,206	46,206	(0)	46,388	(182)	100%
6395-B Direct Mail	3,992	3,992	(0)	5,000	(1,008)	80%
6395-C Mid-Level Giving	1,074	1,002	72	2,000	(926)	54%
6395-D Major Gifts	319	283	35	800	(481)	40%
6395-E Charidy Campaign	-	-	-	4,000	(4,000)	-
6395-F Block Party	-	-	-	-	-	-
6395-G Community Engagement	-	-	-	-	-	-
6395-H Give STL	-	-	-	-	-	-
6395-I General	-	-	-	-	-	-
6395-J	-	-	-	-	-	-
6395-K	-	-	-	-	-	-
6395-L Jr High Fundraisers	2,629	2,629	0	3,000	(371)	88%
<b>6395 Special Events</b>	54,219	54,112	106	61,188	(6,969)	89%
<b>Total Comm/Res Develop Special Events</b>	<b>102,243</b>	<b>102,069</b>	<b>174</b>	<b>128,688</b>	<b>(26,445)</b>	<b>79%</b>
<b>3905 Preschool</b>						
<b>6391 Other Purchased Services</b>	211,490	211,490	-	253,788	(42,298)	83%
<b>Total Preschool</b>	<b>211,490</b>	<b>211,490</b>	<b>-</b>	<b>253,788</b>	<b>(42,298)</b>	<b>83%</b>
 <b>6399 GRAND TOTAL PURCHASED SERVICES</b>	 <b>975,068</b>	 <b>976,364</b>	 <b>(1,296)</b>	 <b>1,381,402</b>	 <b>(406,333)</b>	 <b>71%</b>



## City Garden Montessori

### 2019-20 Purchased Supplies as of 04/30/2020 Compared to Annual Budget

Supplies & Materials by Function	Amended Apr 2020			Amended Apr 2020		
	Actual YTD 04/30/2020	Budget YTD 04/30/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)	% of Budget
<b>1111 Classroom Instruction</b>						
<b>6411-A Art/Music/Spanish Supplies</b>	\$ -	\$ 42	\$ (42)	\$ 500	\$ (500)	0%
6411-B1 · Supplies-B1 Primary 3- Willems	760	760	(0)	3,000	(2,240)	25%
6411-B2 · Supplies-B2 Lower El 1- Lacey	2,230	2,230	0	3,200	(970)	70%
6411-B3 · Supplies-B3 Lower El 2-Veresh	3,711	3,711	0	3,200	511	116%
6411-B4 · Supplies-B4 Lower El 3- McDonald	2,129	2,129	0	3,200	(1,071)	67%
6411-B5 · Supplies-B5 Upper El 2- Bowers	1,522	1,522	0	2,100	(578)	72%
6411-B6 · Supplies-B6 Uper El 3- Campbell	1,102	1,102	0	2,100	(998)	52%
6411-B7 · Supplies-B7 JH Garrett	1,447	1,473	(25)	1,650	(203)	88%
6411-B8 · Supplies B-8 Upper El 1- Nelson	233	133	100	2,100	(1,867)	11%
6411-B9 · Supplies B-9 JH Denother	684	503	182	1,650	(966)	41%
<b>6411-B Classroom Supplies (\$100 per student)</b>	13,819	13,604	215	22,700	(8,881)	61%
<b>6411-C General Instructional Supplies</b>	17,868	19,211	(1,343)	14,100	3,768	127%
<b>6411-F Summer School</b>	-	829	(829)	2,000	(2,000)	0%
<b>6411 Homeworks</b>	481	481	0	481	0	100%
<b>6411-G PE &amp; Recreational Supplies</b>	4,307	4,100	207	4,100	207	105%
<b>6411 Outdoor/Stem Education</b>	1,032	845	187	845	187	0%
<b>641 Technincal</b>	-	0	(0)	1,345	(1,345)	0%
<b>Total Classroom Instruction</b>	<b>37,508</b>	<b>39,070</b>	<b>(1,563)</b>	<b>45,571</b>	<b>(8,063)</b>	<b>82%</b>
<b>1221 Special Programs</b>						
<b>6411 General Supplies</b>	204	204	(0)	400	(196)	-
<b>Total Special Programs</b>	<b>204</b>	<b>204</b>	<b>(0)</b>	<b>400</b>	<b>(196)</b>	<b>0%</b>
<b>1251 Culturally Different</b>						
<b>6411 General Supplies</b>	32	32	(1)	400	-	-
<b>Total Culturally Different</b>	<b>32</b>	<b>32</b>	<b>(1)</b>	<b>400</b>	<b>-</b>	<b>0%</b>



## City Garden Montessori

### 2019-20 Purchased Supplies as of 04/30/2020 Compared to Annual Budget

Supplies & Materials by Function	Amended Apr 2020			Amended Apr 2020		
	Actual YTD 04/30/2020	Budget YTD 04/30/2020	Variance Over/(Under)	Budget FY20	Variance Over/(Under)	% of Budget
<b>2111 Support Services-Pupils</b>						
<b>6411-A Character Education/ Family Support</b>	4,192	4,043	149	4,300	(108)	97%
<b>6411-B Childcare Events</b>	944	1,044	(100)	1,700	(756)	56%
<b>6411-C Family Events - Parent Advisory Cmmt</b>	2,080	2,180	(100)	3,600	(1,520)	58%
<b>6411-D Outreach Supplies</b>	2,140	2,240	(101)	1,942	198	110%
<b>6411-E SLU/JVC Appreciation</b>	360	360	-	360	-	100%
<b>6411-F Volunteer Appreciation</b>	98	198	(100)	1,000	(902)	10%
<b>6411-G Affordable Housing</b>	-	-	-	200	(200)	0%
<b>Total Support Services-Pupils</b>	<b>9,814</b>	<b>10,065</b>	<b>(251)</b>	<b>13,102</b>	<b>(3,288)</b>	<b>75%</b>
<b>2213 Professional Development</b>						
<b>6411-A Books-Montessori Training</b>	-	-	-	-	-	#DIV/0!
<b>6411-B Other</b>	5,318	4,731	587	4,731	587	112%
<b>6411-C Staff Resources</b>	-	-	-	-	-	#DIV/0!
<b>Total Professional Development</b>	<b>5,318</b>	<b>4,731</b>	<b>587</b>	<b>4,731</b>	<b>587</b>	<b>112%</b>
<b>2321 Executive Administration Services</b>						
<b>6411-A Board Supplies &amp; Materials</b>	1,637	1,637	0	1,637	(0)	100%
<b>6411-B Office Supplies</b>	27,015	25,928	1,087	26,627	388	101%
<b>6411-C Staff Appreciation</b>	7,155	6,969	187	7,000	155	102%
<b>6411-D Staff/Board Holiday Party</b>	-	-	-	-	-	#DIV/0!
<b>Total Executive Administration Serv</b>	<b>35,807</b>	<b>34,534</b>	<b>1,274</b>	<b>35,264</b>	<b>543</b>	<b>102%</b>
<b>2411 Building Principal Services</b>						
<b>6411-A Supplies &amp; Materials</b>	194	252	(58)	700	(506)	28%
<b>Total Business Support Services</b>	<b>194</b>	<b>252</b>	<b>(58)</b>	<b>700</b>	<b>(506)</b>	<b>28%</b>
<b>2541 Operation of Plant Services</b>						
<b>6411-A Building Supplies</b>	15,718	15,945	(227)	30,380	(14,662)	52%
<b>6411-B Outdoor Space</b>	-	(0)	0	2,040	(2,040)	0%
<b>6481 Electric</b>	24,633	24,209	424	28,782	(4,149)	86%
<b>6483 Natural Gas</b>	3,904	3,591	312	3,900	4	100%
<b>Total Operation of Plant Services</b>	<b>44,255</b>	<b>43,745</b>	<b>510</b>	<b>65,102</b>	<b>(20,847)</b>	<b>68%</b>

## City Garden Montessori

### 2019-20 Purchased Supplies as of 04/30/2020 Compared to Annual Budget

Supplies & Materials by Function	Actual YTD 04/30/2020	Amended Apr 2020 Budget YTD 04/30/2020	Variance Over/(Under)	Amended Apr 2020 Budget FY20	Variance Over/(Under)	% of Budget
<b>2562 Food Services</b>						
<b>6411-A Supplies</b>	3,616	3,719	(104)	3,994	(378)	91%
<b>Total Food Services</b>	<b>3,616</b>	<b>3,719</b>	<b>(104)</b>	<b>3,994</b>	<b>(378)</b>	<b>91%</b>
<b>2661 Technology Services</b>						
<b>6411 General Supplies</b>	41,926	41,845	81	42,600	(674)	98%
<b>Total Technology Services</b>	<b>41,926</b>	<b>41,845</b>	<b>81</b>	<b>42,600</b>	<b>(674)</b>	<b>98%</b>
<b>3901 Community/Resource Development</b>						
<b>6411-A General Supplies</b>	2,492	2,492	0	2,500	(8)	100%
<b>Total Comm/Res Develop Special Events</b>	<b>2,492</b>	<b>2,492</b>	<b>0</b>	<b>2,500</b>	<b>(8)</b>	<b>100%</b>
<b>3905 Preschool</b>						
<b>6411-A Field Trips</b>	273	339	(65)	789	(516)	-
<b>6411-B Professional Development Supplies</b>	1,149	1,399	(250)	3,000	(1,851)	-
<b>6411-C Supplies &amp; Materials</b>	-	-	-	-	-	#DIV/0!
<b>Total Preschool</b>	<b>1,422</b>	<b>1,738</b>	<b>(315)</b>	<b>3,789</b>	<b>(2,367)</b>	<b>38%</b>
<b>3906 Before/After Care Program</b>						
<b>6411-A After Games, Supplies</b>	385	485	(100)	1,224	(839)	31%
<b>6411-C Training Materials/Curriculum</b>	-	-	-	-	-	-
<b>Total Before/After Care Program</b>	<b>385</b>	<b>485</b>	<b>(100)</b>	<b>1,224</b>	<b>(839)</b>	<b>31%</b>
<b>3912 Parental Involvement</b>						
<b>6411-A Family Support</b>	6,258	6,275	(17)	29,310	(23,052)	21%
<b>Total Parental Involvement</b>	<b>6,258</b>	<b>6,275</b>	<b>(17)</b>	<b>29,310</b>	<b>(23,052)</b>	<b>21%</b>
<b>6399 GRAND TOTAL SUPPLIES &amp; MATERIALS</b>	<b>\$ 189,230</b>	<b>\$ 189,186</b>	<b>\$ 44</b>	<b>\$ 248,687</b>	<b>\$ (59,089)</b>	<b>76%</b>

## City Garden Montessori

April Budget Revision vs Prior version March Budget Revision  
2019-2020 Budget Summary

Revenue	Prior Version- March Budget Revision					2019-2020 April Budget Revision					Change					Description
	Operating Budget	Strategic Plan- Operations	Strat Plan- Capital	Federal Grant	Total Budget	Operating Budget	Strategic Plan- Operations	Strat Plan- Capital	Federal Grant	Total Budget	Operating Budget	Operations	Strat Plan- Capital	Federal Grant	Total Budget	
<b>Local Revenue</b>																
Prop C	\$ 241,740	\$ -	\$ -	\$ -	\$ 241,740	\$ 241,740	\$ -	\$ -	\$ -	\$ 241,740	\$ -	\$ -	\$ -	\$ -	\$ -	
Interest	13,200	-	-	-	13,200	13,200	-	-	-	13,200	-	-	-	-	-	
Student Food Sales	13,000	-	-	-	13,000	10,500	-	-	-	10,500	(2,500)	-	-	-	(2,500)	Reduced rest of year income
Student Activity - JRH	5,500	-	-	-	5,500	4,981	-	-	-	4,981	(519)	-	-	-	(519)	Reduced rest of year income
Student Activity-Field Trips	6,000	-	-	-	6,000	6,000	-	-	-	6,000	-	-	-	-	-	
Facility Rental	2,000	-	-	-	2,000	1,538	-	-	-	1,538	(462)	-	-	-	(462)	
Intercompany - PS to Charter	253,788	-	-	-	253,788	253,788	-	-	-	253,788	-	-	-	-	-	
Fundraising/Special Events	206,000	-	-	-	206,000	206,000	-	-	-	206,000	-	-	-	-	-	
Donations	658,628	-	-	-	658,628	544,077	-	-	-	544,077	(114,551)	-	-	-	(114,551)	Reduction of Philanthropy
Donations-Restricted	-	510,000	1,350,000	-	1,860,000	29,923	765,000	1,095,000	-	1,889,923	29,923	255,000	(255,000)	-	29,923	Moved anonymous donor from capital to strat
Preschool Tuition	301,318	-	-	-	301,318	266,318	-	-	-	266,318	(35,000)	-	-	-	(35,000)	Reduction in Preschool Tuition
Before/After Care Tuition	76,000	-	-	-	76,000	58,400	-	-	-	58,400	(17,600)	-	-	-	(17,600)	Reduction in Before/Aftercar
Other	10,000	-	-	-	10,000	502,000	-	-	-	502,000	492,000	-	-	-	492,000	PPP Loan
<b>Total Local Revenue</b>	<b>1,787,174</b>	<b>510,000</b>	<b>1,350,000</b>	<b>-</b>	<b>3,647,174</b>	<b>2,138,465</b>	<b>765,000</b>	<b>1,095,000</b>	<b>-</b>	<b>3,998,465</b>	<b>351,291</b>	<b>255,000</b>	<b>(255,000)</b>	<b>-</b>	<b>351,291</b>	
<b>State Revenue</b>	<b>\$2,074,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,074,000</b>	<b>\$2,074,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,074,000</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
<b>Federal Revenue</b>																
Medicaid Admin Billing	12,000	-	-	-	12,000	12,000	-	-	-	12,000	-	-	-	-	-	
Federal Grant	-	-	-	145,100	145,100	-	-	-	145,100	145,100	-	-	-	-	-	
Special Ed Part B	38,000	-	-	-	38,000	38,000	-	-	-	38,000	-	-	-	-	-	
Lunch Program	32,004	-	-	-	32,004	30,435	-	-	-	30,435	(1,569)	-	-	-	(1,569)	Estimated reduction of food
Breakfast Program	7,608	-	-	-	7,608	6,411	-	-	-	6,411	(1,197)	-	-	-	(1,197)	Estimated reduction of Food
Snack Program	1,392	-	-	-	1,392	1,262	-	-	-	1,262	(130)	-	-	-	(130)	Estimated reduction of Food
Consolidated Federal Funds	80,400	-	-	-	80,400	80,400	-	-	-	80,400	-	-	-	-	-	
<b>Federal Revenue</b>	<b>171,404</b>	<b>-</b>	<b>-</b>	<b>145,100</b>	<b>316,504</b>	<b>168,508</b>	<b>-</b>	<b>-</b>	<b>145,100</b>	<b>313,608</b>	<b>(2,896)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,896)</b>	
<b>GRAND TOTAL REVENUES</b>	<b>4,032,578</b>	<b>510,000</b>	<b>1,350,000</b>	<b>145,100</b>	<b>6,037,678</b>	<b>4,380,973</b>	<b>765,000</b>	<b>1,095,000</b>	<b>145,100</b>	<b>6,386,073</b>	<b>348,395</b>	<b>255,000</b>	<b>(255,000)</b>	<b>-</b>	<b>348,395</b>	
<b>Expenditures</b>																
Salaries	2,030,136	356,893	-	-	2,387,029	2,058,856	283,893	-	-	2,342,749	28,720	(73,000)	-	-	(44,280)	Reduction in salary for extra duties, before and after care, tutoring, summer school and other.
Benefits	698,738	114,206	-	-	812,943	665,262	90,846	-	-	756,108	(33,476)	(23,360)	-	-	(56,836)	Currently paying all permanent employees their regular salary.
Intercompany -PS to Charter	253,788	-	-	-	253,788	253,788	-	-	-	253,788	-	-	-	-	-	
Purchase Services	843,711	130,500	-	145,100	1,119,311	793,826	127,500	-	145,100	1,066,426	(49,885)	(3,000)	-	-	(52,885)	Reduction in Subs, PD, travel and consulting
Fundraising Events	80,750	-	-	-	80,750	61,188	-	-	-	61,188	(19,562)	-	-	-	(19,562)	Estimated reduction in fundraising costs
Supplies	190,650	10,000	-	-	200,650	223,687	25,000	-	-	248,687	33,037	15,000	-	-	48,037	Increase due to \$25K Covid-19 family support, \$19K Tech and 4202 spending
Capital Outlay/Debt Service	400,000	-	125,000	-	525,000	-	-	140,000	-	140,000	(400,000)	-	15,000	-	(385,000)	Moved Anonymous donor spending to 20-21
Interest	16,000	12,000	20,000	-	48,000	16,000	12,000	20,000	-	48,000	-	-	-	-	-	
<b>Total Expenses</b>	<b>4,513,773</b>	<b>623,599</b>	<b>145,000</b>	<b>145,100</b>	<b>5,427,471</b>	<b>4,072,607</b>	<b>539,239</b>	<b>160,000</b>	<b>145,100</b>	<b>4,916,946</b>	<b>(441,165)</b>	<b>(84,360)</b>	<b>15,000</b>	<b>-</b>	<b>(510,525)</b>	
<b>Surplus/Deficit</b>	<b>(481,195)</b>	<b>(113,599)</b>	<b>1,205,000</b>	<b>-</b>	<b>610,207</b>	<b>308,366</b>	<b>225,761</b>	<b>935,000</b>	<b>-</b>	<b>1,469,127</b>	<b>789,560</b>	<b>339,360</b>	<b>(270,000)</b>	<b>-</b>	<b>858,920</b>	
<b>Prior Year Fund Balance</b>	<b>656,609</b>	<b>251,618</b>	<b>-</b>	<b>-</b>	<b>908,227</b>	<b>656,609</b>	<b>251,618</b>	<b>-</b>	<b>-</b>	<b>908,227</b>						Risks: Special Education Capital Spending on current building Federal, State, or Local funding levels Fundraising Turnover Benefit Costs
<b>Surplus/(Deficit)</b>	<b>(481,195)</b>	<b>(113,599)</b>	<b>1,205,000</b>	<b>-</b>	<b>610,207</b>	<b>308,366</b>	<b>225,761</b>	<b>935,000</b>	<b>-</b>	<b>1,469,127</b>						
<b>Ending Fund Balance</b>	<b>175,414</b>	<b>138,019</b>	<b>1,205,000</b>	<b>-</b>	<b>1,518,434</b>	<b>964,975</b>	<b>477,379</b>	<b>935,000</b>	<b>-</b>	<b>2,377,354</b>						

## City Garden Montessori

2020-2021 Budget Revision vs Prior Year 2019-2020 April Budget Revision

2020-2021 Budget Summary

	Prior YEAR- 2019-2020 April Budget Revision					2020-2021 April Revision					Change					Description
	Operating Budget	Strategic Plan- Operations	Strat Plan- Capital	Federal Grant	Total Budget	Operating Budget	Strategic Plan- Operations	Strat Plan- Capital	Federal Grant	Total Budget	Operating Budget	Strategic Plan- Operations	Strat Plan- Capital	Federal Grant	Total Budget	
<b>Revenue</b>																
<b>Local Revenue</b>																
Prop C	\$ 241,740	\$ -	\$ -	\$ -	\$ 241,740	\$ 216,000	\$ -	\$ -	\$ -	\$ 216,000	\$ (25,740)	\$ -	\$ -	\$ -	\$ (25,740)	
Interest	13,200	-	-	-	13,200	2,400	-	-	-	2,400	(10,800)	-	-	-	(10,800)	
Student Food Sales	10,500	-	-	-	10,500	13,000	-	-	-	13,000	2,500	-	-	-	2,500	
Student Activity - JRH	4,981	-	-	-	4,981	5,500	-	-	-	5,500	519	-	-	-	519	
Student Activity-Field Trips	6,000	-	-	-	6,000	6,000	-	-	-	6,000	-	-	-	-	-	
Facility Rental	1,538	-	-	-	1,538	2,040	-	-	-	2,040	502	-	-	-	502	
Intercompany - PS to Charter	253,788	-	-	-	253,788	253,788	-	-	-	253,788	-	-	-	-	-	
Fundraising/Special Events	206,000	-	-	-	206,000	248,676	-	-	-	248,676	42,676	-	-	-	42,676	
Donations	544,077	-	-	-	544,077	656,501	-	-	-	656,501	112,424	-	-	-	112,424	
Donations-Restricted	29,923	765,000	1,095,000	-	1,889,923	-	410,000	-	-	410,000	(29,923)	(355,000)	(1,095,000)	-	(1,479,923)	
Preschool Tuition	266,318	-	-	-	266,318	307,344	-	-	-	307,344	41,026	-	-	-	41,026	
Before/After Care Tuition	58,400	-	-	-	58,400	76,010	-	-	-	76,010	17,610	-	-	-	17,610	
Other	502,000	-	-	-	502,000	10,000	-	-	-	10,000	(492,000)	-	-	-	(492,000)	
<b>Total Local Revenue</b>	<b>2,138,465</b>	<b>765,000</b>	<b>1,095,000</b>	<b>-</b>	<b>3,998,465</b>	<b>1,797,259</b>	<b>410,000</b>	<b>-</b>	<b>-</b>	<b>2,207,259</b>	<b>(341,206)</b>	<b>(355,000)</b>	<b>(1,095,000)</b>	<b>-</b>	<b>(1,791,206)</b>	
<b>State Revenue</b>	<b>\$2,074,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,074,000</b>	<b>\$ 1,869,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,869,000</b>	<b>\$ (205,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(205,000)</b>	Enrollment Flat, 10% Decrease in per WADA amount
<b>Federal Revenue</b>																
Medicaid Admin Billing	12,000	-	-	-	12,000	12,000	-	-	-	12,000	-	-	-	-	-	
Federal Grant	-	-	-	145,100	145,100	-	-	-	454,900	454,900	-	-	-	309,800	-	
Special Ed Part B	38,000	-	-	-	38,000	38,000	-	-	-	38,000	-	-	-	-	-	
Lunch Program	30,435	-	-	-	30,435	32,004	-	-	-	32,004	1,569	-	-	-	1,569	
Breakfast Program	6,411	-	-	-	6,411	7,608	-	-	-	7,608	1,197	-	-	-	1,197	
Snack Program	1,262	-	-	-	1,262	1,392	-	-	-	1,392	130	-	-	-	130	
Consolidated Federal Funds	80,400	-	-	-	80,400	80,400	-	-	-	80,400	-	-	-	-	-	
<b>Federal Revenue</b>	<b>168,508</b>	<b>-</b>	<b>-</b>	<b>145,100</b>	<b>313,608</b>	<b>171,404</b>	<b>-</b>	<b>-</b>	<b>454,900</b>	<b>626,304</b>	<b>2,896</b>	<b>-</b>	<b>-</b>	<b>309,800</b>	<b>2,896</b>	
<b>GRAND TOTAL REVENUES</b>	<b>4,380,973</b>	<b>765,000</b>	<b>1,095,000</b>	<b>145,100</b>	<b>6,386,073</b>	<b>3,837,663</b>	<b>410,000</b>	<b>-</b>	<b>454,900</b>	<b>4,702,563</b>	<b>(543,310)</b>	<b>(355,000)</b>	<b>(1,095,000)</b>	<b>309,800</b>	<b>(1,993,310)</b>	
<b>Expenditures</b>																
Salaries	2,058,856	283,893	-	-	2,342,749	2,025,108	363,009	-	-	2,388,117	(33,748)	79,116	-	-	45,368	Teacher Increases offset by Turnover
Benefits	665,262	90,846	-	-	756,108	687,595	116,163	-	-	803,758	22,333	25,317	-	-	47,651	
Intercompany -PS to Charter	253,788	-	-	-	253,788	253,788	-	-	-	253,788	-	-	-	-	-	
Purchase Services	793,826	127,500	-	145,100	1,066,426	815,049	32,800	50,000	145,100	1,042,949	21,223	(94,700)	50,000	-	(23,477)	
Fundraising Events	61,188	-	-	-	61,188	80,750	-	-	-	80,750	19,562	-	-	-	19,562	
Supplies	223,687	25,000	-	-	248,687	162,750	5,870	-	309,800	478,420	(60,937)	(19,130)	-	309,800	229,733	
Capital Outlay/Debt Service	-	-	140,000	-	140,000	7,454	11,588	885,000	-	904,042	7,454	11,588	745,000	-	764,042	\$0.9 million equity contrib. to capital for expansion
Interest	16,000	12,000	20,000	-	48,000	7,584	18,488	-	-	26,072	(8,416)	6,488	(20,000)	-	(21,928)	
<b>Total Expenses</b>	<b>4,072,607</b>	<b>539,239</b>	<b>160,000</b>	<b>145,100</b>	<b>4,916,946</b>	<b>4,040,079</b>	<b>547,918</b>	<b>935,000</b>	<b>454,900</b>	<b>5,977,897</b>	<b>(32,528)</b>	<b>8,679</b>	<b>775,000</b>	<b>309,800</b>	<b>1,060,951</b>	
<b>Surplus/Deficit</b>	<b>308,366</b>	<b>225,761</b>	<b>935,000</b>	<b>-</b>	<b>1,469,127</b>	<b>(202,416)</b>	<b>(137,918)</b>	<b>(935,000)</b>	<b>-</b>	<b>(1,275,334)</b>	<b>(510,782)</b>	<b>(363,679)</b>	<b>(1,870,000)</b>	<b>-</b>	<b>(3,054,261)</b>	
<b>Prior Year Fund Balance</b>	<b>656,609</b>	<b>251,618</b>	<b>-</b>	<b>-</b>	<b>908,227</b>	<b>964,975</b>	<b>477,379</b>	<b>935,000</b>	<b>-</b>	<b>2,377,354</b>						
<b>Surplus/(Deficit)</b>	<b>308,366</b>	<b>225,761</b>	<b>935,000</b>	<b>-</b>	<b>1,469,127</b>	<b>(202,416)</b>	<b>(137,918)</b>	<b>(935,000)</b>	<b>-</b>	<b>(1,275,334)</b>						
<b>Ending Fund Balance</b>	<b>964,975</b>	<b>477,379</b>	<b>935,000</b>	<b>-</b>	<b>2,377,354</b>	<b>762,558</b>	<b>339,461</b>	<b>-</b>	<b>-</b>	<b>1,102,020</b>						

Kerber, Eck & Braeckel LLP  
1365 East Union Ave  
Litchfield, IL 62056

City Garden Montessori School  
1618 Tower Grove Ave.  
St. Louis, MO 63110-3715

|||||

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CLIENT'S COPY

## Filing Instructions

**Prepared for:**

Ms. Christie Huck, Exec Director  
City Garden Montessori Charter  
1618 Tower Grove Ave.  
St. Louis, MO 63110-3715

**Prepared by:**

Kerber, Eck & Braeckel LLP  
1365 East Union Ave  
Litchfield, IL 62056

### 2018 EXTENSION OF TIME TO FILE FORM 990

#### Electronic Filing:

The extension for Form 990 has qualified for electronic filing. Form 8868 extends the due date of the organization's Form 990 return until May 15, 2020. The extension has been transmitted electronically to the IRS and no further action is required.

Form **8879-EO****IRS e-file Signature Authorization  
for an Exempt Organization**

OMB No. 1545-1878

For calendar year 2018, or fiscal year beginning JUL 1, 2018, and ending JUN 30, 2019**2018**Department of the Treasury  
Internal Revenue Service▶ **Do not send to the IRS. Keep for your records.**▶ **Go to [www.irs.gov/Form8879EO](http://www.irs.gov/Form8879EO) for the latest information.**

Name of exempt organization

Employer identification number

**City Garden Montessori School****\*\* - \*\*\*1014**

Name and title of officer

**Donna Smith****Board Chairperson****Part I Type of Return and Return Information** (Whole Dollars Only)

Check the box for the return for which you are using this Form 8879-EO and enter the applicable amount, if any, from the return. If you check the box on line **1a**, **2a**, **3a**, **4a**, or **5a**, below, and the amount on that line for the return being filed with this form was blank, then leave line **1b**, **2b**, **3b**, **4b**, or **5b**, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than one line in Part I.

<b>1a</b> Form 990 check here ▶ <input checked="" type="checkbox"/>	<b>b Total revenue</b> , if any (Form 990, Part VIII, column (A), line 12) .....	<b>1b</b> <u>4,255,247.</u>
<b>2a</b> Form 990-EZ check here ▶ <input type="checkbox"/>	<b>b Total revenue</b> , if any (Form 990-EZ, line 9) .....	<b>2b</b> _____
<b>3a</b> Form 1120-POL check here ▶ <input type="checkbox"/>	<b>b Total tax</b> (Form 1120-POL, line 22) .....	<b>3b</b> _____
<b>4a</b> Form 990-PF check here ▶ <input type="checkbox"/>	<b>b Tax based on investment income</b> (Form 990-PF, Part VI, line 5) .....	<b>4b</b> _____
<b>5a</b> Form 8868 check here ▶ <input type="checkbox"/>	<b>b Balance Due</b> (Form 8868, line 3c) .....	<b>5b</b> _____

**Part II Declaration and Signature Authorization of Officer**

Under penalties of perjury, I declare that I am an officer of the above organization and that I have examined a copy of the organization's 2018 electronic return and accompanying schedules and statements and to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the organization's electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the organization's return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the organization's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the organization's electronic return and, if applicable, the organization's consent to electronic funds withdrawal.

**Officer's PIN: check one box only**

☒ I authorize **Kerber, Eck & Braeckel LLP** to enter my PIN **00791**  
 ERO firm name Enter five numbers, but do not enter all zeros

as my signature on the organization's tax year 2018 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

☐ As an officer of the organization, I will enter my PIN as my signature on the organization's tax year 2018 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Officer's signature ▶ \_\_\_\_\_ Date ▶ \_\_\_\_\_

**Part III Certification and Authentication**

**ERO's EFIN/PIN.** Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

**37311762056****Do not enter all zeros**

I certify that the above numeric entry is my PIN, which is my signature on the 2018 electronically filed return for the organization indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163**, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature ▶ \_\_\_\_\_ Date ▶ \_\_\_\_\_

**ERO Must Retain This Form - See Instructions**  
**Do Not Submit This Form to the IRS Unless Requested To Do So**

LHA For Paperwork Reduction Act Notice, see instructions.

Form **8879-EO** (2018)



Form <b>990</b> Department of the Treasury Internal Revenue Service	<b>Return of Organization Exempt From Income Tax</b> Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)	OMB No. 1545-0047 <div style="font-size: 2em; font-weight: bold;">2018</div> Open to Public Inspection
---	--	---

**A** For the 2018 calendar year, or tax year beginning **JUL 1, 2018** and ending **JUN 30, 2019**

<b>B</b> Check if applicable:  <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C</b> Name of organization <div style="border: 1px solid black; padding: 2px;">City Garden Montessori School</div> Doing business as <div style="border: 1px solid black; padding: 2px;">Number and street (or P.O. box if mail is not delivered to street address) Room/suite</div> <div style="border: 1px solid black; padding: 2px;">1618 Tower Grove Ave.</div> City or town, state or province, country, and ZIP or foreign postal code <div style="border: 1px solid black; padding: 2px;">St. Louis, MO 63110-3715</div> <b>F</b> Name and address of principal officer: Donna Smith <div style="border: 1px solid black; padding: 2px;">1618 Tower Grove Ave., St. Louis, MO 63110</div>	<b>D</b> Employer identification number <div style="border: 1px solid black; padding: 2px;">**-***1014</div> <b>E</b> Telephone number <div style="border: 1px solid black; padding: 2px;">314-664-7646</div> <b>G</b> Gross receipts \$ <b>4,317,222.</b> <b>H(a)</b> Is this a group return for subordinates? ..... <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b)</b> Are all subordinates included? <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) <b>H(c)</b> Group exemption number ▶
<b>I</b> Tax-exempt status: <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527 <b>J</b> Website: ▶ <b>citygardenschool.org</b>		
<b>K</b> Form of organization: <input type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input checked="" type="checkbox"/> Other ▶ <b>L</b> Year of formation: <b>2008</b> <b>M</b> State of legal domicile: <b>MO</b>		

### Part I Summary

<b>1</b>	Briefly describe the organization's mission or most significant activities: <b>To provide a high-quality education to a diverse student population, following the philosophy</b>	
<b>2</b>	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.	
<b>3</b>	Number of voting members of the governing body (Part VI, line 1a)	<b>11</b>
<b>4</b>	Number of independent voting members of the governing body (Part VI, line 1b)	<b>11</b>
<b>5</b>	Total number of individuals employed in calendar year 2018 (Part V, line 2a)	<b>78</b>
<b>6</b>	Total number of volunteers (estimate if necessary)	<b>87</b>
<b>7a</b>	Total unrelated business revenue from Part VIII, column (C), line 12	<b>0.</b>
<b>7b</b>	Net unrelated business taxable income from Form 990-T, line 38	<b>0.</b>
<b>8</b>	Contributions and grants (Part VIII, line 1h)	<b>731,488.</b>
<b>9</b>	Program service revenue (Part VIII, line 2g)	<b>2,672,501.</b>
<b>10</b>	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	<b>30,279.</b>
<b>11</b>	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	<b>168,545.</b>
<b>12</b>	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	<b>3,602,813.</b>
<b>13</b>	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	<b>0.</b>
<b>14</b>	Benefits paid to or for members (Part IX, column (A), line 4)	<b>0.</b>
<b>15</b>	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	<b>2,523,358.</b>
<b>16a</b>	Professional fundraising fees (Part IX, column (A), line 11e)	<b>0.</b>
<b>b</b>	Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>256,258.</b>	
<b>17</b>	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	<b>1,076,723.</b>
<b>18</b>	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	<b>3,600,081.</b>
<b>19</b>	Revenue less expenses. Subtract line 18 from line 12	<b>2,732.</b>
<b>20</b>	Total assets (Part X, line 16)	<b>1,217,835.</b>
<b>21</b>	Total liabilities (Part X, line 26)	<b>635,905.</b>
<b>22</b>	Net assets or fund balances. Subtract line 21 from line 20	<b>581,930.</b>

### Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

<b>Sign Here</b>	Signature of officer <div style="border: 1px solid black; padding: 2px;">Donna Smith, Board Chairperson</div> Type or print name and title	Date
<b>Paid Preparer Use Only</b>	Print/Type preparer's name <b>Elizabeth R. Oakley, CPA</b>	Preparer's signature <div style="border: 1px solid black; padding: 2px;">Kerber, Eck &amp; Braeckel LLP</div>
	Firm's name ▶ <b>1365 East Union Ave</b> <b>Litchfield, IL 62056</b>	Date Check <input type="checkbox"/> if self-employed PTIN <b>P02212913</b> Firm's EIN ▶ <b>** - ***2985</b> Phone no. <b>217-324-6611</b>

May the IRS discuss this return with the preparer shown above? (see instructions) ☒ Yes ☐ No

Form 990 (2018)

City Garden Montessori School

\*\*-\*\*\*1014

Page 2

**Part III Statement of Program Service Accomplishments**

Check if Schedule O contains a response or note to any line in this Part III

☒**1** Briefly describe the organization's mission:

The mission of City Garden Montessori Charter School is to provide a high-quality education to a diverse student population, following the philosophy of Dr. Maria Montessori, and to cultivate young people who value and respect themselves, others, the environment and the world

**2** Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ?☐ Yes ☒ No

If "Yes," describe these new services on Schedule O.

**3** Did the organization cease conducting, or make significant changes in how it conducts, any program services?☐ Yes ☒ No

If "Yes," describe these changes on Schedule O.

**4** Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.**4a** (Code: ) (Expenses \$ 2,756,028. including grants of \$ ) (Revenue \$ 2,723,520. )

Charter School: To provide a high-quality education to a diverse student population, following the philosophy of Dr. Maria Montessori, and to cultivate young people who value and respect themselves, others, the environment and the world community.

**4b** (Code: ) (Expenses \$ 154,922. including grants of \$ ) (Revenue \$ 301,103. )

Preschool: To provide a high-quality education to a diverse student population, following the philosophy of Dr. Maria Montessori, and to cultivate young people who value and respect themselves, others, the environment and the world community.

**4c** (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )**4d** Other program services (Describe in Schedule O.)

(Expenses \$ including grants of \$ ) (Revenue \$ )

**4e** Total program service expenses **2,910,950.**

Form 990 (2018)

Form 990 (2018)

## City Garden Montessori School

\*\*-\*\*\*1014

Page 3

**Part IV Checklist of Required Schedules**

	Yes	No
<b>1</b> Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	<b>1</b> X	
<b>2</b> Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ?	<b>2</b> X	
<b>3</b> Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>	<b>3</b>	X
<b>4</b> <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	<b>4</b>	X
<b>5</b> Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i>	<b>5</b>	X
<b>6</b> Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>	<b>6</b>	X
<b>7</b> Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>	<b>7</b>	X
<b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>	<b>8</b>	X
<b>9</b> Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>	<b>9</b>	X
<b>10</b> Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>	<b>10</b>	X
<b>11</b> If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
<b>a</b> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>	<b>11a</b> X	
<b>b</b> Did the organization report an amount for investments - other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>	<b>11b</b>	X
<b>c</b> Did the organization report an amount for investments - program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>	<b>11c</b>	X
<b>d</b> Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>	<b>11d</b>	X
<b>e</b> Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>	<b>11e</b>	X
<b>f</b> Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>	<b>11f</b> X	
<b>12a</b> Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	<b>12a</b> X	
<b>b</b> Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>	<b>12b</b> X	
<b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>	<b>13</b> X	
<b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States?	<b>14a</b>	X
<b>b</b> Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>	<b>14b</b>	X
<b>15</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>	<b>15</b>	X
<b>16</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>	<b>16</b>	X
<b>17</b> Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i>	<b>17</b>	X
<b>18</b> Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>	<b>18</b> X	
<b>19</b> Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>	<b>19</b>	X
<b>20a</b> Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>	<b>20a</b>	X
<b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?	<b>20b</b>	
<b>21</b> Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>	<b>21</b>	X

Form 990 (2018)

## City Garden Montessori School

\*\*-\*\*\*1014

Page 4

**Part IV Checklist of Required Schedules** (continued)

	Yes	No
<b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> .....	<b>22</b>	X
<b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> .....	<b>23</b>	X
<b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i> .....	<b>24a</b>	X
<b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? .....	<b>24b</b>	
<b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? .....	<b>24c</b>	
<b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? .....	<b>24d</b>	
<b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> .....	<b>25a</b>	X
<b>b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> .....	<b>25b</b>	X
<b>26</b> Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i> .....	<b>26</b>	X
<b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> .....	<b>27</b>	X
<b>28</b> Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
<b>a</b> A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> .....	<b>28a</b>	X
<b>b</b> A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> .....	<b>28b</b>	X
<b>c</b> An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i> .....	<b>28c</b>	X
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> .....	<b>29</b>	X
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> .....	<b>30</b>	X
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> .....	<b>31</b>	X
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> .....	<b>32</b>	X
<b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> .....	<b>33</b>	X
<b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> .....	<b>34</b>	X
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)? .....	<b>35a</b>	X
<b>b</b> If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....	<b>35b</b>	
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....	<b>36</b>	X
<b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> .....	<b>37</b>	X
<b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? <b>Note.</b> All Form 990 filers are required to complete Schedule O .....	<b>38</b>	X

**Part V Statements Regarding Other IRS Filings and Tax Compliance**Check if Schedule O contains a response or note to any line in this Part V ☐

	Yes	No
<b>1a</b> Enter the number reported in Box 3 of Form 1096. Enter -0- if not applicable .....	<b>1a</b>	15
<b>b</b> Enter the number of Forms W-2G included in line 1a. Enter -0- if not applicable .....	<b>1b</b>	0
<b>c</b> Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners? .....	<b>1c</b>	X

Form 990 (2018)

## City Garden Montessori School

\*\*-\*\*\*1014

Page 5

**Part V** Statements Regarding Other IRS Filings and Tax Compliance (continued)

		Yes	No
<b>2a</b> Enter the number of employees reported on Form W-3, Transmittal of Wage and Tax Statements, filed for the calendar year ending with or within the year covered by this return	<b>2a</b> 78		
<b>b</b> If at least one is reported on line 2a, did the organization file all required federal employment tax returns?	<b>2b</b>	X	
<b>Note.</b> If the sum of lines 1a and 2a is greater than 250, you may be required to e-file (see instructions)			
<b>3a</b> Did the organization have unrelated business gross income of \$1,000 or more during the year?	<b>3a</b>		X
<b>b</b> If "Yes," has it filed a Form 990-T for this year? If "No" to line 3b, provide an explanation in Schedule O	<b>3b</b>		
<b>4a</b> At any time during the calendar year, did the organization have an interest in, or a signature or other authority over, a financial account in a foreign country (such as a bank account, securities account, or other financial account)?	<b>4a</b>		X
<b>b</b> If "Yes," enter the name of the foreign country: See instructions for filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR).			
<b>5a</b> Was the organization a party to a prohibited tax shelter transaction at any time during the tax year?	<b>5a</b>		X
<b>b</b> Did any taxable party notify the organization that it was or is a party to a prohibited tax shelter transaction?	<b>5b</b>		X
<b>c</b> If "Yes" to line 5a or 5b, did the organization file Form 8886-T?	<b>5c</b>		
<b>6a</b> Does the organization have annual gross receipts that are normally greater than \$100,000, and did the organization solicit any contributions that were not tax deductible as charitable contributions?	<b>6a</b>		X
<b>b</b> If "Yes," did the organization include with every solicitation an express statement that such contributions or gifts were not tax deductible?	<b>6b</b>		
<b>7 Organizations that may receive deductible contributions under section 170(c).</b>			
<b>a</b> Did the organization receive a payment in excess of \$75 made partly as a contribution and partly for goods and services provided to the payor?	<b>7a</b>		X
<b>b</b> If "Yes," did the organization notify the donor of the value of the goods or services provided?	<b>7b</b>		
<b>c</b> Did the organization sell, exchange, or otherwise dispose of tangible personal property for which it was required to file Form 8282?	<b>7c</b>		X
<b>d</b> If "Yes," indicate the number of Forms 8282 filed during the year	<b>7d</b>		
<b>e</b> Did the organization receive any funds, directly or indirectly, to pay premiums on a personal benefit contract?	<b>7e</b>		
<b>f</b> Did the organization, during the year, pay premiums, directly or indirectly, on a personal benefit contract?	<b>7f</b>		
<b>g</b> If the organization received a contribution of qualified intellectual property, did the organization file Form 8899 as required?	<b>7g</b>		
<b>h</b> If the organization received a contribution of cars, boats, airplanes, or other vehicles, did the organization file a Form 1098-C?	<b>7h</b>		
<b>8 Sponsoring organizations maintaining donor advised funds.</b> Did a donor advised fund maintained by the sponsoring organization have excess business holdings at any time during the year?	<b>8</b>		
<b>9 Sponsoring organizations maintaining donor advised funds.</b>			
<b>a</b> Did the sponsoring organization make any taxable distributions under section 4966?	<b>9a</b>		
<b>b</b> Did the sponsoring organization make a distribution to a donor, donor advisor, or related person?	<b>9b</b>		
<b>10 Section 501(c)(7) organizations.</b> Enter:			
<b>a</b> Initiation fees and capital contributions included on Part VIII, line 12	<b>10a</b>		
<b>b</b> Gross receipts, included on Form 990, Part VIII, line 12, for public use of club facilities	<b>10b</b>		
<b>11 Section 501(c)(12) organizations.</b> Enter:			
<b>a</b> Gross income from members or shareholders	<b>11a</b>		
<b>b</b> Gross income from other sources (Do not net amounts due or paid to other sources against amounts due or received from them.)	<b>11b</b>		
<b>12a Section 4947(a)(1) non-exempt charitable trusts.</b> Is the organization filing Form 990 in lieu of Form 1041?	<b>12a</b>		
<b>b</b> If "Yes," enter the amount of tax-exempt interest received or accrued during the year	<b>12b</b>		
<b>13 Section 501(c)(29) qualified nonprofit health insurance issuers.</b>			
<b>a</b> Is the organization licensed to issue qualified health plans in more than one state?	<b>13a</b>		
<b>Note.</b> See the instructions for additional information the organization must report on Schedule O.			
<b>b</b> Enter the amount of reserves the organization is required to maintain by the states in which the organization is licensed to issue qualified health plans	<b>13b</b>		
<b>c</b> Enter the amount of reserves on hand	<b>13c</b>		
<b>14a</b> Did the organization receive any payments for indoor tanning services during the tax year?	<b>14a</b>		X
<b>b</b> If "Yes," has it filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O	<b>14b</b>		
<b>15</b> Is the organization subject to the section 4960 tax on payment(s) of more than \$1,000,000 in remuneration or excess parachute payment(s) during the year?	<b>15</b>		X
If "Yes," see instructions and file Form 4720, Schedule N.			
<b>16</b> Is the organization an educational institution subject to the section 4968 excise tax on net investment income?	<b>16</b>		X
If "Yes," complete Form 4720, Schedule O.			

Form 990 (2018)



Form 990 (2018)

## City Garden Montessori School

\*\*-\*\*\*1014 Page 6

**Part VI Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.Check if Schedule O contains a response or note to any line in this Part VI ☒**Section A. Governing Body and Management**

	1a	1b	Yes	No
<b>1a</b> Enter the number of voting members of the governing body at the end of the tax year	11			
If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.				
<b>b</b> Enter the number of voting members included in line 1a, above, who are independent		11		
<b>2</b> Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?			2	X
<b>3</b> Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person?			3	X
<b>4</b> Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?			4	X
<b>5</b> Did the organization become aware during the year of a significant diversion of the organization's assets?			5	X
<b>6</b> Did the organization have members or stockholders?			6	X
<b>7a</b> Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?			7a	X
<b>b</b> Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?			7b	X
<b>8</b> Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:				
<b>a</b> The governing body?			8a	X
<b>b</b> Each committee with authority to act on behalf of the governing body?			8b	X
<b>9</b> Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O			9	X

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

	Yes	No
<b>10a</b> Did the organization have local chapters, branches, or affiliates?		X
<b>b</b> If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
<b>11a</b> Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	X	
<b>b</b> Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
<b>12a</b> Did the organization have a written conflict of interest policy? If "No," go to line 13	X	
<b>b</b> Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?	X	
<b>c</b> Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	X	
<b>13</b> Did the organization have a written whistleblower policy?		X
<b>14</b> Did the organization have a written document retention and destruction policy?		X
<b>15</b> Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
<b>a</b> The organization's CEO, Executive Director, or top management official	X	
<b>b</b> Other officers or key employees of the organization	X	
If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
<b>16a</b> Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		X
<b>b</b> If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		

**Section C. Disclosure**

**17** List the states with which a copy of this Form 990 is required to be filed **None**

**18** Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.

☐ Own website ☐ Another's website ☒ Upon request ☐ Other (explain in Schedule O)

**19** Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.

**20** State the name, address, and telephone number of the person who possesses the organization's books and records **David Blank - 314-664-7646**  
**1618 Tower Grove Ave., St Louis, MO 63110-3715**

Form 990 (2018)

City Garden Montessori School

\*\*-\*\*\*1014

Page 7

**Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors**Check if Schedule O contains a response or note to any line in this Part VII ☐**Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees****1a** Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
- List all of the organization's **current** key employees, if any. See instructions for definition of "key employee."
- List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (Box 5 of Form W-2 and/or Box 7 of Form 1099-MISC) of more than \$100,000 from the organization and any related organizations.
- List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
- List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.

List persons in the following order: individual trustees or directors; institutional trustees; officers; key employees; highest compensated employees; and former such persons.

☒ Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and Title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC)	(E) Reportable compensation from related organizations (W-2/1099-MISC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) Joel Achtenberg Emeritus	10.00	X						0.	0.	0.
(2) Anthony Beasley Past Chair	10.00	X		X				0.	0.	0.
(3) Liz Fathman Secretary	10.00	X		X				0.	0.	0.
(4) David Desai-Ramirez Vice Chair	10.00	X						0.	0.	0.
(5) Anthony Tillman Member	10.00	X						0.	0.	0.
(6) Donna Smith Chair	10.00	X		X				0.	0.	0.
(7) Jesse Dixon Member	10.00	X						0.	0.	0.
(8) Sisouphanh (Sysco) Deuanepenh Treasurer	10.00	X		X				0.	0.	0.
(9) Jarrod Sharp Member	10.00	X						0.	0.	0.
(10) Joelle Fouse Member	10.00	X						0.	0.	0.
(11) Shanika Harris Member	10.00	X						0.	0.	0.
(12) Patricia Hurst Emeritus	10.00	X						0.	0.	0.
(13) Claire Schell Member	10.00	X						0.	0.	0.
(14) Susie Shelton-Dodge Member	10.00	X						0.	0.	0.





Form 990 (2018)

## City Garden Montessori School

\*\*-\*\*\*1014

Page 9

**Part VIII Statement of Revenue**Check if Schedule O contains a response or note to any line in this Part VIII ☐

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1 a</b> Federated campaigns .....	<b>1a</b>					
	<b>b</b> Membership dues .....	<b>1b</b>					
	<b>c</b> Fundraising events .....	<b>1c</b>					
	<b>d</b> Related organizations .....	<b>1d</b>					
	<b>e</b> Government grants (contributions) .....	<b>1e</b>					
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above .....	<b>1f</b>	1,052,757.				
	<b>g</b> Noncash contributions included in lines 1a-1f: \$ .....						
	<b>h Total.</b> Add lines 1a-1f .....	▶			1,052,757.		
<b>Program Service Revenue</b>	<b>2 a Government Funding</b>	<b>Business Code</b>	611110	2,556,912.	2,556,912.		
	<b>b Preschool Tuition</b>		611110	301,103.	301,103.		
	<b>c After School Care</b>		611110	80,051.	80,051.		
	<b>d Student Fees</b>		611110	27,029.	27,029.		
	<b>e Facility Rental</b>		611110	10,350.	10,350.		
	<b>f</b> All other program service revenue .....						
	<b>g Total.</b> Add lines 2a-2f .....	▶			2,975,445.		
	<b>3</b> Investment income (including dividends, interest, and other similar amounts) .....	▶			21,748.	21,748.	
<b>4</b> Income from investment of tax-exempt bond proceeds .....	▶						
<b>5</b> Royalties .....	▶						
<b>Other Revenue</b>	<b>6 a</b> Gross rents .....	(i) Real	(ii) Personal				
	<b>b</b> Less: rental expenses .....						
	<b>c</b> Rental income or (loss) .....						
	<b>d</b> Net rental income or (loss) .....	▶					
	<b>7 a</b> Gross amount from sales of assets other than inventory .....	(i) Securities	(ii) Other				
	<b>b</b> Less: cost or other basis and sales expenses .....						
	<b>c</b> Gain or (loss) .....						
	<b>d</b> Net gain or (loss) .....	▶					
	<b>8 a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 .....	<b>a</b>	239,842.				
	<b>b</b> Less: direct expenses .....	<b>b</b>	61,975.				
	<b>c</b> Net income or (loss) from fundraising events .....	▶					
	<b>9 a</b> Gross income from gaming activities. See Part IV, line 19 .....	<b>a</b>					
	<b>b</b> Less: direct expenses .....	<b>b</b>					
	<b>c</b> Net income or (loss) from gaming activities .....	▶					
	<b>10 a</b> Gross sales of inventory, less returns and allowances .....	<b>a</b>					
	<b>b</b> Less: cost of goods sold .....	<b>b</b>					
	<b>c</b> Net income or (loss) from sales of inventory .....	▶					
	<b>Miscellaneous Revenue</b>			<b>Business Code</b>			
<b>11 a Miscellaneous</b>		611110	27,430.	27,430.			
<b>b</b> .....							
<b>c</b> .....							
<b>d</b> All other revenue .....							
<b>e Total.</b> Add lines 11a-11d .....	▶			27,430.			
<b>12 Total revenue.</b> See instructions .....	▶			4,255,247.	3,024,623.	0.	177,867.

Form 990 (2018)

## City Garden Montessori School

\*\*-\*\*\*1014 Page 10

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ...				
<b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22 .....				
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 .....				
<b>4</b> Benefits paid to or for members .....				
<b>5</b> Compensation of current officers, directors, trustees, and key employees .....				
<b>6</b> Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) .....				
<b>7</b> Other salaries and wages .....	1,926,414.	1,518,017.	287,293.	121,104.
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	288,493.	220,320.	47,541.	20,632.
<b>9</b> Other employee benefits .....	165,398.	115,079.	36,320.	13,999.
<b>10</b> Payroll taxes .....	201,200.	173,248.	18,962.	8,990.
<b>11</b> Fees for services (non-employees):				
<b>a</b> Management .....				
<b>b</b> Legal .....	6,594.		6,594.	
<b>c</b> Accounting .....	12,300.		12,300.	
<b>d</b> Lobbying .....				
<b>e</b> Professional fundraising services. See Part IV, line 17				
<b>f</b> Investment management fees .....				
<b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)				
<b>12</b> Advertising and promotion .....	8,816.		8,816.	
<b>13</b> Office expenses .....				
<b>14</b> Information technology .....				
<b>15</b> Royalties .....				
<b>16</b> Occupancy .....	389,636.	389,636.		
<b>17</b> Travel .....				
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials ...				
<b>19</b> Conferences, conventions, and meetings .....				
<b>20</b> Interest .....	34,400.	34,400.		
<b>21</b> Payments to affiliates .....				
<b>22</b> Depreciation, depletion, and amortization .....	24,403.	24,403.		
<b>23</b> Insurance .....	15,892.		15,892.	
<b>24</b> Other expenses. Itemize expenses not covered above. (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
<b>a Purchased Services</b>	639,071.	305,227.	244,325.	89,519.
<b>b Supplies</b>	166,750.	130,620.	34,116.	2,014.
<b>c</b> .....				
<b>d</b> .....				
<b>e</b> All other expenses .....				
<b>25 Total functional expenses.</b> Add lines 1 through 24e	3,879,367.	2,910,950.	712,159.	256,258.
<b>26 Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here ☐ if following SOP 98-2 (ASC 958-720)

Form 990 (2018)

## City Garden Montessori School

\*\*-\*\*\*1014 Page 11

**Part X Balance Sheet**Check if Schedule O contains a response or note to any line in this Part X ☐

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing .....	353,021.	<b>1</b>	728,477.
	<b>2</b> Savings and temporary cash investments .....	184,449.	<b>2</b>	179,751.
	<b>3</b> Pledges and grants receivable, net .....		<b>3</b>	
	<b>4</b> Accounts receivable, net .....		<b>4</b>	
	<b>5</b> Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L .....		<b>5</b>	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instr). Complete Part II of Sch L .....		<b>6</b>	
	<b>7</b> Notes and loans receivable, net .....	500,000.	<b>7</b>	382,164.
	<b>8</b> Inventories for sale or use .....		<b>8</b>	
	<b>9</b> Prepaid expenses and deferred charges .....		<b>9</b>	
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D .....	<b>10a</b> 1,557,231.		
	<b>b</b> Less: accumulated depreciation .....	<b>10b</b> 58,333.	<b>10c</b>	1,498,898.
	<b>11</b> Investments - publicly traded securities .....		<b>11</b>	
	<b>12</b> Investments - other securities. See Part IV, line 11 .....		<b>12</b>	
	<b>13</b> Investments - program-related. See Part IV, line 11 .....		<b>13</b>	
	<b>14</b> Intangible assets .....		<b>14</b>	
	<b>15</b> Other assets. See Part IV, line 11 .....		<b>15</b>	
<b>16</b> <b>Total assets.</b> Add lines 1 through 15 (must equal line 34) .....	1,217,835.	<b>16</b>	2,789,290.	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses .....		<b>17</b>	
	<b>18</b> Grants payable .....		<b>18</b>	
	<b>19</b> Deferred revenue .....		<b>19</b>	
	<b>20</b> Tax-exempt bond liabilities .....		<b>20</b>	
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D .....		<b>21</b>	
	<b>22</b> Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L .....		<b>22</b>	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties .....	635,905.	<b>23</b>	1,831,480.
	<b>24</b> Unsecured notes and loans payable to unrelated third parties .....		<b>24</b>	
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D .....		<b>25</b>	
	<b>26</b> <b>Total liabilities.</b> Add lines 17 through 25 .....	635,905.	<b>26</b>	1,831,480.
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow SFAS 117 (ASC 958), check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27 through 29, and lines 33 and 34.</b>			
	<b>27</b> Unrestricted net assets .....	521,930.	<b>27</b>	892,810.
	<b>28</b> Temporarily restricted net assets .....		<b>28</b>	
	<b>29</b> Permanently restricted net assets .....	60,000.	<b>29</b>	65,000.
	<b>Organizations that do not follow SFAS 117 (ASC 958), check here</b> <input type="checkbox"/> <b>and complete lines 30 through 34.</b>			
	<b>30</b> Capital stock or trust principal, or current funds .....		<b>30</b>	
	<b>31</b> Paid-in or capital surplus, or land, building, or equipment fund .....		<b>31</b>	
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds .....		<b>32</b>	
	<b>33</b> <b>Total net assets or fund balances</b> .....	581,930.	<b>33</b>	957,810.
	<b>34</b> <b>Total liabilities and net assets/fund balances</b> .....	1,217,835.	<b>34</b>	2,789,290.

Form 990 (2018)

Form 990 (2018)

City Garden Montessori School

\*\*-\*\*\*1014 Page 12

**Part XI Reconciliation of Net Assets**Check if Schedule O contains a response or note to any line in this Part XI ☐

<b>1</b>	Total revenue (must equal Part VIII, column (A), line 12)	<b>1</b>	4,255,247.
<b>2</b>	Total expenses (must equal Part IX, column (A), line 25)	<b>2</b>	3,879,367.
<b>3</b>	Revenue less expenses. Subtract line 2 from line 1	<b>3</b>	375,880.
<b>4</b>	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	<b>4</b>	581,930.
<b>5</b>	Net unrealized gains (losses) on investments	<b>5</b>	
<b>6</b>	Donated services and use of facilities	<b>6</b>	
<b>7</b>	Investment expenses	<b>7</b>	
<b>8</b>	Prior period adjustments	<b>8</b>	
<b>9</b>	Other changes in net assets or fund balances (explain in Schedule O)	<b>9</b>	0.
<b>10</b>	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	<b>10</b>	957,810.

**Part XII Financial Statements and Reporting**Check if Schedule O contains a response or note to any line in this Part XII ☒

	Yes	No
<b>1</b> Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input type="checkbox"/> Accrual <input checked="" type="checkbox"/> Other <u>Modified Cash</u> If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
<b>2a</b> Were the organization's financial statements compiled or reviewed by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		<b>X</b>
<b>b</b> Were the organization's financial statements audited by an independent accountant? If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input checked="" type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	<b>X</b>	
<b>c</b> If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	<b>X</b>	
<b>3a</b> As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		<b>X</b>
<b>b</b> If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits		

Form 990 (2018)



Schedule A (Form 990 or 990-EZ) 2018 **City Garden Montessori School****\*\* - \*\*\*1014** Page **2****Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....						
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....						
<b>4 Total.</b> Add lines 1 through 3 .....						
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) .....						
<b>6 Public support.</b> Subtract line 5 from line 4.						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>7</b> Amounts from line 4 .....						
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....						
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on .....						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....						
<b>11 Total support.</b> Add lines 7 through 10						
<b>12</b> Gross receipts from related activities, etc. (see instructions) .....					<b>12</b>	
<b>13 First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and <b>stop here</b> .....						<input type="checkbox"/>

**Section C. Computation of Public Support Percentage**

<b>14</b> Public support percentage for 2018 (line 6, column (f) divided by line 11, column (f)) .....	<b>14</b>	%
<b>15</b> Public support percentage from 2017 Schedule A, Part II, line 14 .....	<b>15</b>	%
<b>16a 33 1/3% support test - 2018.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....		
<input type="checkbox"/>		
<b>b 33 1/3% support test - 2017.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and <b>stop here.</b> The organization qualifies as a publicly supported organization .....		
<input type="checkbox"/>		
<b>17a 10% -facts-and-circumstances test - 2018.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization .....		
<input type="checkbox"/>		
<b>b 10% -facts-and-circumstances test - 2017.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and <b>stop here.</b> Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization .....		
<input type="checkbox"/>		
<b>18 Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions .....		
<input type="checkbox"/>		

Schedule A (Form 990 or 990-EZ) 2018



Schedule A (Form 990 or 990-EZ) 2018 **City Garden Montessori School****\*\* - \*\*\*1014** Page **3****Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose .....						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513 .....						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....						
<b>6 Total.</b> Add lines 1 through 5 .....						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons .....						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year .....						
<b>c</b> Add lines 7a and 7b .....						
<b>8 Public support.</b> (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2014	(b) 2015	(c) 2016	(d) 2017	(e) 2018	(f) Total
<b>9</b> Amounts from line 6 .....						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources .....						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 .....						
<b>c</b> Add lines 10a and 10b .....						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on .....						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)						

**14 First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** ..... ► ☐**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2018 (line 8, column (f), divided by line 13, column (f)) .....	<b>15</b>	%
<b>16</b> Public support percentage from 2017 Schedule A, Part III, line 15 .....	<b>16</b>	%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for <b>2018</b> (line 10c, column (f), divided by line 13, column (f)) .....	<b>17</b>	%
<b>18</b> Investment income percentage from <b>2017</b> Schedule A, Part III, line 17 .....	<b>18</b>	%

**19a 33 1/3% support tests - 2018.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ..... ► ☐**b 33 1/3% support tests - 2017.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization ..... ► ☐**20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions ..... ► ☐

**Part IV Supporting Organizations**

(Complete only if you checked a box in line 12 on Part I. If you checked 12a of Part I, complete Sections A and B. If you checked 12b of Part I, complete Sections A and C. If you checked 12c of Part I, complete Sections A, D, and E. If you checked 12d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
<b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
<b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
<b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
<b>b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
<b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
<b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked 12a or 12b in Part I, answer (b) and (c) below.</i>		
<b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
<b>c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
<b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
<b>b</b> <b>Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
<b>c</b> <b>Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
<b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
<b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
<b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
<b>b</b> Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>c</b> Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer 10b below.</i>		
<b>b</b> Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		



**Part IV Supporting Organizations** (continued)

	Yes	No
<b>11</b> Has the organization accepted a gift or contribution from any of the following persons?		
<b>a</b> A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
<b>11a</b>		
<b>b</b> A family member of a person described in (a) above?		
<b>11b</b>		
<b>c</b> A 35% controlled entity of a person described in (a) or (b) above? <i>If "Yes" to a, b, or c, provide detail in Part VI.</i>		
<b>11c</b>		

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? <i>If "No," describe in Part VI how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.</i>		
<b>1</b>		
<b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? <i>If "Yes," explain in Part VI how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.</i>		
<b>2</b>		

**Section C. Type II Supporting Organizations**

	Yes	No
<b>1</b> Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? <i>If "No," describe in Part VI how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).</i>		
<b>1</b>		

**Section D. All Type III Supporting Organizations**

	Yes	No
<b>1</b> Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
<b>1</b>		
<b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? <i>If "No," explain in Part VI how the organization maintained a close and continuous working relationship with the supported organization(s).</i>		
<b>2</b>		
<b>3</b> By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? <i>If "Yes," describe in Part VI the role the organization's supported organizations played in this regard.</i>		
<b>3</b>		

**Section E. Type III Functionally Integrated Supporting Organizations**

	Yes	No
<b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions).		
<b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete line 2 below.		
<b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete line 3 below.		
<b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in Part VI how you supported a government entity (see instructions).		
<b>2</b> Activities Test. Answer (a) and (b) below.		
<b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? <i>If "Yes," then in Part VI identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.</i>		
<b>2a</b>		
<b>b</b> Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? <i>If "Yes," explain in Part VI the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.</i>		
<b>2b</b>		
<b>3</b> Parent of Supported Organizations. Answer (a) and (b) below.		
<b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? <i>Provide details in Part VI.</i>		
<b>3a</b>		
<b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? <i>If "Yes," describe in Part VI the role played by the organization in this regard.</i>		
<b>3b</b>		

Schedule A (Form 990 or 990-EZ) 2018 **City Garden Montessori School****\*\* - \*\*\*1014** Page **6****Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

- 1** ☐ Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (explain in Part VI.) **See instructions.** All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

<b>Section A - Adjusted Net Income</b>		(A) Prior Year	(B) Current Year (optional)
<b>1</b> Net short-term capital gain	<b>1</b>		
<b>2</b> Recoveries of prior-year distributions	<b>2</b>		
<b>3</b> Other gross income (see instructions)	<b>3</b>		
<b>4</b> Add lines 1 through 3	<b>4</b>		
<b>5</b> Depreciation and depletion	<b>5</b>		
<b>6</b> Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	<b>6</b>		
<b>7</b> Other expenses (see instructions)	<b>7</b>		
<b>8 Adjusted Net Income</b> (subtract lines 5, 6, and 7 from line 4)	<b>8</b>		

<b>Section B - Minimum Asset Amount</b>		(A) Prior Year	(B) Current Year (optional)
<b>1</b> Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):			
<b>a</b> Average monthly value of securities	<b>1a</b>		
<b>b</b> Average monthly cash balances	<b>1b</b>		
<b>c</b> Fair market value of other non-exempt-use assets	<b>1c</b>		
<b>d Total</b> (add lines 1a, 1b, and 1c)	<b>1d</b>		
<b>e Discount</b> claimed for blockage or other factors (explain in detail in <b>Part VI</b> ):			
<b>2</b> Acquisition indebtedness applicable to non-exempt-use assets	<b>2</b>		
<b>3</b> Subtract line 2 from line 1d	<b>3</b>		
<b>4</b> Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions)	<b>4</b>		
<b>5</b> Net value of non-exempt-use assets (subtract line 4 from line 3)	<b>5</b>		
<b>6</b> Multiply line 5 by .035	<b>6</b>		
<b>7</b> Recoveries of prior-year distributions	<b>7</b>		
<b>8 Minimum Asset Amount</b> (add line 7 to line 6)	<b>8</b>		

<b>Section C - Distributable Amount</b>			Current Year
<b>1</b> Adjusted net income for prior year (from Section A, line 8, Column A)	<b>1</b>		
<b>2</b> Enter 85% of line 1	<b>2</b>		
<b>3</b> Minimum asset amount for prior year (from Section B, line 8, Column A)	<b>3</b>		
<b>4</b> Enter greater of line 2 or line 3	<b>4</b>		
<b>5</b> Income tax imposed in prior year	<b>5</b>		
<b>6 Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	<b>6</b>		
<b>7</b> <input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).			

**Schedule A (Form 990 or 990-EZ) 2018**

Schedule A (Form 990 or 990-EZ) 2018 **City Garden Montessori School**

\*\*-\*\*\*1014 Page 7

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations** (continued)

<b>Section D - Distributions</b>	<b>Current Year</b>
<b>1</b> Amounts paid to supported organizations to accomplish exempt purposes	
<b>2</b> Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
<b>3</b> Administrative expenses paid to accomplish exempt purposes of supported organizations	
<b>4</b> Amounts paid to acquire exempt-use assets	
<b>5</b> Qualified set-aside amounts (prior IRS approval required)	
<b>6</b> Other distributions (describe in <b>Part VI</b> ). See instructions.	
<b>7 Total annual distributions.</b> Add lines 1 through 6.	
<b>8</b> Distributions to attentive supported organizations to which the organization is responsive (provide details in <b>Part VI</b> ). See instructions.	
<b>9</b> Distributable amount for 2018 from Section C, line 6	
<b>10</b> Line 8 amount divided by line 9 amount	

<b>Section E - Distribution Allocations</b> (see instructions)	<b>(i) Excess Distributions</b>	<b>(ii) Underdistributions Pre-2018</b>	<b>(iii) Distributable Amount for 2018</b>
<b>1</b> Distributable amount for 2018 from Section C, line 6			
<b>2</b> Underdistributions, if any, for years prior to 2018 (reasonable cause required- explain in <b>Part VI</b> ). See instructions.			
<b>3</b> Excess distributions carryover, if any, to 2018			
<b>a</b> From 2013			
<b>b</b> From 2014			
<b>c</b> From 2015			
<b>d</b> From 2016			
<b>e</b> From 2017			
<b>f Total</b> of lines 3a through e			
<b>g</b> Applied to underdistributions of prior years			
<b>h</b> Applied to 2018 distributable amount			
<b>i</b> Carryover from 2013 not applied (see instructions)			
<b>j</b> Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
<b>4</b> Distributions for 2018 from Section D, line 7: \$			
<b>a</b> Applied to underdistributions of prior years			
<b>b</b> Applied to 2018 distributable amount			
<b>c</b> Remainder. Subtract lines 4a and 4b from 4.			
<b>5</b> Remaining underdistributions for years prior to 2018, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in <b>Part VI</b> . See instructions.			
<b>6</b> Remaining underdistributions for 2018. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in <b>Part VI</b> . See instructions.			
<b>7 Excess distributions carryover to 2019.</b> Add lines 3j and 4c.			
<b>8</b> Breakdown of line 7:			
<b>a</b> Excess from 2014			
<b>b</b> Excess from 2015			
<b>c</b> Excess from 2016			
<b>d</b> Excess from 2017			
<b>e</b> Excess from 2018			

Schedule A (Form 990 or 990-EZ) 2018

**Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a, and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

**Schedule B**(Form 990, 990-EZ,  
or 990-PF)Department of the Treasury  
Internal Revenue Service**Schedule of Contributors**

- ▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.  
▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2018**

Name of the organization

City Garden Montessori School

Employer identification number

\*\*-\*\*\*1014

Organization type (check one):

**Filers of:****Section:**

Form 990 or 990-EZ

☒ 501(c)( 3 ) (enter number) organization☐ 4947(a)(1) nonexempt charitable trust **not** treated as a private foundation☐ 527 political organization

Form 990-PF

☐ 501(c)(3) exempt private foundation☐ 4947(a)(1) nonexempt charitable trust treated as a private foundation☐ 501(c)(3) taxable private foundationCheck if your organization is covered by the **General Rule** or a **Special Rule**.**Note:** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.**General Rule**

- ☒ For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

**Special Rules**

- ☐ For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.
- ☐ For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ..... ▶ \$ \_\_\_\_\_

**Caution:** An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

LHA For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

Schedule B (Form 990, 990-EZ, or 990-PF) (2018)

Schedule B (Form 990, 990-EZ, or 990-PF) (2018)

Page **2**

Name of organization	Employer identification number
City Garden Montessori School	** - ***1014

**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	Chan Zuckerberg Initiative 314 Lytton Ave, Suite 200 Palo Alto, CA 94301	\$ 50,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
2	ECF - The Boeing Company 6300 James S. McDonnell Blvd, S100-3478 Berkeley, MO 63134	\$ 5,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
3	Emerson Charitable Trust 8000 West Florissant Ave, PO Box 4100 St. Louis, MO 63136	\$ 80,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
4	Mysun Charitable Foundation 8000 Forsyth Blvd St. Louis, MO 63105	\$ 75,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
5	Pettus Foundation 190 Carondelet Plaza St. Louis, MO 63105	\$ 5,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
6	Saint Louis University 3545 Lindell Blvd St. Louis, MO 63103	\$ 15,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Schedule B (Form 990, 990-EZ, or 990-PF) (2018)

Page **2**

Name of organization	Employer identification number
City Garden Montessori School	** - ***1014

**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
7	St. Louis Philanthropic Organization 20 South Sarah Ave St. Louis, MO 63108	\$ 7,500.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
8	The Dana Brown Charitable Trust SL-MO-CTCS10 N Hanley Clayton, MO 63105	\$ 25,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
9	Frances R Dewing Foundation PO Box 1929 Port Townsend, WA 98368	\$ 13,107.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
10	The Opportunity Trust 4660 Maryland Ave, Ste. 260 St. Louis, MO 63108	\$ 425,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
11	US Bancorp Community Development Corporation 1307 Washington St, Ste. 300 St. Louis, MO 63103	\$ 10,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
12	William T Kemper Foundation 922 Walnut, Ste. 200 Kansas City, MO 64106	\$ 35,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Schedule B (Form 990, 990-EZ, or 990-PF) (2018)

Page **2**

Name of organization	Employer identification number
City Garden Montessori School	** - ***1014

**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
13	Andrew A. O'Brien 7101 Westmoreland Dr. St. Louis, MO 63130	\$ 8,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
14	Bill and Beth Kling 725 Lynkirk Lane St. Louis, MO 63122	\$ 6,586.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
15	Corinne Groark and David Blank 5846 Waterman Blvd St. Louis, MO 63112	\$ 5,690.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
16	Dave Obedin and Clare Davis 8 Deacon Dr St. Louis, MO 63131	\$ 5,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
17	Donna and Howard Smith 1712 Deer Creek Lane St. Louis, MO 63124	\$ 10,601.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
18	Francesca Cooper 923 S. St. Louis St. Edwardsville, IL 62025	\$ 5,615.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)



Schedule B (Form 990, 990-EZ, or 990-PF) (2018)

Page **2**

Name of organization	Employer identification number
City Garden Montessori School	** - ***1014

**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
19	Gregory Keller 5700 Oakland Ave, Ste. 400 St. Louis, MO 63110	\$ 11,230.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
20	Guy Slay 5331 Enright Ave St. Louis, MO 63111	\$ 7,500.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
21	Jack and Janet Baumstark 9970 Old Warson Rd St. Louis, MO 63124	\$ 59,932.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
22	Janet and Dave Jump 189 American Grain St. Cahokia, IL 62206	\$ 20,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
23	Jim and Jessica Ruebsam 3928 Flora Place St. Louis, MO 63110	\$ 6,250.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
24	Karen S. Kalish 225 Linden Ave St. Louis, MO 63105	\$ 5,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Schedule B (Form 990, 990-EZ, or 990-PF) (2018)

Page **2**

Name of organization	Employer identification number
City Garden Montessori School	** - ***1014

**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
25	Lynn deLearie and Kevin Pumm 8593 Colonial Lane St. Louis, MO 63124	\$ 5,004.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
26	Matt Carter and Brian Estey 15 Villa Coublay Frontenac, MO 63131	\$ 5,153.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
27	McCall Kulak Family Foundation 55 Walls Dr. Fairfield, CT 06824	\$ 5,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
28	Philpott Family Foundation 4909 Laclede Ave #1903 St. Louis, MO 63108	\$ 5,000.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
29	Sysco and Melissa Deuanepenh 180 Somerset Dr. Glen Carbon, IL 62034	\$ 5,051.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
30	Tony and Melanie Fathman 4967 Pershing Place St. Louis, MO 63108	\$ 11,014.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization

Employer identification number

City Garden Montessori School

\*\*-\*\*\*1014

**Part II**    **Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) <b>FMV (or estimate)</b> (See instructions.)	(d) <b>Date received</b>
	_____		
	_____		
	_____	\$ _____	_____
	_____		
(a) No. from Part I	(b) Description of noncash property given	(c) <b>FMV (or estimate)</b> (See instructions.)	(d) <b>Date received</b>
	_____		
	_____		
	_____	\$ _____	_____
	_____		
(a) No. from Part I	(b) Description of noncash property given	(c) <b>FMV (or estimate)</b> (See instructions.)	(d) <b>Date received</b>
	_____		
	_____		
	_____	\$ _____	_____
	_____		
(a) No. from Part I	(b) Description of noncash property given	(c) <b>FMV (or estimate)</b> (See instructions.)	(d) <b>Date received</b>
	_____		
	_____		
	_____	\$ _____	_____
	_____		
(a) No. from Part I	(b) Description of noncash property given	(c) <b>FMV (or estimate)</b> (See instructions.)	(d) <b>Date received</b>
	_____		
	_____		
	_____	\$ _____	_____
	_____		
(a) No. from Part I	(b) Description of noncash property given	(c) <b>FMV (or estimate)</b> (See instructions.)	(d) <b>Date received</b>
	_____		
	_____		
	_____	\$ _____	_____
	_____		
(a) No. from Part I	(b) Description of noncash property given	(c) <b>FMV (or estimate)</b> (See instructions.)	(d) <b>Date received</b>
	_____		
	_____		
	_____	\$ _____	_____
	_____		

Schedule B (Form 990, 990-EZ, or 990-PF) (2018)

Page **4**

Name of organization	Employer identification number
City Garden Montessori School	** - ***1014

**Part III** Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this info. once.) ► \$ \_\_\_\_\_

Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee
	(e) Transfer of gift		
	Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee

**SCHEDULE D**  
(Form 990)Department of the Treasury  
Internal Revenue Service**Supplemental Financial Statements**

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**  
 ▶ **Attach to Form 990.**

▶ **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.**

OMB No. 1545-0047

**2018**Open to Public  
Inspection

Name of the organization

City Garden Montessori School

Employer identification number

\*\*-\*\*\*1014

**Part I****Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year .....		
2 Aggregate value of contributions to (during year) .....		
3 Aggregate value of grants from (during year) .....		
4 Aggregate value at end of year .....		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? ..... <input type="checkbox"/> Yes <input type="checkbox"/> No		
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? ..... <input type="checkbox"/> Yes <input type="checkbox"/> No		

**Part II****Conservation Easements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).

☐ Preservation of land for public use (e.g., recreation or education) ☐ Preservation of a historically important land area

☐ Protection of natural habitat ☐ Preservation of a certified historic structure

☐ Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements .....	2a
b Total acreage restricted by conservation easements .....	2b
c Number of conservation easements on a certified historic structure included in (a) .....	2c
d Number of conservation easements included in (c) acquired after 7/25/06, and not on a historic structure listed in the National Register .....	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ .....

4 Number of states where property subject to conservation easement is located ▶ .....

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? ..... ☐ Yes ☐ No

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ .....

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ .....

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? ..... ☐ Yes ☐ No

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

**Part III****Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1 ..... ▶ \$ .....

(ii) Assets included in Form 990, Part X ..... ▶ \$ .....

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

a Revenue included on Form 990, Part VIII, line 1 ..... ▶ \$ .....

b Assets included in Form 990, Part X ..... ▶ \$ .....

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2018

Schedule D (Form 990) 2018

City Garden Montessori School

\*\*-\*\*\*1014 Page 2

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a ☐ Public exhibition d ☐ Loan or exchange programs  
 b ☐ Scholarly research e ☐ Other \_\_\_\_\_  
 c ☐ Preservation for future generations

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? ☐ Yes ☐ No

**Part IV Escrow and Custodial Arrangements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? ☐ Yes ☐ No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII ☐

**Part V Endowment Funds.** Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment ▶ \_\_\_\_\_ %  
 b Permanent endowment ▶ \_\_\_\_\_ %  
 c Temporarily restricted endowment ▶ \_\_\_\_\_ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

- (i) unrelated organizations \_\_\_\_\_  
 (ii) related organizations \_\_\_\_\_

b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? \_\_\_\_\_

	Yes	No
3a(i)		
3a(ii)		
3b		

4 Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land	250,000.			250,000.
b Buildings	1,070,436.		2,973.	1,067,463.
c Leasehold improvements	236,795.		55,360.	181,435.
d Equipment				
e Other				
<b>Total.</b> Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)				1,498,898.

Schedule D (Form 990) 2018

Schedule D (Form 990) 2018

City Garden Montessori School

\*\*-\*\*\*1014 Page 3

**Part VII Investments - Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives .....		
(2) Closely-held equity interests .....		
(3) Other .....		
(A) .....		
(B) .....		
(C) .....		
(D) .....		
(E) .....		
(F) .....		
(G) .....		
(H) .....		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶		

**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) .....		
(2) .....		
(3) .....		
(4) .....		
(5) .....		
(6) .....		
(7) .....		
(8) .....		
(9) .....		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) .....	
(2) .....	
(3) .....	
(4) .....	
(5) .....	
(6) .....	
(7) .....	
(8) .....	
(9) .....	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value	
(1) Federal income taxes		
(2) .....		
(3) .....		
(4) .....		
(5) .....		
(6) .....		
(7) .....		
(8) .....		
(9) .....		
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶		

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII ☒

Schedule D (Form 990) 2018

Schedule D (Form 990) 2018

City Garden Montessori School

\*\*-\*\*\*1014 Page 4

**Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total revenue, gains, and other support per audited financial statements	1	4,317,222.
2	Amounts included on line 1 but not on Form 990, Part VIII, line 12:		
a	Net unrealized gains (losses) on investments	2a	
b	Donated services and use of facilities	2b	
c	Recoveries of prior year grants	2c	
d	Other (Describe in Part XIII.)	2d	61,975.
e	Add lines 2a through 2d	2e	61,975.
3	Subtract line 2e from line 1	3	4,255,247.
4	Amounts included on Form 990, Part VIII, line 12, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	
c	Add lines 4a and 4b	4c	0.
5	Total revenue. Add lines 3 and 4c. (This must equal Form 990, Part I, line 12.)	5	4,255,247.

**Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

1	Total expenses and losses per audited financial statements	1	3,941,342.
2	Amounts included on line 1 but not on Form 990, Part IX, line 25:		
a	Donated services and use of facilities	2a	
b	Prior year adjustments	2b	
c	Other losses	2c	
d	Other (Describe in Part XIII.)	2d	
e	Add lines 2a through 2d	2e	0.
3	Subtract line 2e from line 1	3	3,941,342.
4	Amounts included on Form 990, Part IX, line 25, but not on line 1:		
a	Investment expenses not included on Form 990, Part VIII, line 7b	4a	
b	Other (Describe in Part XIII.)	4b	-61,975.
c	Add lines 4a and 4b	4c	-61,975.
5	Total expenses. Add lines 3 and 4c. (This must equal Form 990, Part I, line 18.)	5	3,879,367.

**Part XIII Supplemental Information.**

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

**Part X, Line 2:**

The School is exempt from federal and state income taxes under Section 501(c)(3) of the Internal Revenue Code, except to the extent that it has taxable income from business that is not related to its tax exempt purpose. Unrelated business income, if there was any, would be taxed at the applicable corporate income tax rate. The School did not have any unrelated business income during the year ended June 30, 2019, and accordingly, no provision for income taxes has been made in the financial statements.

The School is not currently under examination by any taxing jurisdiction. Federal and state taxing authorities no longer have the right to examine



**Part XIII** Supplemental Information *(continued)*

tax years ending prior to June 30, 2016. For the year ended June 30, 2019, there were no interest or penalties associated with tax positions recorded in the accompanying financial statements.

Part XI, Line 2d - Other Adjustments:

Event Expenses on Schedule G

Part XII, Line 4b - Other Adjustments:

Event Expenses on Schedule G

Form 990, Schedule D, Page 4, Part XI, lines 2d and 4b

\$61,975 of direct fundraising event expenses on Schedule G.

**SCHEDULE E**  
**(Form 990 or 990-EZ)**Department of the Treasury  
Internal Revenue Service**Schools**► **Complete if the organization answered "Yes" on Form 990,  
Part IV, line 13, or Form 990-EZ, Part VI, line 48.**► **Attach to Form 990 or Form 990-EZ.**► **Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.**

OMB No. 1545-0047

**2018****Open to Public  
Inspection**

Name of the organization

City Garden Montessori School

Employer identification number

\*\*-\*\*\*1014

**Part I**

- 1** Does the organization have a racially nondiscriminatory policy toward students by statement in its charter, bylaws, other governing instrument, or in a resolution of its governing body? .....
- 2** Does the organization include a statement of its racially nondiscriminatory policy toward students in all its brochures, catalogues, and other written communications with the public dealing with student admissions, programs, and scholarships? .....
- 3** Has the organization publicized its racially nondiscriminatory policy through newspaper or broadcast media during the period of solicitation for students, or during the registration period if it has no solicitation program, in a way that makes the policy known to all parts of the general community it serves? If "Yes," please describe. If "No," please explain. If you need more space, use Part II .....
- .....
- .....
- .....
- 4** Does the organization maintain the following?
- a** Records indicating the racial composition of the student body, faculty, and administrative staff? .....
- b** Records documenting that scholarships and other financial assistance are awarded on a racially nondiscriminatory basis? .....
- c** Copies of all catalogues, brochures, announcements, and other written communications to the public dealing with student admissions, programs, and scholarships? .....
- d** Copies of all material used by the organization or on its behalf to solicit contributions? .....
- If you answered "No" to any of the above, please explain. If you need more space, use Part II.
- .....
- .....
- .....
- 5** Does the organization discriminate by race in any way with respect to:
- a** Students' rights or privileges? .....
- b** Admissions policies? .....
- c** Employment of faculty or administrative staff? .....
- d** Scholarships or other financial assistance? .....
- e** Educational policies? .....
- f** Use of facilities? .....
- g** Athletic programs? .....
- h** Other extracurricular activities? .....
- If you answered "Yes" to any of the above, please explain. If you need more space, use Part II.
- .....
- .....
- .....
- 6a** Does the organization receive any financial aid or assistance from a governmental agency? .....
- b** Has the organization's right to such aid ever been revoked or suspended? .....
- If you answered "Yes" on either line 6a or line 6b, explain on Part II.
- 7** Does the organization certify that it has complied with the applicable requirements of sections 4.01 through 4.05 of Rev. Proc. 75-50, 1975-2 C.B. 587, covering racial nondiscrimination? If "No," explain on Part II .....

YES NO

1

X

2

X

3

X

4a

X

4b

X

4c

X

4d

X

5a

X

5b

X

5c

X

5d

X

5e

X

5f

X

5g

X

5h

X

6a

X

6b

X

7

X

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or Form 990-EZ.

Schedule E (Form 990 or 990-EZ) 2018

**Part II** **Supplemental Information.** Provide the explanations required by Part I, lines 3, 4d, 5h, 6b, and 7, as applicable.

Also provide any other additional information.

**Line 6 - Explanation of Government Financial Aid:**

The organization is a public charter school principally funded by Missouri and federal monies received through the Missouri Department of Elementary and Secondary Education.



Schedule G (Form 990 or 990-EZ) 2018 **City Garden Montessori School****\*\* - \*\*\*1014** Page **2**

**Part II Fundraising Events.** Complete if the organization answered "Yes" on Form 990, Part IV, line 18, or reported more than \$15,000 of fundraising event contributions and gross income on Form 990-EZ, lines 1 and 6b. List events with gross receipts greater than \$5,000.

		(a) Event #1	(b) Event #2	(c) Other events	(d) Total events (add col. (a) through col. (c))
		Gala (event type)	(event type)	None (total number)	
Revenue	1 Gross receipts .....	239,842.			239,842.
	2 Less: Contributions .....				
	3 Gross income (line 1 minus line 2) .....	239,842.			239,842.
Direct Expenses	4 Cash prizes .....				
	5 Noncash prizes .....				
	6 Rent/facility costs .....				
	7 Food and beverages .....	21,778.			21,778.
	8 Entertainment .....	1,500.			1,500.
	9 Other direct expenses .....	38,697.			38,697.
	10 Direct expense summary. Add lines 4 through 9 in column (d) .....				61,975.
11 Net income summary. Subtract line 10 from line 3, column (d) .....				177,867.	

**Part III Gaming.** Complete if the organization answered "Yes" on Form 990, Part IV, line 19, or reported more than \$15,000 on Form 990-EZ, line 6a.

		(a) Bingo	(b) Pull tabs/instant bingo/progressive bingo	(c) Other gaming	(d) Total gaming (add col. (a) through col. (c))
Revenue	1 Gross revenue .....				
Direct Expenses	2 Cash prizes .....				
	3 Noncash prizes .....				
	4 Rent/facility costs .....				
	5 Other direct expenses .....				
	6 Volunteer labor .....	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	<input type="checkbox"/> Yes _____ % <input type="checkbox"/> No	
	7 Direct expense summary. Add lines 2 through 5 in column (d) .....				
	8 Net gaming income summary. Subtract line 7 from line 1, column (d) .....				

9 Enter the state(s) in which the organization conducts gaming activities: \_\_\_\_\_

a Is the organization licensed to conduct gaming activities in each of these states? ☐ Yes ☐ No

b If "No," explain: \_\_\_\_\_

10a Were any of the organization's gaming licenses revoked, suspended, or terminated during the tax year? ☐ Yes ☐ No

b If "Yes," explain: \_\_\_\_\_

Schedule G (Form 990 or 990-EZ) 2018 **City Garden Montessori School**

\*\*-\*\*\*1014 Page 3

- 11** Does the organization conduct gaming activities with nonmembers? ☐ Yes ☐ No
- 12** Is the organization a grantor, beneficiary or trustee of a trust, or a member of a partnership or other entity formed to administer charitable gaming? ☐ Yes ☐ No
- 13** Indicate the percentage of gaming activity conducted in:
- |                                      |            |   |
|--------------------------------------|------------|---|
| <b>a</b> The organization's facility | <b>13a</b> | % |
| <b>b</b> An outside facility         | <b>13b</b> | % |
- 14** Enter the name and address of the person who prepares the organization's gaming/special events books and records:

Name ► \_\_\_\_\_

Address ► \_\_\_\_\_

- 15a** Does the organization have a contract with a third party from whom the organization receives gaming revenue? ☐ Yes ☐ No

**b** If "Yes," enter the amount of gaming revenue received by the organization ► \$ \_\_\_\_\_ and the amount of gaming revenue retained by the third party ► \$ \_\_\_\_\_

**c** If "Yes," enter name and address of the third party:

Name ► \_\_\_\_\_

Address ► \_\_\_\_\_

- 16** Gaming manager information:

Name ► \_\_\_\_\_

Gaming manager compensation ► \$ \_\_\_\_\_

Description of services provided ► \_\_\_\_\_

☐ Director/officer☐ Employee☐ Independent contractor

- 17** Mandatory distributions:

**a** Is the organization required under state law to make charitable distributions from the gaming proceeds to retain the state gaming license? ☐ Yes ☐ No

**b** Enter the amount of distributions required under state law to be distributed to other exempt organizations or spent in the organization's own exempt activities during the tax year ► \$ \_\_\_\_\_

**Part IV Supplemental Information.** Provide the explanations required by Part I, line 2b, columns (iii) and (v); and Part III, lines 9, 9b, 10b, 15b, 15c, 16, and 17b, as applicable. Also provide any additional information. See instructions.

<b>Part IV</b>	<b>Supplemental Information</b> (continued)
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Schedule G (Form 990 or 990-EZ)

**SCHEDULE O**  
**(Form 990 or 990-EZ)**Department of the Treasury  
Internal Revenue Service**Supplemental Information to Form 990 or 990-EZ**Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for the latest information.

OMB No. 1545-0047

**2018**Open to Public  
Inspection

Name of the organization

City Garden Montessori School

Employer identification number

\*\*-\*\*\*1014

Form 990, Part I, Line 1, Description of Organization Mission:

of Dr. Maria Montessori, and to cultivate young people who value and  
respect themselves, others, the environment and the world community.

Form 990, Part III, Line 1, Description of Organization Mission:

community.

In the process of nurturing our students to be competent, creative,  
lifelong learners who practice compassion, respect, nonviolence and  
sustainability, we will strengthen families, the neighborhoods we serve  
and the City of St. Louis as a whole.

Form 990, Part VI, Section B, line 11b:

Copies of tax return are provided to all board members.

Form 990, Part VI, Section B, Line 12c:

Conflicts of interest are regularly reviewed. If a board member is found to  
have a conflict within the school, he/she will step down.

Form 990, Part VI, Section B, Line 15:

Copies of the Form 990 are provided to the Board for approval prior to  
filing.

Form 990, Part VI, Section C, Line 19:

Financial and tax information are available and provided upon request.

**FORM 990, PART XII, LINE 1**

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990 or 990-EZ) (2018)



Schedule O (Form 990 or 990-EZ) (2018)

Page **2**

Name of the organization

City Garden Montessori School

Employer identification number

\*\*-\*\*\*1014

The School uses the modified cash basis of accounting.

FORM 990, PART XII, LINE 2C

No change from prior year.

**SCHEDULE R  
(Form 990)**Department of the Treasury  
Internal Revenue Service**Related Organizations and Unrelated Partnerships**

▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.

▶ Attach to Form 990.

▶ Go to [www.irs.gov/Form990](http://www.irs.gov/Form990) for instructions and the latest information.

OMB No. 1545-0047

**2018****Open to Public  
Inspection**

Name of the organization

City Garden Montessori School

Employer identification number

\*\*-\*\*\*1014

**Part I Identification of Disregarded Entities.** Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity
City Garden Montessori School Foundation, LLC	Required Legal Holding Entity	Missouri	34,400.	494.	City Garden Montessori Charter School
4157-4209 Folsom Property, LLC	Real Estate Holding Entity	Missouri	0.	865,834.	City Garden Montessori Charter School
4200-4208 Folsom Property, LLC	Real Estate Holding Entity	Missouri	0.	242,696.	City Garden Montessori Charter School

**Part II Identification of Related Tax-Exempt Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule R (Form 990) 2018

**Part III Identification of Related Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a partnership during the tax year.

[illegible]

**Part IV Identification of Related Organizations Taxable as a Corporation or Trust.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, because it had one or more related organizations treated as a corporation or trust during the tax year.

[illegible]

**Part V Transactions With Related Organizations.** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.**Note:** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

	Yes	No
<b>1</b> During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?		
<b>a</b> Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity .....	<b>1a</b>	
<b>b</b> Gift, grant, or capital contribution to related organization(s) .....	<b>1b</b>	
<b>c</b> Gift, grant, or capital contribution from related organization(s) .....	<b>1c</b>	
<b>d</b> Loans or loan guarantees to or for related organization(s) .....	<b>1d</b>	
<b>e</b> Loans or loan guarantees by related organization(s) .....	<b>1e</b>	
<b>f</b> Dividends from related organization(s) .....	<b>1f</b>	
<b>g</b> Sale of assets to related organization(s) .....	<b>1g</b>	
<b>h</b> Purchase of assets from related organization(s) .....	<b>1h</b>	
<b>i</b> Exchange of assets with related organization(s) .....	<b>1i</b>	
<b>j</b> Lease of facilities, equipment, or other assets to related organization(s) .....	<b>1j</b>	
<b>k</b> Lease of facilities, equipment, or other assets from related organization(s) .....	<b>1k</b>	
<b>l</b> Performance of services or membership or fundraising solicitations for related organization(s) .....	<b>1l</b>	
<b>m</b> Performance of services or membership or fundraising solicitations by related organization(s) .....	<b>1m</b>	
<b>n</b> Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) .....	<b>1n</b>	
<b>o</b> Sharing of paid employees with related organization(s) .....	<b>1o</b>	
<b>p</b> Reimbursement paid to related organization(s) for expenses .....	<b>1p</b>	
<b>q</b> Reimbursement paid by related organization(s) for expenses .....	<b>1q</b>	
<b>r</b> Other transfer of cash or property to related organization(s) .....	<b>1r</b>	
<b>s</b> Other transfer of cash or property from related organization(s) .....	<b>1s</b>	
<b>2</b> If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.		

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			

**Part VI Unrelated Organizations Taxable as a Partnership.** Complete if the organization answered "Yes" on Form 990, Part IV, line 37.

Provide the following information for each entity taxed as a partnership through which the organization conducted more than five percent of its activities (measured by total assets or gross revenue) that was not a related organization. See instructions regarding exclusion for certain investment partnerships.

[illegible]

Schedule R (Form 990) 2018

**Part VII** Supplemental Information.

Provide additional information for responses to questions on Schedule R. See instructions.

**City Garden CPA Services Comparison**

Thursday, May 14, 2020

<b>Firm</b>	<b>Novogradac &amp; Company LLP</b>	<b>RubinBrown</b>
Date of Request	April 15 <sup>th</sup>	April 15 <sup>th</sup>
Date of Proposal	April 22 <sup>nd</sup>	April 22 <sup>nd</sup>
Method of Response	Both firms were emailed a high-level summary of City Garden's approach for the Historic Tax Credits and New Markets Tax Credits application. Michael Kressig followed up with a phone call and expressed his interest in the project and knowledge of City Garden.	Both firms were emailed a high-level summary of City Garden's approach for the Historic Tax Credits and New Markets Tax Credits application. Dave Herdlick followed up with a phone call and provided his knowledge and expertise on Historic Tax Credits and New Markets Tax Credits.
Scope of Services Comparison	<ol style="list-style-type: none"> <li>1. Consulting Services – Assist in the design and evaluation of a financial forecast, working group pre-closing calls, draft review of documents provided, and provide other tax and program compliance.</li> <li>2. Financial Forecast Services - Full financial forecast services comprises the forecasted sources and uses of cash and forecasted taxable income, including related summary of significant assumptions, and perform a compilation engagement with respect to the forecast.</li> </ol>	<p>Phase 1 Approach</p> <ol style="list-style-type: none"> <li>1. Preparation of a condensed model to determine economic viability of the project.</li> <li>2. Preparation of a condensed model to apply for the Missouri state historic tax credit.</li> </ol> <p>Phase 2 Approach</p> <ol style="list-style-type: none"> <li>1. Preparation of initial set of tax credit projections</li> <li>2. Preparation of revised tax credit projections for changes in project assumptions and deal structure.</li> <li>3. Tax consulting services including, but not limited to: <ol style="list-style-type: none"> <li>a. Substantial rehabilitation test</li> <li>b. Development fee</li> <li>c. Project is accordance with IRS Revenue Procedure 2014-12 (not including reasonableness opinion)</li> </ol> </li> </ol> <p>If Federal New Markets Tax Credits are added:</p> <ol style="list-style-type: none"> <li>a. Incorporation of federal new markets tax credit schedules into the projections for the investment fund and Sub-CDE(s)</li> <li>b. Preparation of revised tax credit projections for changes in project assumptions and deal structure</li> <li>c. Tax consulting services related to hypothetical exit of federal new markets tax credit investor</li> </ol>
Fee Approach	Phase 1 & Phase 2 – Hourly Rates, listed below with an anticipated fee of \$25,000 - \$30,000	<p>Fees based on actual time expended at hourly rates.</p> <p>Initial Modeling – Hourly rates, not to exceed \$4,500</p>

Firm	Novogradac & Company LLP	RubinBrown																		
		Historic Tax Credit Projections & Consulting - Hourly Rates, not to exceed \$23,500  New Markets Tax Credit Projections & Consulting - \$24,000  Tax Credit Cost Certification - \$28,500																		
Staffing	Michael Kressig and Aaron Hanks will be the two staff members overseeing the project.	During the tax credit modeling/deal structuring through initial closing, the team members will be Sean McKessy/Brad Scheiter and Dave Herdlick. For the cost certifications Bill Gawrych will coordinate from RubinBrown and a staff member will be determined when the work is available after placement in service.																		
Hourly Rates	<table><tr><th>Staff</th><th>Hourly Rate</th></tr><tr><td>Partner</td><td>\$355-\$460</td></tr><tr><td>Principal</td><td>\$255-\$390</td></tr><tr><td>Manager</td><td>\$180-\$305</td></tr><tr><td>Various Staff</td><td>\$77 - \$265</td></tr></table> <i>*Michael Kressig mentioned the firm could provide a 15% discount</i>	Staff	Hourly Rate	Partner	\$355-\$460	Principal	\$255-\$390	Manager	\$180-\$305	Various Staff	\$77 - \$265	<table><tr><th>Staff</th><th>Hourly Rate</th></tr><tr><td>Senior Partner</td><td>\$484 - \$717</td></tr><tr><td>Junior Partner</td><td>\$339</td></tr><tr><td>Manager</td><td>\$308 - \$329</td></tr></table> <i>*RubinBrown provided a nonprofit discount in the not-to-exceed estimates for the upfront consulting/deal structuring. Which is about a 10%-15% discount.</i>	Staff	Hourly Rate	Senior Partner	\$484 - \$717	Junior Partner	\$339	Manager	\$308 - \$329
Staff	Hourly Rate																			
Partner	\$355-\$460																			
Principal	\$255-\$390																			
Manager	\$180-\$305																			
Various Staff	\$77 - \$265																			
Staff	Hourly Rate																			
Senior Partner	\$484 - \$717																			
Junior Partner	\$339																			
Manager	\$308 - \$329																			
Fee Estimates / Guidance	Based on fee approach noted above, fee estimate for full scope of services (Phase 1 and 2), fee range <b>\$25,000 - \$30,000.</b>  The estimate provided is based on what it's likely to cost if the NMTC and HTC close together and the funding sources are identified and largely known at start. The more time Novogradac is assembling and repositioning the funding sources the more time incurred and higher the fee. <i>IFF has a longstanding relationship with Novogradac and anticipates the fee for the services could be upwards of \$80,000.</i>	Based on the fee approach noted above, phases 1-3 fees range from \$35,000 - \$50,000 for two CDE's. Of this amount, \$4,500 - \$23,500 would be for Phase 1 & 2.  Assume full engagement with all phases as well as New Markets Tax Credits <b>fee range of \$80,500</b>																		
Estimated Cost Analysis – <i>IFF received feedback re: the challenges of an 'apples to apples' comparison for firms based on the NMTC summary. These professional services are</i>	Average bill rate by staff \$216 - \$355  Phase 1 & 2: Estimated, 116 to 139 hours at the lower average hourly rate and 70 to 85 hours at the higher average hourly rate. Comparable to \$25,000 – \$30,000.	Average bill rate by staff \$377 - \$461  Phase 1-3: Estimated, 93 to 133 hours at the lower average hourly rate and 76 to 108 hours at the higher average hourly rate. Comparable to \$35,000 - \$50,000. Estimated																		



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<i>heavily dependent on scope and the evolution of the deal. The intent is to provide some range of comparable hours based on fees with a logical approach. However, the actual hours will depend on deal structure and staffing.</i>	Full Engagement: Estimated 225 to 370 hours (low and high average bill rate of staff/estimated cost of full engagement)	Full engagement: Estimated 174 to 213 hours (low and high average bill rate of staff/estimated cost of full engagement)
Expenses	Out-of-pocket travel, print postage, etc. not included in fee.	RubinBrown will not charge for any out-of-pocket expenses. The fees presented should be considered all-inclusive amounts.
Deposit / Retainer	\$5,000 retainer, if work is to begin immediately.	Due to the relationship between RubinBrown and IFF, there will be no deposit.
Billing Approach	Invoiced each month, payable on presentation and must be paid before the work product is delivered.	Invoiced each month, payable on presentation.
Late Fees	10% (.10%) per annum on unpaid fees after 30 days, assessed monthly based on .83% of account's balance of past due invoices.	Not mentioned.
ABAR	<p>Novogradac hosted a Crossroads 2 ½ day ABAR workshop in their San Francisco office two years ago in which Michael Kressig attended.</p> <p><i>"During the workshop I talked to Zach about introducing DEI workshops at our industry conferences and I worked internally to help make that happen. In January we hosted our first such panel at our San Diego NMTC conference. Joe Neri and Zach were among the panelists. There are plans to do more and incorporate DEI and related topics to a greater degree as part of the subject matter covered at our conferences, especially LIHTC and NMTC where underserved populations are the intended beneficiaries of the tax incentives."</i></p>	<p>RubinBrown's team members have not attended the Crossroads 2 ½ day ABAR training.</p> <p>Dave Herdlick forwarded the firm's Diversity Policy which details the firm's commitment to fostering, cultivating, and preserving a culture of diversity and inclusion.</p>
Sponsorship	Novogradac recognizes that opportunities exist to help their communities beyond the tax credit programs in which they specialize. For that reason, Novogradac supports a number of charitable organizations and encourages employees to participate in a number of charitable programs.	<p>RubinBrown has a charitable foundation which enables RubinBrown team members and friends to make a positive impact in our communities through contributions and fundraising activities.</p> <p>Every donation received helps the foundation meet the following objectives in their region:</p> <ul style="list-style-type: none"> <li>• Support programs that further public education</li> </ul>

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	<p>Novogradac is also a member of a number of organizations dedicated to the programs and goals of the tax credit programs in which they specialize. Listed below are a few:</p> <ul style="list-style-type: none"> <li>• Historic Tax Credit Coalition</li> <li>• New Markets Tax Credit Coalition</li> <li>• Urban Land Institute</li> </ul>	<ul style="list-style-type: none"> <li>• Support organizations that improve the infrastructure</li> <li>• Provide support to programs encouraging minorities to enter the public accounting profession.</li> <li>• Support entrepreneurship</li> </ul>
References	Listed references across their footprint with a few St. Louis based references, St. Louis Development Corporation and Missouri Foundation for Health.	Specifically, listed St. Louis based references including McCormack Baron Salazar and Zack Boyers of USB CDC.
Recommendation		

## CITY GARDEN FINALIZED CSP BUDGET 1 (May 20, 2020)

Year 1: October 1, 2019 – September 30, 2020

Category	Description	Calculation	Total Amount
<b>YEAR 1</b>			
1. Personnel	N/A		
2. Fringe Benefits	N/A		
<b>3. Travel</b>			
	Visit to Successful Charter Schools: Travel, Lodging, Expenses for 3 people	\$1,500 each: \$4,500 X 2 trips	\$9,000.00
	American Montessori Society Annual Conference: Travel, Lodging, Expenses for 2 people.	\$1,500 each: \$3,000 \$1,500 X 2 = \$3,000	\$3,000
	Two-Day Project Directors Meeting: Travel Lodging and Expenses for 2 people	\$1,500 each: \$3,000 \$1,500 X 2 = \$3,000	\$3,000
<b>Travel Yr. One Total</b>			<b>\$15,000</b>
<b>4. Equipment</b>			
	1. New Kindergarten Classrooms (Repurpose Space) – Adding two Kindergarten classes increases enrollment	According to the grantees May 1 response, this grant will fund the purchase of Montessori materials and furniture for the converted Kindergarten classrooms.	
	a. Total cost of Montessori materials for two Kindergarten rooms	May 1: See Table 1 Kindergarten Materials	\$35,000
	b. Shelves and Cabinets	\$7,000 X 2	\$14,000
	c. Tables and Chairs	\$7,000 X 2	\$14,000
	d. Desks, rugs, Miscellaneous	\$1,000 X 2 / May 1: Miscellaneous items include floor and table lamps	\$2,000
	e. Total cost of furniture for two Kindergarten rooms	May 1: See Table 2 Kindergarten Furniture	\$30,000
	Total Cost of 2 fully equipped Montessori Kindergarten Classrooms		\$65,000
	2. Teacher Training Program – Enables and Empower teachers to continually update and use practices that foster successful students		
	a. Montessori Materials		
	2a1. Montessori materials for training program		\$10,000
	2a2. Furniture and fixtures for training program		\$5,000
	2a3. Total cost of materials and furniture for Elementary training Classroom		\$15,000

Category	Description	Calculation	Total Amount
Year 1 Equipment (cont.)			
	b. Technology for Teacher Training		
	2b1. Equipment for interactive, web-based presentations, including sound system, projectors and moveable screen for training program		\$30,000
	2b2. Laminator for Montessori materials to be used in training program	1 @ \$2,000	\$2,000
	2b3. Computers to be used in training program	10 @ \$1,000	\$10,000
	2b4. Multi-function color-laser printer for printing all materials for training program	1 @ \$600	\$600
	2b5. Tablets to be used in training program for instructors and participants	10 @ \$500	\$5,000
	2b6. Total cost of Audio-visual equipment and technology		\$47,600
	Total Cost of Montessori Training Program	\$15,000 + \$47,600 = \$62,600	\$62,600
	c. Furniture for New Offices (Desks, chairs, shelving, cabinets, lamps, rugs	@ 1,500/office = \$3,000	\$3,000
Equipment Year 1 Total		\$65,000 + \$62,600 + \$3,000	\$130,600
5. Supplies			
	1. Kindergarten Classroom Supplies.		
	a. Supplies such as paper, writing utensils, folders, containers, organizers	\$500 X 2	\$1,000
	b. Books and materials for instructors	\$500 X 2	\$1,000
	Total for Kindergarten Classroom Supplies		\$2,000
	2. Montessori Teacher Training Supplies		
	a. Supplies such as paper, writing utensils, folders, containers, organizers		\$1,000
	b. Books and materials for instructors and teachers in training		\$5,000
	c. Laminator film, 20 rolls @ \$25 each		\$500
	d. 4 (CMYK) high yield printer cartridges	4 @ \$200 each = \$800	\$800
	Total for Montessori Teacher Training Supplies		\$7,300

Category	Description	Calculation	Total Amount
Supplies Year 1 cont.			
	3. Office Supplies		
	a. Supplies such as paper, pens, pencils, ink cartridges, laminating rolls, mailing labels, staplers, file folders, organizing materials		\$5,000
	4. Marketing Supplies		
	a. Supplies such as high-quality printing materials, displays at school, use in marketing outreach and community events		\$5,000
	5. Parent and family engagement supplies		
	a. Supplies such as printed resources materials, parent education materials, and supplies for use in engagement meetings		\$5,000
<b>Supplies Year 1 Total</b>			<b>\$24,300</b>
<b>6. Contractual</b>			
	1. Curriculum Development and Codification		
	a. Contractual costs for Curriculum Development and Codification	Response is on page 21.	\$22,000
	2. Elementary Montessori Teacher Training and Practicum Program Development		
	a. Contractual costs for elementary Montessori teacher training and practicum program development and implementation	Response is on page 21.	\$60,100
	3. Montessori Trainers/ Guest Lecturers		
	a. Contractual costs for Montessori trainers and guest lecturers		\$10,000
	4. Montessori Accreditation Council for Teacher Education (MACTE) fees		
	a. Contractual cost / fees paid to the Montessori Accreditation Council for teacher education		\$5,000

Category	Description	Calculation	Total Amount
Contractual Year 1			
	5. Teacher in Training Coaches – Each year three coaches will be employed to serve as training coaches -- \$6,000 annually per coach is budgeted.		
	a. Contractual costs for training Coaches --- $\$6,000 \times 3 = \$18,000$		\$18,000
	6. Website Design and Technology Support		
	a. Contractual costs for website design and technology support		\$15,000
Contractual Year 1 Total			\$130,100
Construction – N/A			
Other – N/A			
Direct Costs			\$300,000
Indirect Costs – N/A			
Training Stipends – N/A			
Year 1 Total			\$300,000

**City Garden: Year 2: October 1, 2020 – 09/30/2021**

Category	Description	Calculation	Total Amount
<b>YEAR 2</b>			
1. Personnel –	N/A		
2. Fringe Benefits	N/A		
<b>3. Travel</b>	Visit to Successful Charter Schools – Estimated cost for Travel, Lodging, and Expenses for 3 people	\$1,500 each: \$4,500 X2 trips = \$9,000	\$9,000
	American Montessori Society Annual Conference = Estimated Cost for Travel, Lodging, and Expenses for 2 people	\$1,500 each = \$3,000	\$3,000
	Two-day Project Directors Meeting = Estimated cost for travel, lodging, and expenses for 2 people	\$1,500 each = \$3,000	\$3,000
<b>Travel Yr. 2 Total</b>			<b>\$15,000</b>
<b>4. Equipment</b>			
	1. New Lower Elementary Classrooms—In preparation for the expansion space to open in Fall 2021, City Garden will prepare three Lower Elementary classrooms in the new facility renovated in the neighborhood only two blocks from the existing flagship school.	May 1 response is on page 21. The grantee states that this grant will fund the purchase of Montessori materials for the three lower Elementary classrooms.	
	a. Full set of mathematics materials	\$12,500 X 3 / See table 3 – Elementary Materials	\$37,500
	b. Full set of reading/language materials	\$12,500 X 3 / See Table 3 – Elementary Materials	\$37,500
	c. Full set of Geography, history, physical sciences, music, art and cultural studies materials	\$15,000 X 3 / See Table 3 Elementary Materials	\$45,000
	Total for cost of Montessori for 3 lower elementary classrooms		\$120,000
	d. Chromebooks, iPads, smart board, teacher laptops, charging carts for equipment	\$6,000 X 3	\$18,000
	Total cost for Technology in Classrooms		\$18,000
	2. Furniture for New Offices		
	a. Desks, Chairs, shelving, cabinets, lamps, rugs	@ 1,500 an Office (6)	\$10,000

Category	Description	Calculation	Total Amount
Equipment Year 2	3. Equipment for Various Supplemental Programs		
	a. STEM Lab equipment	See Table 4 STEM Materials	\$10,000
	b. Instruction materials for art, music, Spanish, Physical Education		\$15,000
	c. Furniture for common instructional spaces in school. Montessori schools are designed as a village, with a variety of communal spaces for instruction and learning. Furniture will include a variety of sofas, tables, shelving, rugs, etc.	See Table 5 -- Communal Space Furniture	\$15,000
	Total cost for Supplemental program equipment		\$40,000
	4. Technology		
	a. Technology and equipment for teacher training	Tablets, 12 @ \$500 - \$6,000 65" Monitor, with stand and wireless HDMI transmitter, 2 @ \$1,000- \$2,000 Laminator, 1 @ 2,000 - \$2,000	\$10,000
	b. Computers for teachers and assistants	5 computers @ \$1,000 each	\$5,000
Equipment Yr. 2 Total		\$120,000 + \$18,000 + \$10,000 + \$40,000 + \$15,000 = \$203,000	\$203,000
5. Supplies	During the second year of expansion, City Garden will prepare three lower Elementary classrooms in the new facility renovated in the neighborhood only two blocks from the existing flagship school.	May 1: This grant will fund the purchase of supplies for the three Lower Elementary Classrooms. Grantee response is on page 22.	
	1. Lower Elementary Classroom Supplies – Essential supplies needed to fulfill lower element program		
	a. Supplies such as paper, writing utensils, folders, containers, organizers	\$ 500 X 3	\$1,500
	b. Books and materials for instructors	\$500 X 3	\$1,500
	Total		\$3,000
	3. Montessori Teacher Training Supplies—Books, learning materials, and supplies needed for elementary teacher training		
	a. Paper, writing utensils, folders, containers, organizers		\$1,000



Category	Description	Calculation	Total Amount
	b. books and materials for instructors and teachers in training		\$5,000
	Total		\$6,000
Supplies Year 2			
	4. Office Supplies		
	a. Paper, pens, pencils, ink cartridges, laminating rolls, mailing labels, staplers, file folders, organizing materials		\$5,000
	5. Marketing Supplies – Essential supplies for marketing and communication efforts on behalf of the school		
	a. Supplies such as high-quality printing materials, displays at school, use in marketing outreach and community events		\$5,000
	6. Parent and Family Engagement supplies		
	a. Supplies such as printed resource materials, parent education materials, and supplies for use in engagement meetings		\$5,000
Supplies Yr. 2 Total			\$24,000
7. Contractual			
	1. Curriculum Development and Codification – ensuring seamless integration of Montessori curriculum, Missouri State Standards, and anti-bias, anti-racism curriculum (ABAR)		
	a. Contractual costs for curriculum development and codification		\$10,000
	2. Elementary Montessori Teacher Training and Practicum Program Development and Implementation		
	a. Contractual costs for Elementary Montessori teacher training and practicum program development and implementation		\$15,000
	3. Teacher in Training Coaches		

Category	Description	Calculation	Total Amount
Contractual Yr. 2 cont.			
	a. Contractual costs for training coaches – Each year three coaches will be employed to serve as training coaches	\$6,000 X 3 = \$18,000	\$18,000
	4. Website Design and Technology Support		
	a. Contractual costs for website design and technology support		\$15,000
<b>Contractual Yr. 2 Total</b>			<b>\$58,000</b>
Other	N/A		
Direct Costs			\$300,000
Indirect Costs	N/A		
Training Stipends	N/A		
<b>Total for Year 2</b>			<b>\$300,000</b>

**City Garden: Year 3: October 1, 2021 – September 30, 2022**

Category	Description	Calculation	Total Amount
<b>YEAR 3</b>			
1. Personnel	N/A		
2. Fringe Benefits	N/A		
<b>3. Travel</b>			
	1. <b>Two-Day Project Directors Meeting</b>		
	a. Estimated Cost for Travel, Lodging, and Expenses for 2 people	\$1,500 each: \$3,000	\$3,000
<b>4. Equipment</b>			
	2. <u>New Lower Elementary Classrooms</u> – City Garden will prepare three additional lower Elementary classrooms in the new facility renovated in the neighborhood only two blocks from the existing flagship school.	May 1 grantee response: This grant will fund the purchase of equipment for the three Lower Elementary Classrooms.	
	a. Full set of mathematics materials	\$12,500 X 3 = \$37,500 / See Table 3 Elementary Materials	\$37,500
	b. Full set of Reading/Language Materials	\$12,500 X 3 = \$37,500 / See Table 3 Elementary - Materials	\$37,500
	c. Full set of Geography, History, Physical Sciences, Music, Art, and Cultural Studies Materials	\$15,000 X 3 = \$45,000 / See Table 3 Elementary - Materials	\$45,000

Category	Description	Calculation	Total Amount
Equipment Year 3			
	Total cost of Montessori for 3 lower elementary classrooms (mentioned above)		\$120,000
	d. Chromebooks, iPads, smart board, teacher laptops, charging carts for equipment	\$6,000 X 3 = \$18,000	\$18,000
	3. Furniture for New Offices		
	a. Furniture including desks, chairs, shelving cabinets, lamps, rugs	@ 1,500/office	\$10,000
	4. <u>Equipment for Various Supplemental Programs</u> – Special space, equipment and materials are needed to complement the programs for Lower Elementary classrooms programs.		
	a. STEM Lab Equipment		\$10,000
	b. Instructional materials for art, music, Spanish, Physical Education		\$15,000
	c. Furniture for common instructional spaces in school. Montessori schools are designed as a village, with a variety of sofas, tables, shelving, rugs, etc.	\$15,000	\$15,000
	Total cost for Supplemental program equipment		\$40,000
	5. Technology		
	a. Technology and equipment for teacher training	Tablets, 12 @ \$500 - \$6,000 Multi-Function color laser printer, 1 @ \$600- \$600 Optoma P1 Video Projector, 1 @ \$3,400- \$3,400	\$10,000
	b. Computers for teachers and assistants		\$5,000
<b>Equipment Yr. 3 Total</b>			<b>\$203,000</b>

Category	Description	Calculation	Total Amount
<b>5. Supplies</b>	During the third year of expansion, City Garden will prepare an additional three Lower Elementary classrooms in the new facility renovated in the neighborhood only two blocks from the existing flagship school.	May 1 grantee response: This grant will fund the purchase of supplies for the three additional Lower Elementary Schools.	
Supplies Year 3 cont.			
	1. Lower Elementary Classroom Supplies – Essential supplies needed to fulfill Lower Elementary program		
	a. Paper, writing utensils, folders, containers, organizers	$\$500 \times 3 = \$1,500$	\$1,500
	b. Books and Materials for Instructors	$\$500 \times 3 = \$1,500$	\$1,500
	2. Montessori Teacher Training Supplies – Books, learning materials, and supplies needed for elementary teaching training		
	a. Paper, writing utensils, folders, containers, organizers		\$1,000
	b. Books and materials for instructors and teachers in training		\$5,000
	3. Office Supplies – Essential supplies for personnel offices and shared office space.		
	a. Paper, pens, pencils, ink cartridges, laminating rolls, mailing labels, staplers, file folders, organizing materials		\$5,000
	4. Marketing Supplies –Essential supplies for marketing and communication efforts on behalf of the school.		
	a. Supplies such as high-quality printing materials, displays at school, use in marketing outreach and community events		\$5,000

Category	Description	Calculation	Total Amount
	5. Parent and Family Engagement Supplies – Essential supplies for facilitating engagement efforts with the parent community		
	a. Supplies such as printed resources materials, parent education materials, and supplies for use in engagement meetings		\$5,000
<b>Supplies Yr. 3 Total</b>			<b>\$24,000</b>
<b>6. Contractual</b>	During the third year of expansion, City Garden will employ various contractual positions to assist with curriculum development and codification, training teachers in the Montessori method enhancing the website, and recruiting students for enrollment.		
	1. Curriculum Development and Codification		
	a. Contractual costs for curriculum development and codification		\$10,000
	2. Elementary Montessori Teacher Training and Practicum Program Development and Implementation		
	a. Contractual costs for elementary Montessori teacher training and practicum program development and implementation	Grantees May 1 response is on page 22.	\$27,000
	3. Teacher in Training Coaches		
	a. Contractual Costs for training coaches	\$6,000 X 3 = \$18,000	\$18,000
	4. Website Design and Technology Support		
	a. Contractual costs for website design and technology support	\$15,000	\$15,000
<b>Contractual Yr. 3 Total</b>			<b>\$70,000</b>
Other	N/A		
Direct Costs			\$300,000
Indirect Costs	N/A		
Training Stipends			
<b>Total Year 3</b>			<b>\$300,000</b>

**City Garden: Year 4: October 1, 2022 – September 30, 2023**

Category	Description	Calculation	Total Amount
<b>YEAR 4</b>			
1) Personnel	N/A		
2) Fringe Benefits	N/A		
3) Travel	<b>Two-Day Project Directors Meeting:</b> The project director and one other City Garden team member will attend an annual 2-day project directors meeting in Washington, DC as required by the grant allocation	2 people, \$1500 each: \$3,000  $\$1,500 \times 2 = \$3,000$	\$3,000
4) Equipment	1) <u>New Upper Elementary Classrooms:</u> After all Lower Elementary classrooms have been completed, City Garden will begin preparing new Upper Elementary level classrooms starting with three classrooms in the new facility renovated in the neighborhood only two blocks from the existing flagship school.	Grantees May 1 response: This grant will fund the purchase of Montessori materials for the three Upper Elementary Classrooms.	
	a. Full set of mathematics materials	$\$12,500 \times 3 = \$37,500$ Grantee in May 1 response says to See Table 3 Elementary Materials.	\$37,500
	b. Full set of reading/language materials	$\$12,500 \times 3 = \$37,500$ Grantees May 1 response says See Table 3 Elementary Materials	\$37,500
	c. Full set of geography, history, physical sciences, music, art and cultural studies materials	$\$15,000 \times 3 = \$45,000$ Grantees May 1 response says See Table 3 Elementary Materials	\$45,000
	Total cost of Montessori for 3 Upper Elementary Classrooms		<b>\$120,000</b> (\$37,500 + \$37,500 + \$45,000)
	2. <u>Technology for Classrooms</u>		
	a. Chromebooks, iPad, smart board, teacher laptops, charging carts for equipment	$\$6,000 \times 3 = 18,000$ Grantees May 1 response says to See Table 9 IT Equipment.	<b>\$18,000</b>

Category	Description	Calculation	Total Amount
Yr. 4 Equipment continued	3. <u>Furniture for New Offices</u> : Offices for personnel supporting the Upper Elementary program will need outfitting; Furniture includes desk, chairs, shelving, cabinets, lamps, rugs @ \$1,500/office = \$10,000	Grantees May 1 response says to See Table 6- Office Furniture.	\$10,000
	4. <u>Equipment for Various Supplemental Programs</u> : Special Space, equipment and materials are needed to complement the programs of the Lower Elementary classroom programs	Montessori schools are designed as a village, with a variety of communal spaces for instruction and learning. Special places are for STEM, art, music, Spanish, and Physical Education.	
	a. STEM lab Equipment	Grantees May 1 response says to See Table 4 STEM Materials	\$10,000
	b. Instructional materials for art, music, Spanish, Physical Education	Grantees May 1 response says to See Table 7. PE/Health and Table 8. Music	\$15,000
	Total Cost for Supplemental program Equipment		\$25,000 (\$10,000 + \$15,000)
	5. <u>Technology</u>		
	a. Technology and equipment for teacher training	Tablets, 14 @ \$500 - \$7,000 Canon VIXIA HF G50 Camcorder, 1 @ \$1,000- \$1,000 Computer, 2 @ \$1,000- \$2,000	\$10,000
	b. Computers for teachers and assistants	How many computers will be purchased, and what is the cost for each computer.  5 computers @ \$1,000 each	\$5,000
<b>Equipment Yr. 4 Total</b>			<b>Total = \$188,000</b>



Category	Description	Calculation	Total Amount
<b>5. Supplies</b>	City Garden will prepare three Upper Elementary Classrooms in the new facility renovated in the neighborhood only two blocks from the existing flagship school.	Grantees May 1 response says that this grant will fund the purchase of supplies for the three Elementary Classrooms. Response is also on page 22.	
	1. Upper Elementary Classroom Supplies: Essential Supplies needed to fulfill Lower Elementary program		
	a. Paper, writing utensils, folders, containers, organizers		\$1,500
	b. Books and Materials for instructors and teachers in training		\$1,500
	2. Montessori Teacher Training Supplies: Books, learning materials, and supplies needed for elementary teacher training		
	a. Paper, writing utensils, folders, containers, organizers		\$1,000
	b. Books and Materials for instructors and teachers in training		\$5,000
	3. Office Supplies: Essential supplies for personnel offices and shared office space		
	a. Supplies such as paper, pens, pencils, ink cartridges, laminating rolls, mailing labels, staplers, file folders, organizing materials, etc.		\$5,000
	4. Marketing Supplies: Essential supplies for marketing and communications efforts on behalf of the school		
	a. Supplies such as high-quality printing materials, displays at school, use in marketing outreach and community events		\$5,000
	5. Parent and Family engagement supplies: Essential supplies for facilitating engagement efforts with the parent community		
	a. Supplies such as printed resource materials, parent education materials, and supplies for use in engagement meetings		\$5,000
<b>Supplies Yr. 4 Total</b>			<b>Total = \$24,000</b>

Category	Description	Calculation	Total Amount
<b>6. Contractual</b>	During the fourth year of expansion, City Garden will employ various contractual positions to assist with curriculum development and codification, training teachers in the Montessori method, enhancing the website, and recruiting students for enrolment		
	1. <u>Curriculum Development and Codification</u> : City Gardens preparation for growth is to codify its curriculum, ensuring seamless integration of Montessori curriculum, Missouri State Standards, and anti-bias, anti-racism curriculum (ABAR).		
	a. Contractual costs for curriculum development and codification	Grantees May 1 response is on page 22.	\$10,000
	2. <u>Elementary Montessori Teacher Training and Practicum Program Development and Implementation</u>		
	a. Contractual cost for Elementary Montessori teacher training and practicum program development and implementation	Grantees response is on page 23.	\$27,000
	3. <u>Teacher in Training Coaches: Contractual costs for training coaches</u>	$\$6,000 \times 3 = \$18,000$	\$18,000
	4. <u>Website Design and Technology Support</u>		
	a. Contractual costs for website design and technology support		\$15,000
<b>Contractual Yr. 4 Total</b>			<b>\$70,000</b>
<b>Other</b>	<b>N/A</b>		
<b>Direct Costs</b>			<b>\$285,000</b>
<b>Indirect Costs</b>	<b>N/A</b>		
<b>Training Stipends</b>	<b>N/A</b>		
<b>Total Year 4 Costs</b>			<b>\$285,000</b>

**City Garden: Year 5: October 1, 2023 – September 30, 2024**

Category	Description	Calculation	Total Amount
<b>YEAR 5</b>			
<b>1. Personnel</b>	N/A		
<b>2. Fringe Benefits</b>	N/A		
<b>3. Travel</b>			
	Two-day Project Directors Meeting: Estimated cost for Travel, lodging, and expenses for 2 people:	\$1,500 each $\$1,500 \times 2 = \$3,000$	\$3,000
<b>4. Equipment</b>			
	1. <u>New Junior High Classrooms</u> : City Garden will begin preparing new Junior High-level Classrooms, starting with three classrooms in the new facility renovated in the neighborhood only two blocks from the existing flagship school.	This grant will fund the purchase of Educational materials for the three Junior High Classrooms. Response is on page 23.	
	a. Full set of Mathematics Materials	$\$12,500 \times 3 = \$37,500$ Grantees May 1 response is See Table 3 Elementary Materials	\$37,500
	b. Full set of reading/language materials	$\$12,500 \times 3 = \$37,500$ Grantees May 1 response is See Table 3 Elementary Materials	\$37,500
	c. Full set of geography, history, physical sciences, music, art, and cultural studies materials	$\$15,000 \times 3 = \$45,000$ Grantees May 1 response is See Table 3 Elementary Materials	\$45,000
	Total cost of materials for three junior high classrooms		\$120,000

Category	Description	Calculation	Total Amount
	2. <b>Technology for Classrooms</b>		
	a. Chromebooks, I pads, smart board, teacher laptops, charging carts for equipment	\$6,000 X 3= \$18,000	18,000
	Total cost for Technology in Classrooms		<b>\$18,000</b>
Equipment (Yr. 5) cont.			
	3. <b>Furniture for New Offices: Offices for Personnel supporting the Junior High Program will need Outfitting.</b>		
	a. Furniture including desks, chairs, shelving, cabinets, lamps, rugs @ \$1,500 / office = 10,000		\$10,000
	4. <b>Equipment for Various Supplemental Programs: Special space, equipment, and materials are needed to complement the programs for Upper Elementary classroom programs</b>		
	a. STEM Lab Equipment	Grantees May 1 response says See Table 4 STEM Materials	\$10,000
	b. Instructional materials for are, music, Spanish, Physical Education	Grantees May 1 response says See Table 7 PE/Health and Table 8. Music	\$15,000
	Total cost for supplemental program equipment		<b>\$25,000</b>
	5. <b>Technology</b>		
	a. Technology and equipment for teacher training	Tablets, 12 @ \$500 - \$6,000 Computers, 2@ \$1,000-\$2,000 Laminator, 1 @2,000 - \$2,000	\$10,000
	b. Computers for teachers and assistants	5 computers at \$1,000 each	\$5,000
<b>Equipment Yr. 5 Total</b>			<b>\$188,000</b>

Category	Description	Calculation	Total Amount
<b>5.Supplies</b>	During the fifth year of Expansion, City Garden will prepare three Junior High Classrooms in the new facility renovated in the neighborhood only two blocks from the existing flagship school.		
	1. <u>Junior High Classroom Supplies:</u> Essential supplies needed to fulfill Upper Elementary program		
	a. Supplies such as paper, writing utensils, folders, containers, and organizers	$\$500 \times 3 = \$1,500$	\$1,500
	b. Books and materials for instructors	$\$500 \times 3 = \$1,500$	\$1,500
	2. <u>Montessori Teacher Training Supplies:</u> Books, learning materials for instructors and teachers in training		
	a. Supplies such as paper, writing utensils, folders, containers, organizers		\$1,000
	b. Books and Materials for instructors and teachers in training		\$5,000
	3. <u>Office Supplies:</u> Essential supplies for personnel offices and shared office space.		
	a. Paper, pens, pencils, ink cartridges, laminating rolls, mailing labels, staplers, file folders, organizing materials, etc.		\$5,000
	4. <u>Marketing Supplies:</u> Essential supplies for marketing and communication efforts on behalf of the school.		
	a. Supplies such as high-quality printing materials, displays at school, use in marketing outreach and community events		\$5,000
	5. <u>Parent and family engagement supplies:</u> Essential supplies for facilitating engagement efforts with the parent community		
	a. Supplies such as printed resource materials, parent education materials, and supplies for uses in engagement meetings		\$5,000
<b>Supplies Yr. 5 Total</b>			<b>\$24,000</b>

Category	Description	Calculation	Total Amount
<b>6. Contractual</b>	During the fifth year of expansion, City Garden will employ various contractual positions to assist with curriculum development and codification, training teachers in the Montessori method, enhancing the website, and recruiting students for enrollment.		
	1. <u>Curriculum Development and Codification:</u> A critical component of City Garden's preparation for growth is to codify its curriculum, ensuring seamless integration of Montessori curriculum, Missouri State standards, and anti-bias, anti-racism curriculum (ABAR)		
	a. Contractual costs for curriculum development and codification	Response is on page 23.	\$10,000
	2. <u>Elementary Montessori Teacher Training and Practicum Program Development and Implementation.</u>		
	a. Contractual costs for elementary Montessori teacher training and practicum program development and implementation	Response is on page 23.	\$27,000
	3. <u>Teacher in Training Coaches:</u> As City Garden prepares to expand, additional Montessori-trained teachers will be essential to staff increased enrollment.		
	a. Contractual costs for training coaches	\$6,000 X 3 = \$18,000	\$18,000
	4. <u>Website Design and Technology Support:</u> City Garden will contract with a web designer to further enhance a robust, interactive website in order to broadly disseminate its framework and best practices.		
	a. Contractual costs for website design and technology support	\$15,000	\$15,000
<b>Contractual Yr. 5 Total</b>			<b>\$70,000</b>
<b>Total Yr. 5 Costs</b>			<b>\$285,000</b>

## Notes from City Garden Montessori School CSP Budget Response submitted

May 1, 2020

### Year 1 Contractual:

(6.1a) City Garden will contract with a Coordinator of Elementary Training for elementary Montessori teacher training and practicum program development and implementation. The Coordinator of Elementary Training will have the responsibility for developing the Elementary curriculum for the Institute (in collaboration with City Garden's Chief Academic Officer - CAO), serve as the main point of contact for adult learners throughout the program, and assist in providing feedback to course instructors throughout the program.

(6.2a) City Garden will contract with a Coordinator of Elementary Training for elementary Montessori teacher training and practicum program development and implementation. The Coordinator of Elementary Training will have the responsibility for developing the Elementary curriculum for the Institute (in collaboration with City Garden's Chief Academic Officer - CAO), serve as the main point of contact for adult learners throughout the program, and assist in providing feedback to course instructors throughout the program.

### Year 2 Equipment:

4(1) City Garden will furnish and supply three Lower Elementary classrooms in the renovated facility at 4209 Folsom Ave. 63110, located only two blocks from our existing flagship school at 1618 Tower Grove Ave. This grant will fund the purchase of Montessori materials for the three Lower Elementary classrooms.

### Year 2 Supplies:

(5) City Garden will furnish and supply three Lower Elementary classrooms in the renovated facility at 4209 Folsom Ave. 63110, located only two blocks from our existing flagship school at 1618 Tower Grove Ave. This grant will fund the purchase of supplies for the three Lower Elementary classrooms.

### Year 3 Equipment:

(4.2) City Garden will furnish and supply three additional Lower Elementary classrooms in the renovated facility at 4209 Folsom Ave. 63110, located only two blocks from our existing flagship school at 1618 Tower Grove Ave. This grant will fund the purchase of equipment for the three Lower Elementary classrooms.

#### Year 3 Supplies:

(5) City Garden will furnish and supply three additional Lower Elementary classrooms in the renovated facility at 4209 Folsom Ave. 63110, located only two blocks from our existing flagship school at 1618 Tower Grove Ave. This grant will fund the purchase of supplies for the three additional Lower Elementary classrooms.

#### Year 3 Equipment:

(1) City Garden will furnish and supply three Upper Elementary classrooms in the renovated facility at 4209 Folsom Ave. 63110, located only two blocks from our existing flagship school at 1618 Tower Grove Ave. This grant will fund the purchase of Montessori materials for the three Upper Elementary classrooms.

#### Year 3 Contractual:

(2a) City Garden will contract with a Coordinator of Elementary Training for elementary Montessori teacher training and practicum program development and implementation. The Coordinator of Elementary Training will have the responsibility for developing the Elementary curriculum for the Institute (in collaboration with City Garden's Chief Academic Officer - CAO), serve as the main point of contact for adult learners throughout the program, and assist in providing feedback to course instructors throughout the program.

#### Year 4 Supplies:

City Garden will furnish and supply three Upper Elementary classrooms in the renovated facility at 4209 Folsom Ave. 63110, located only two blocks from our existing flagship school at 1618 Tower Grove Ave. This grant will fund the purchase of supplies for the three Upper Elementary classrooms.

#### Year 4 Contractual:

(6.1a) City Garden will contract with a Coordinator of Elementary Training for elementary 6. Montessori teacher training and practicum program development and implementation. The Coordinator of Elementary Training will have the responsibility for developing the Elementary curriculum for the Institute (in collaboration with City Garden's Chief Academic Officer - CAO), serve as the main point of contact for adult learners throughout the program, and assist in providing feedback to course instructors throughout the program.



(6.2a) City Garden will contract with a Coordinator of Elementary Training for elementary Montessori teacher training and practicum program development and implementation. The Coordinator of Elementary Training will have the responsibility for developing the Elementary curriculum for the Institute (in collaboration with City Garden's Chief Academic Officer - CAO), serve as the main point of contact for adult learners throughout the program, and assist in providing feedback to course instructors throughout the program.

#### Year 5 Equipment:

(4.1) City Garden will furnish and supply three Junior High classrooms in the renovated facility at 4209 Folsom Ave. 63110, located only two blocks from our existing flagship school at 1618 Tower Grove Ave. This grant will fund the purchase of educational materials for the three Junior High classrooms.

#### Year 5 Contractual:

(6.1a) City Garden will contract with a Coordinator of Elementary Training for elementary Montessori teacher training and practicum program development and implementation. The Coordinator of Elementary Training will have the responsibility for developing the Elementary curriculum for the Institute (in collaboration with City Garden's Chief Academic Officer - CAO), serve as the main point of contact for adult learners throughout the program, and assist in providing feedback to course instructors throughout the program.

***City Garden leadership is requesting to spend up to \$25,000 to support the work described below, which will take place in Summer and Fall, 2020. This work will be paid for with strategic plan grant dollars.***

## **Preparing the Environment for Success, Well-Being and Organizational Strength**

### **Team**

Dr. April Warren-Grice  
Kara Bender  
Jo Pang

### **Preparing the Environment for the New Principal**

### **Engagement Strategies**

From an equity standpoint and a strategic understanding of how to integrate and retain a new hire, we believe it is critical for current City Garden (CG) Stakeholders to do deep reflections and work on their own readiness to welcome in a person to CG, whomever that person is. We have generated a number of ideas for ways to thoughtfully support this preparation throughout the hiring process and beyond.

### **Community Support**

First, we recommend speaking to the greatest felt need in most people's lives: the pandemic. Before parents and staff are likely able to fully connect with this process or do deep reflection on themselves, it seems apt to offer some supportive spaces for people to process the most pressing feelings that have emerged from this moment.

### **Values and Commitments**

We believe before the Principal begins, the community would benefit from engaging in a Values discussion to name the unintended values/norms that have emerged over time and generate new values and commitments for this next phase of CG's journey. We imagine:

- Forum(s) supporting stakeholders in getting clear about the stated / formal and unstated / informal values of CG
- Forum(s) supporting stakeholders in generating new values and commitments. Commitments can be created at multiple levels - City Garden, Role-based, Individual/Personal.
- Commitment ritual where commitments are publicly shared and taken.

### **Racial Equity**

In this stage, intentional development of racial consciousness is essential in preparing the environment. We imagine forums such as:

- Fundamentals and value of Racial Equity
- Racial Identity Caucuses to address IRS / IRO that arose during the conversations around values
- Racial Identity Caucuses to address IRS / IRO regarding past and current relationships with Administration and new hires. This can directly explore topics like: How is our IRS/IRO getting in the way of supporting this new Principal? What action steps might we need to do to address those socialization patterns?
- Racial Identity Caucuses to address IRS / IRO regarding the current pandemic situation in the context of CG

## **Systems Building**

### **Engagement Strategies**

#### **Build Relationship, Move at the Speed of Trust**

Once the Principal is onboard, we believe it will be useful to have spaces for the newly hired Principal to build intentional relationships with CG stakeholders and be a part of co-designing systems and processes that will support the long term growth and retention of CG stakeholders. Here are some of those ideas:

- Intentional relationship/team-building opportunities with the new Principal and CG stakeholders before major decisions need to be made and implemented.
- Encourage the new principal to meet with:
  - All teachers and assistants in relationship building meetings
  - All parents / guardians in relationship building meetings
  - Visit all classrooms and interact with students in meaningful ways

#### **Engage Staff in Systems Design & Strategic Initiatives**

Staff engagement in the development of the system is a key way of creating systems that work for the community, grow the leadership and capacities of the staff and develop shared accountability.

#### **Developmental Offerings**

Create ongoing offerings that seek to develop the capacities of the adults in the City Garden community. The evolving capacity of adults in the student's lives directly impacts their own

growth. Any structures and processes design will only be as effective as the consciousness of the people within them.

## Process Design

### **Processes for relationship building, mutual accountability, communication and conflict**

Co-create a system of processes that support the community in relationship building, creating mutual accountability, communicating and navigating conflict. This can be designed through workshopping with internal teams and guiding them toward these designs.

### **Shifting from Recruiting to Developing**

When recruiting is focused on finding an “exceptional person” out there, it can send the inadvertently harmful message that we do not believe in the evolutionary capacity of our people. Something in us may push back on the idea because it can be based on a paradigm that believes that some humans are innately better and smarter than others. Recruiting processes are also very costly and demanding for the organization. We believe that intentionally designing ways of engaging staff in a way that their potential reveals itself is essential for the design of a regenerative organization.



**Holmes, Radford & Reynolds, Inc.**  
*Advancing Philanthropic Success*

CAPITAL CAMPAIGNS • FEASIBILITY STUDIES  
ANNUAL FUND • CAPACITY BUILDING • STRATEGY

May 29, 2020

Ms. Deb Flores  
Chief Development Officer  
City Garden Montessori School  
1618 Tower Grove Ave.  
St. Louis, MO 63110

*Re: Letter of Agreement, Campaign Readiness and Campaign Planning and Feasibility Study*

Dear Deb,

Thank you for inviting this proposal from Holmes, Radford & Reynolds, Inc. (HRR) to provide additional consulting services and to direct the comprehensive campaign for City Garden Montessori School (City Garden). This is an exciting moment for City Garden to expand and deepen its impact on education in the City of St. Louis. We are eager to continue our partnership with you as we move through the study process, advance annual fund effectiveness, and achieve near-term strategic and momentum-building campaign goals.

City Garden is redefining education, reimagining community, realizing authentic diversity, and restoring humanity by way of a model that is inclusive, empathetic, respectful and creative. City Garden has achieved a credible solid track record of success with its model, and it is now time to extend the school's reach and secure its future.

With all sensitivity to this period of COVID-19 City Garden is holding fast to its vision, which is more important than ever. These past couple of months have further and dramatically exposed inequities in our systems, and City Garden's intentional effort to advance a culture that is equitable through community engagement and advocacy is urgent. City Garden's bold and noble vision goes beyond the classroom to truly serve the community. The added goal of developing a Teacher Training Institute is a uniquely collaborative and democratic concept that will surely help to refine and disseminate best practice and innovation. This evolution speaks to the maturity and position of the school to lead the community's ecosystem.

City Garden's campaign includes construction/capital, as well as operations/program goals. In order to leverage \$5.5 million in IFF funding, it is be critical that City Garden secure \$1.2 to \$1.5 million by November 2020. HRR will continue to focus on priorities and strategies related to capital funding as we move into Phase I of the campaign, Campaign Readiness. HRR will develop a roadmap for the campaign while also helping to build capacity for the Annual Fund.

### *Letter of Agreement*

*Holmes, Radford & Reynolds, Inc. & City Garden Montessori School  
Fundraising and Campaign Counsel*

We believe that our engagement as campaign counsel is the next natural step in our relationship. Our role is integral in ensuring continuity to the program, helping to prepare for the campaign, leading simultaneous capacity building priorities, guiding staff and executive team members, coordinating and training board and committee members, and facilitating near-term financial results.

HRR's knowledge of the St. Louis donor community, insights from the study process, depth of campaign experience, success with regional and national funders, commitment to strategy, expertise in Major Gifts, and full complement of consulting resources will be of significant value to City Garden throughout the campaign.

All of us at HRR are prepared to work with you immediately to advance the campaign. We will provide our resources of campaign experience, personal direction, and counsel to help City Garden achieve its fundraising goals. This campaign will serve as a launch pad in advancing best practices and building the philanthropic culture at City Garden, increase Planned Giving results, and set the stage for successful future initiatives. Dan Reynolds will continue to be the lead consultant to the project and author of the plan. Zach Radford will provide research and writing services, and Sarah Reynolds will provide administrative support to the team.

What follows, are the benefits, details and costs associated with HRR serving as fundraising and campaign counsel for City Garden. This Letter of Agreement focuses on the transition from the study process into Annual Fund planning and capacity building support, through Phase I - Campaign Readiness. Appropriate refinements will occur after further discussion, to implement the program in the most effective manner for the greatest benefit to City Garden.

### **Benefits of the Campaign**

The campaign will require a highly structured approach, using systematic methods to sufficiently prepare and position City Garden to conduct its most successful campaign.

This campaign will be conducted in a manner commensurate with the highest professional and ethical standards of the school and best practices established by professional groups such as the Council for Advancement of Secondary Education (CASE), the American Association of Fundraising Counsel / Giving USA, and the Association of Fundraising Professionals.

The opportunity for City Garden to complete this campaign will have many near-term and long-range benefits. The campaign itself will serve as a launch pad to build the organization's brand, providing a major and purpose-driven opportunity to promote City Garden and all that it has come to represent in its service to students, families and the neighborhood. Success on this campaign will be felt by City Garden and Montessori education for many years. The campaign for will:

- Result in a new school where City Garden can double the number of people it serves
- Enhance resources available to City Garden allowing the organization to better fulfill its equitable mission
- Develop a higher level of awareness and understanding of the services that City Garden offers and the impact it has on children, families and teachers



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Fundraising and Campaign Counsel*

- Build broader community support and philanthropic interest in City Garden
- Deepen relationships with key community leaders, corporations, and prospective major donors
- Help to shape public opinion and support for other initiatives City Garden may take on in the future

**Outline of our Plan**

Effective campaigns are ones that tend to be highly organized, with specific goals and areas of accountability for all activities and participants. As part of the Campaign Plan HRR will prepare a detailed Activities Schedule, outlining designated duties and deadlines.

HRR's campaign plan addresses specific aspects associated with the design, organization, and implementation of the capital campaign program. Included within this initial organization process will be the formulation of carefully conceived strategies and measures of effectiveness. The plan will be updated and refined from time to time to adjust for maximum effectiveness. Listed below are some preliminary strategies.

- Organize a Comprehensive Campaign Program that can be conducted over a period of thirty-one (31) months.
- Implement the campaign in four overlapping phases, culminating at year-end 2022:

<b>Organizational Capacity Building &amp; Annual Fund Planning (Concurrent with Study Completion)</b> 2 months: June 2020 thru July 2020
<b>Phase I - Campaign Readiness &amp; NMTC Match</b> 7 months: August 2020 thru February 2021
<b>Phase II - Leadership Gifts</b> 19 months: March 2021 thru September 2022
<b>Phase III - Community Gifts</b> 3 months: October 2022 thru December 2022

- Begin identifying, qualifying, and pursuing Advance gifts during Phase I of the campaign.
- Secure \$1.2 to \$1.5 Million to leverage funding from IFF.
- The pledge payment period should not exceed five years. At the same time, the campaign will promote the ideas of early pledge fulfillment in order to meet construction goals and timetables.
- Planned and deferred gifts opportunities should be strategically pursued.
- Develop and implement pre-campaign cultivation, corporate engagement, and awareness-building with donors within key constituent groups as part of Phase I.
- Support the goals and activities of the Chief Executive Officer, Chief Development Officer, and Campaign Leadership.



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Fundraising and Campaign Counsel*

- Help identify, recruit, orient, train, and support the Campaign Committee to effectively serve as the primary fundraising group for the campaign.
- Seek to secure about 80-90% of the campaign dollar goal by the beginning of the Community Gift Phase III and secure the remaining 10-20% to reach the campaign dollar goal (primarily through direct mail, grants, community presentations and select special events or private meetings).
- Conduct an inclusive, comprehensive campaign that is regional in scope and targeted primarily at individuals, organizations, businesses, and foundations.
- Develop adequate personnel resources to support the planning and implementation of the campaign program.
- Approve a financial budget adequate to conduct and promote the campaign.





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Fundraising and Campaign Counsel*

## Campaign Phases & Activities: 31-month Campaign Program

ORGANIZATIONAL CAPACITY BUILDING & ANNUAL FUND PLANNING	I. CAMPAIGN READINESS & NMTC MATCH	II. LEADERSHIP GIFTS	III. COMMUNITY GIFTS PHASE
2 Months June 2020 thru July 2021	7 Months August 2020 thru Feb 2021	19 Months March 2021 thru September 2022	3 Months October 2022 thru December 2022
<ul style="list-style-type: none"> <li>• Concurrent to Study Completion</li> <li>• Capacity building: development infrastructure, staffing, database and systems, policies and procedures, skills training.</li> <li>• Review and refine roles and responsibilities for development team</li> <li>• Evaluate efficacy of current annual fundraising activities, including events</li> <li>• Develop of Annual Fund Plan for FY 20-21</li> <li>• Major Gift coaching</li> <li>• Case for Support refinement</li> <li>• Transformational and advance donor prospect research and cultivation</li> </ul>	<ul style="list-style-type: none"> <li>• Clarify, prioritize, and refine Case for Support</li> <li>• Develop detailed campaign plan with financial milestones, activities schedules, agendas, and roles and responsibilities</li> <li>• Campaign communications and brand awareness</li> <li>• Naming Opportunities proposed in requests</li> <li>• Collateral and fundraising tools developed</li> <li>• Secure \$1.2-\$1.5 million to leverage NMTC funding</li> <li>• Deep donor prospect research / pipeline development</li> <li>• Donor prospect cultivation, corporate engagement, and preliminary approach strategies</li> <li>• Recruit campaign leadership</li> <li>• Convene, expand, and train Campaign Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritize Lead Donor Prospects Scale of Giving populated and refined with hierarchy</li> <li>• Assignments confirmed</li> <li>• Approach strategies developed and calls scheduled</li> <li>• Coaching and training for committee members</li> <li>• Face-to-face presentations and meetings and private events</li> <li>• Lead and Major Gift cultivation and solicitation</li> <li>• Presentation materials personalized</li> <li>• Corporate and Foundation Proposals and applications submitted</li> <li>• Planned Giving Program established</li> <li>• Prepare for Community Gifts Phase</li> </ul>	<ul style="list-style-type: none"> <li>• Seek the remaining 10% to 20% of the campaign dollar goal</li> <li>• Public Phase Kick-off</li> <li>• This phase is overlapping and continues to secure Leadership and Major Gifts</li> <li>• Secure General Gifts</li> <li>• Media promotions, Press Releases / Public Communications</li> <li>• Special events</li> <li>• Public activities</li> <li>• Direct mail</li> <li>• Proposal submissions</li> <li>• Full community engagement</li> <li>• Year-end giving</li> <li>• Campaign celebration, evaluation, wrap-up, and planning</li> </ul>



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Fundraising and Campaign Counsel*

**Organizational Capacity Building & Annual Fund Planning**

City Garden has a goal of increasing its annual fundraising results to generate \$1 million annually. This goal is an integral part of the comprehensive campaign goal and requires a strategic development plan to improve performance and efficiencies and increase capacity for Major Gifts. The plan will include additional research on individual, corporate and foundation donors. Other ideas and strategies will be explored and evaluated, including: development committee restructuring, event enhancements, Major Giving Societies, Gift Clubs, online giving, and recurring gifts to increase donor retention.

**Phase I - Campaign Readiness & NMTC Match**

Phase I is typically the most labor-intensive as a good deal of work and attention will be required to put in place the infrastructure of the campaign. During this time, City Garden will continue refine its capital campaign Case for Support, develop and implement a strategic communications plan, increase brand awareness, advance formal donor cultivation, conduct deep donor research, and pursue purposeful relationship building. The plan includes organizing the campaign office, while also orienting the Board and recruiting campaign committee members. Once all fundamental elements are in place, the emphasis will shift predominantly to the process of initiating Leadership-level and Major Gift fundraising calls, and presentations starting in early 2021.

**Phase II - The Leadership Gifts**

This phase consists primarily of the members of the fully assembled Campaign Committee making calls upon, with presentations to Leadership and Major Gift prospective donors. Phase II should be positioned to begin with a well-organized internal kick-off event, so as to take advantage of any near-term early gift / pledge opportunities. Personal presentations and small group meetings should be the primary method of Leadership and Major Gift fundraising during this phase. The "right" person should call upon the "right" prospect at the "right" time and ask for the "right" gift.

**Phase III - The Community Gifts**

This is a highly visible and public phase of the campaign and it should consist primarily of media promotions and direct mail to targeted audiences. Public presentations to civic and social organizations should occur, while similar presentations are made to encourage support from area businesses, interested organizations, and primary stakeholders. Strategically timed and placed newspaper and media promotions should begin early in Phase III and continue throughout the campaign period. This period runs through the end of the calendar year to provide space around the traditional period of the United Way campaign as well as to take advantage of year-end giving opportunities.



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Fundraising and Campaign Counsel*

**Scope of HRR Services and Activities**

While it is anticipated that the campaign will last up to thirty-one (31) months, the scope of this Letter of Agreement covers Organizational Capacity Building & Annual Fund Planning as well as Phase I of the campaign, Campaign Readiness & NMTC Match. It is recommended that HRR and City Garden meet near the completion of Phase I to review progress and performance and to evaluate/define the need and opportunity for future consulting services.

Phase I will encompass the following core objectives to be completed by Holmes, Radford & Reynolds, Inc. in cooperation with City Garden:

- Reporting to the CEO and CDO, fulfill the role of Fundraising and Campaign Consultant, directing the campaign program to its most favorable outcome.
- Conduct the campaign in ways that reflect the highest standards of City Garden.
- Monitor all appropriate aspects of the campaign's Organization Readiness and Capacity Building Phase for the maximum benefit to the organization.
- Develop the written Campaign Plan, addressing structure, roles, specific activities, timetable, revenue milestones, and expected results.
- Direct and assist in the implementation of the plan and make refinements from time to time to meet emerging circumstances and opportunities.
- Prepare a schedule of priority actions and track progress for program effectiveness, including building out and facilitating the use of campaign project management tools and processes.
- Direct the development department's organization, structure and roles and responsibilities for the campaign.
- Provide staffing support to ensure that all key ingredients, processes and procedures for campaign operations are properly created and put into motion.
- Support administrative procedures, systems, data analysis, logs and reports necessary to ensure tracking, confidentiality, and best campaign practices.
- Guide the Development Office in developing the donor pipeline for donor identification, qualification, evaluation, and prioritization.
- Advise on the use of research tools and help interpret and analyze key data regarding donor prospects and opportunities.
- Confirm through deep prospect research local, regional, and national foundations and business donors.
- Work closely with the Chief Development Officer to create and submit requests to select foundations for advance gifts and provide staff assistance in tracking pending foundation calls and providing additional information for follow-up purposes.
- Work to build organizational capacity and skill in moves management practices, while helping to shift the culture of the organization toward a philanthropic, major gifts model.
- Advise on the refinement and overall implementation of an appropriate Donor Recognition Program, including the clarification of Naming Opportunities for the campaign.



### *Letter of Agreement*

*Holmes, Radford & Reynolds, Inc. & City Garden Montessori School  
Fundraising and Campaign Counsel*

- Work with staff on refining vision and Case for Support. Work closely with staff to coordinate the design and production of campaign collateral materials (theme, brochures, letterhead, etc.).
- Guide the process of creating of presentation materials in support of all fundraising calls and presentations, including talking points, FAQs, letters, memos, applications, and scripts.
- Create fundraising training materials and conduct solicitation coaching sessions for both small-group sessions and one-on-one coaching purposes.
- Assist in the development of a strategic communications plan for building awareness of City Garden programs, promoting the campaign goals, and campaign rationale.
- Direct the process of identifying, recruiting and orienting the Campaign, Chairs, Steering Committee and full Campaign Committee.
- Work with campaign leaders to advance the donor assignment process and guide the process of developing Approach Strategies for top-tier leadership gift donor prospects.
- Advise on cultivation and solicitation efforts, including defining "ask amounts / ranges" for solicitation calls and presentations.
- Provide guidance on creating strategies, techniques, and methods of fundraising relating to specific solicitation calls and presentations.
- Provide staff and volunteer Major Gifts training on the campaign process and "how to make an ask".
- Organize, coordinate, and support solicitation teams and assist with all follow-up activity such as mapping out next steps, guiding calls, providing updates to the donor prospects, and presenting letters and campaign materials to reinforce and refine the request.
- Assist in completing advance cultivation and leadership solicitation calls and presentations upon request and when appropriate (meaning that HRR will attend select calls with staff and/or volunteers to request support).
- Assist in directing Campaign Committee meetings and attend other organization meetings as necessary.
- Prepare City Garden for the internal kick-off of the campaign.

### **Fees and Expenses**

In consideration of current economic realities, while still asserting the urgency to begin campaign readiness activities, and to demonstrate its good faith commitment to City Garden, HRR is discounting its fees for this period of the campaign by 18.5 %.

- HRR charges a flat monthly fee.
- HRR's fees will not increase if the goal/result increases.
- There are no additional charges for consulting services.
- Project-related expenses (meals, mileage) will be waived as an additional sign of our support for City Garden.
- These fees do not include costs for design / production of marketing materials, printing or mailings.



*Letter of Agreement*

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Fundraising and Campaign Counsel*

Campaign Phase	Days of service per Month	Monthly Fee	Months	Total
Organizational Capacity Building & Annual Fund Planning	5	\$5,500	2	\$11,000
Phase I, Campaign Readiness & NMTC Match	5	\$5,500	7	\$38,500
<b>Totals</b>			<b>9</b>	<b>\$49,500</b>

**Payment Schedule for the 9-month contract period:**

<u>Service Month</u>	<u>Fee</u>
➤ Upon signing	\$ 5,500
➤ July 15, 2020	\$ 5,500
➤ August 15, 2020	\$ 5,500
➤ September 15, 2020	\$ 5,500
➤ October 15, 2020	\$ 5,500
➤ November 15, 2020	\$ 5,500
➤ December 15, 2020	\$ 5,500
➤ January 15, 2021	\$ 5,500
➤ February 15, 2021	\$ 5,500
<b>Total</b>	<b>\$ 49,500</b>

The initial installment secures the services of the firm and covers the payment for professional fees for the first month of service. Subsequent payments are for the month in which services will be provided.

HRR Consultants will dedicate an average of 5 days of service to City Garden per month. This includes time on-site, in-person, and off-site telephone and zoom meetings to develop and refine our plans, participate in campaign-related staff meetings, as well as to execute campaign-related objectives and priorities as outlined above.

HRR has a fully functioning development office in St. Louis and tools for phone and video conferencing that will enable its consultants to work remotely. Dan Reynolds, HRR's President and the lead consultant to this project, will be on-site regularly, and as appropriate. A desk as well as access to a phone, internet, and printer will be helpful.

**Cancellation or Suspension**

Either party identified in this Letter of Agreement may cancel or suspend the Agreement, with or without cause, with thirty (30) days written notice. In this event, professional fees and project related expenses are expected to be paid to the date of cancellation or suspension of this Agreement.



*Letter of Agreement*

*Holmes, Radford & Reynolds, Inc. & City Garden Montessori School  
Fundraising and Campaign Counsel*

**Our Guarantee**

Holmes, Radford & Reynolds, Inc. guarantees that this project will be conducted in an honest and considerate manner. Our written recommendations, plan and materials will be comprehensive, with specific ideas tailored to the unique aspirations and goals of City Garden's campaign. Our work on this assignment will be conducted in a manner that reflects the highest traditions and standards of City Garden.

**In Appreciation**

Thank you for this opportunity, Deb. Assuming this Letter of Agreement is acceptable to you and City Garden's Board, please sign and return one copy with the initial payment of \$5,500. We are prepared to begin working on this important project immediately upon your approval, and we look forward to being of service to you and City Garden.

Sincerely,

Holmes, Radford & Reynolds, Inc.



Daniel C. Reynolds  
President

Accepted for City Garden

\_\_\_\_\_

Name

\_\_\_\_\_

Title

\_\_\_\_\_

Date



## *Letter of Agreement*

*Holmes, Radford & Reynolds, Inc. & City Garden Montessori School  
Fundraising and Campaign Counsel*

### **Standard Terms and Conditions**

The following terms are incorporated into any Agreement between Holmes, Radford & Avalon, Inc., D.B.A. Holmes, Radford & Reynolds, Inc. (the "Firm") and City Garden Montessori School as (the "Client") identified in the Agreement.

1. **Execution and Delivery.** If the Agreement is executed by the Client and returned to the Firm more than thirty-days (30) after its execution by the Firm, the Firm reserves the right to reconsider the Agreement.
2. **Time-based Fees.** The fees specified in the Agreement are based on the time projected to complete the specified contracted services. It is anticipated that the projected time will be adequate. If additional time should be required to complete the services, the Firm reserves the right to propose revising the attached Agreement, provided, however, that no such revision shall become effective without the prior approval of the Client. Any changes requested by the Client from the services specified in the Agreement shall be subject to additional fees to be negotiated between the Client and the Firm.
3. **Personnel Assigned.** While it is anticipated that there will be no change in the Firm members involved, the Firm reserves the right to change the consultant(s) servicing the Client under the Agreement. The Client reserves the right to request a change in consulting personnel assigned to the project by the Firm.
4. **Non-employment.** Neither the Client nor the Firm will recruit, hire, contract or consult for a fee with any member of the other organization during the term of this Agreement nor for six (6) months following its termination, without the prior written agreement of the other party.
5. **Expenses/Support Services.** Unless specifically provided otherwise in the Agreement, the Client will reimburse the Firm for all reasonable expenses (such as travel, meals and lodging) actually incurred by the Firm's staff members in connection with providing services under the Agreement and for all reasonable, and pre-approved, costs incurred by the Firm for support services, such as word processing, copying and graphic design.
6. **Terms of Payment.** Unless specifically provided otherwise in the Agreement, invoices will be issued monthly in advance during the term of the Agreement. Fees for each month shall be billed and invoiced as of the last day of the month to which such fees relate. Invoice amounts not paid within thirty (30) will accrue a late charge of 2% per Billing Period on the past due amount.
7. **Termination or Suspension.** After January 15, 2018, the Agreement is subject to cancellation or suspension by either party upon thirty (30) days written notice. In the event of cancellation, the Client will continue to be responsible for all fees and actual expenses incurred under the Agreement for 30 days following receipt by either party of such notice.
8. **Services of Client Personnel.** The Client will make available at its expense the project-related services of any employees or representatives of the Client provided for in the Agreement.
9. **Ownership of Personal Notes and Study Questionnaires.** The Firm reserves the right of ownership of all confidential personal notes and study questionnaires created during study projects. They will not be shared with the Client in their original form.
10. **Liability.** The Firm will perform its services under the Agreement in accordance with prevailing standards of quality and professionalism in the fund-raising consulting field. The Firm does not guarantee the success of fund-raising efforts. The Firm has no authority to act on behalf of Client or otherwise bind client. The Firm and its employees are not eligible for any of the personnel benefits of the Client and are responsible for their own taxes and benefits.
11. **Firm as Independent Contractor.** The Firm is rendering services under the Agreement as an independent contractor and not as an agent or employee of the Client.
12. **Force Majeure.** The Firm's performance under the Agreement will be excused without liability when prevented by strike, act of God, governmental action, accident or any other condition beyond its reasonable control.
13. **Indemnity.** Firm will indemnify, defend and hold harmless the Client, Client's officers, directors, employees, representatives, volunteers and clients for claims, losses, damages, costs and expenses including attorney and expert fees and court costs arising out of, or in connection with, the negligent acts or omissions or willful misconduct of the Firm, the Firm's employees or representatives or any other party for whom the Firm is responsible.





**City Garden leadership is requesting to spend up to \$25,000 to support the work described below, which will take place in Summer and Fall, 2020. This work will be paid for with strategic plan grant dollars.**

## RECOMMENDATIONS

Following are the tangible recommendations for addressing concerns lifted up during the school culture listening sessions along with potential strategies provided by MQPI<sup>3</sup>:

### ➡ Work to Heal Harmed Interpersonal Relationships

While the listening sessions were an important first step towards understanding themes and the voice of the system as a whole, it's critical to acknowledge the individuals that make up the system on a human level. Working to heal harmed interpersonal relationships is an important next step towards creating a cohesive and desirable work environment.

In many instances, examples of frustration, concern or offense were shared with the facilitator that may or may not have been shared with the offender and/or the impact of the person's response was deemed as rude or insufficient without further discussion. Left unaddressed, these unresolved breeches to relationships will continue to reinforce the invisible elements of culture that are contributing to reduced morale and employee engagement.

The strategies noted below will support strengthened interpersonal relationships at both the system and individual levels.

### Recommended Strategies

- Update community agreements to include values-based communication and conflict commitments (how do we agree to "be" with each other in conflict and communication)
- Identify places where meaningful breeches of trust have occurred, provide communications coaching and facilitate assertive dialogue sessions at the pair, group and/or team levels as needed/requested
- Conduct an Everything DiSC Workplace & Productive Conflict Style Assessment for all team members, facilitate shared understanding workshop during opening retreat
- Host leadership skill building workshops throughout the year: 5 Behaviors of Cohesive Teams, Leadership is Everyone's Business, Emotional Intelligence, Positive Intelligence, Apology Styles etc.
- Facilitate interdepartmental, mixed role Power-of-the-Peer® accountability groups using Despite the Best Intentions: How Racial Inequity Thrives in Good Schools

<sup>3</sup> Note that some strategies may overlap and be effective for addressing multiple concerns that were lifted up in the listening sessions, however, they will only be listed once.



### ➡ Strengthen Administrator & Faculty Relations

While closely related to the interpersonal relationship recommendations previously noted, it is also important to specifically note the critical role that administrators fill at City Garden and how significant the relationship between administrators and faculty is to the fulfillment of the organization's mission. In addition to interpersonal dynamics, the listening sessions noted concerns from faculty around leadership role clarity, authority, accessibility, response time, mutual respect etc. and concerns from administrators around change resistance, indirect communications, false attributions, isolation, accountability etc.

The strategies noted below will support strengthened administrator and faculty relations at both the system and individual levels.

#### Recommended Strategies

- Offer peers, direct reports, supervisors and other key audiences the opportunity to provide leadership feedback to the CEO and CAO through a structured 360-degree feedback process, utilize data to create a professional development plan (PDP)
- Provide executive & leadership team coaching to include monitoring Leadership in Action during meetings for real-time feedback based on goals outlined in the PDP
- Conduct a pre- and post- employee engagement survey to identify opportunities by team, tenure etc.
- Establish an organizational culture work group to identify priorities, develop a work plan, implement improvements, evaluate outcomes, troubleshoot concerns, reinforce values and celebrate successes

### ➡ Improve Internal Communications Systems

Communications was frequently referenced as an ongoing opportunity for improvement in areas including policy and procedural clarity, flow of information, tone of communications, input in decision-making, email messaging etc.

Several of the aforementioned strategies will support improvement in this area, however, we also recommend an explicit effort pointed towards internal communications.

#### Recommended Strategies

- Conduct an internal communications systems assessment to include review of written and unwritten communications policies and procedures, identify gaps and partner with decision-makers to update and/or develop improved systems
- Provide communications coaching and message consulting as needed

➤ Improve Change Management Practices

When the stakes of an organizational change are high, a well-designed change management plan will go a long way in ensuring the successful attainment of the desired outcomes. As City Garden leadership and org culture work group continue to drive growth and change in the organization it will important to strengthen the organization's competency in this area. Many of the strategies previously mentioned will support growth in this area including skill building workshops, coaching and direct consulting to the leadership team and/or work group as needed.

➤ Develop and/or Update the Onboarding Program

An opportunity exists for the work group to develop a structured, multi-month onboarding program covering the five C's of effective onboarding: Compliance, Clarity, Culture, Connections & Check-In. This will ensure that the culture that new employees experience learn when joining City Garden is the one the organization actually espouses and desires for employees to experience.

➤ Review Professional Development Programs to Ensure Relevance for All Staff

➤ Enhance Academic Rigor/Reduce Achievement Gap

➤ Increase SpedTrack Utilization

## **STUDENTS**

### **Policy \_\_\_\_\_ - Corporal Punishment**

City Garden Montessori School (CGMS) employees and volunteers are not authorized to use corporal punishment against a student attending CGMS. CGMS defines “corporal punishment” as the infliction of physical pain or discomfort as a means of correcting or redirecting undesirable student behavior.

Employees using reasonable physical force against a student to protect the student or other people or to protect CGMS property are not in violation of this policy. Employees who utilize restraint of students in accordance with CGMS’s policy on student seclusion, isolation, and restraint are not in violation of this policy.

**Cross References:** Seclusion, Isolation, and Restraint;  
Student Discipline

**Statutory References:** § 160.261, Missouri Revised Statutes

## **STUDENTS**

### **Policy \_\_\_\_\_ - Programs for Students Who Are Homeless**

#### **Section 1. General**

City Garden Montessori School (CGMS) shall ensure that children and youth who are homeless are afforded the same free, appropriate public education as provided to other students. Students who are homeless shall not be stigmatized or segregated into other educational programs on the basis of their status as homeless. CGMS shall establish safeguards that protect students from discrimination on the basis of their homelessness, and CGMS will remove barriers that affect the enrollment and retention of students who are homeless.

#### **Section 2. Definitions**

**Section 2.1** Students who are homeless are individuals who lack a fixed, regular and adequate nighttime residence and include the following:

1. Children and youths who are sharing the housing of other persons due to loss of housing, economic hardship or a similar reason, are living in motels, hotels, trailer parks or camping grounds due to the lack of alternative adequate accommodations; are living in emergency or transitional shelters; are abandoned in hospitals; or are awaiting foster care placement.
2. Children and youths who have a primary nighttime residence that is a public or private place not designated for or ordinarily used as a regular sleeping accommodation for human beings.
3. Children and youths who are living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations or similar settings.
4. Migratory children who meet one of the above-described characteristics.

**Section 2.2** For purposes of this policy, “school of origin” is defined as the school that the student attended when permanently housed or the school in which the student was last enrolled.

#### **Section 3. Placement**

CGMS will consider the best interest of a student who is homeless, with parental input, in determining whether the student should be enrolled in the school of origin or a school that students who are not homeless, and who live in the catchment area, are eligible to attend. To the extent feasible, and in accordance with the best interest of student who is homeless, the student who is homeless should continue enrollment in the student’s school of origin, unless doing so is contrary to the wishes of the parent or guardian. If the student who is homeless is unaccompanied by a parent or guardian, the coordinator of services for students who are homeless will consider the views of the student who is homeless in deciding where the student will be enrolled.

CGMS must provide a written explanation, including a statement regarding the right to appeal, to the parent or guardian of the student who is homeless, or to the student who is homeless if unaccompanied, if CGMS selects a school for enrollment other than the school of origin or a school requested by the parent or guardian.

If a dispute arises over school selection or enrollment in school, the student who is homeless shall be immediately admitted to the school in which enrollment is sought, pending resolution of the dispute. The parent or guardian of the student who is homeless shall be referred to CGMS's coordinator of services for students who are homeless, who will carry out the dispute resolution process as expeditiously as possible.

#### **Section 4. Enrollment**

If CGMS is selected as the school of best interest, and the student is otherwise eligible in accordance with CGMS's Student Admissions Policy, CGMS will immediately enroll the student, even if they are unable to produce records normally required for enrollment, such as previous academic records, immunization records, proof of residency or other documentation. However, CGMS may require a parent or guardian of the student who is homeless to submit contact information.

#### **Section 5. Services**

Students who are homeless attending CGMS shall be provided services and educational programs comparable to those offered to other students in the school. Transportation services may be provided to students who are homeless when required by law.

#### **Section 6. Coordinator**

The Board designates the Family Support Coordinator to act as CGMS's coordinator of services for students who are homeless. The coordinator of services for students who are homeless will work to ensure that children and youth who are homeless have equal access to the same public education as is provided to other children and youth. The responsibilities of the coordinator of services for students who are homeless include:

1. Identifying students who are homeless with school personnel and other entities and agencies with which the school coordinates activities;
2. Assisting with immediate enrollment of children and youth who are homeless and providing assistance with obtaining academic and medical records;
3. Making school placement decisions on the basis of the best interest of the child and wishes of the parent, guardian, or unaccompanied youth;
4. Handling enrollment disputes;
5. Prohibiting the segregation of children and youth who are homeless;
6. Informing the parents or guardians of students who are homeless of the educational and related opportunities available to the students and providing them with meaningful opportunities to participate in the education of their students;
7. Providing /arranging transportation for student when required by law;

8. Assisting in obtaining necessary immunizations or medical records;
9. Informing parent, guardian, or unaccompanied youth who are homeless of the educational and related opportunities available to them;
10. Disseminating public notice of the educational rights of children and youth who are homeless as appropriate; and
11. Coordinating and collaborating with State coordinators and community and school personnel responsible for the provision of education and related services to children and youth who are homeless.

## **Section 7. Complaint Resolution**

*Level I* – A complaint regarding placement or access to educational programs of a student who is homeless should first be presented orally and informally to City Garden’s coordinator of services for students who are homeless. If the complaint is not promptly resolved, the student who is homeless or parent/guardian may present a formal written complaint to the coordinator of services for students who are homeless. The written complaint should include the following: date of filing, description of complaint, the name of the person or persons involved, and a description of any action taken prior to the written complaint to resolve the complaint. Within five (5) business days of receiving the complaint, the coordinator will provide the complainant with a written decision regarding the complaint.

*Level II* – Within five (5) business days after receiving the decision at Level I, the complainant may appeal the decision to the Chief Executive Officer by filing a written request for appeal. The written request for appeal shall include the written complaint and written decision from Level I. The Chief Executive Officer may, but is not required to, meet with the complainant at a time of mutual convenience. Within five (5) business days after receiving the written request for appeal, the Chief Executive Officer will issue a decision in writing.

*Level III* – If the complainant is not satisfied with the decision at Level II, the complainant may file a written request for appeal to the Board of Directors. The written request for appeal must be submitted to the Chief Executive Officer within five (5) business days after receiving the written decision at Level II. The Board shall conduct a hearing and, within 30 business days after receiving the written request for appeal, the Board will issue its decision in writing.

*Level IV* – If the complainant is dissatisfied with the action taken by the Board of Directors, a written notice stating the reasons for dissatisfaction may be filed with the State Homeless Coordinator, Federal Discretionary Grants, P.O. Box 480, Jefferson City, MO 65102-0480. An Appeal of this decision can be made within ten days to the Deputy Commissioner of Education.

**Cross References:** Student Admissions;

**Statutory References:** §§ 167.020, 167.181, 210.003, Missouri Revised Statutes; McKinney Vento Act, 42 U.S.C. 11431 et seq.

## **STUDENTS**

### **Policy\_- Seclusion, Isolation and Restraint**

#### **Section 1. Purpose**

The Board of Directors of City Garden Montessori School (CGMS), through adoption of this policy, expects to meet the requirements of RSMo. 160.263. It is part of CGMS's mission to treat students with dignity and respect in the use of discipline and behavior-management techniques, and, as a result, retain teachers and school personnel by addressing student behavior in an appropriate and safe manner. By way of this policy, the Board of Directors intends to provide clear protocol on the use of seclusion, isolation and restraint in response to emergency situations.

This policy is based on the premise that seclusion, isolation, and restraint are used only in response to emergency or crisis situations and should: (a) not be viewed as behavior change or intervention strategy; (b) be implemented only under extreme situations and as a matter of last resort; (c) be implemented only by trained personnel; and (d) be accompanied by school wide pro-active positive supports to prevent the need for their use. This policy applies to all students.

#### **Section 2. Use of Restrictive Behavioral Interventions**

##### **Section 2.1 Time-Out**

For purposes of this policy, "time out" means a behavior management technique involving brief removal from instructional contexts implemented for the purpose of calming or re-focusing a student that does not meet the definition of seclusion or isolation. Accordingly, nothing in this policy is intended to prohibit the use of time-out.

##### **Section 2.2 Seclusion**

For purposes of this policy, "seclusion" means the confinement of a student alone in an unattended, locked space from which the student is physically prevented from leaving. Seclusion is prohibited except when used in an emergency situation while waiting for law enforcement personnel to arrive as provided for in RSMo. 160.263.

##### **Section 2.3 Isolation**

For purposes of this policy, "isolation" means the confinement of a student alone in an enclosed space without locking hardware.

Isolation shall only be used:

- After de-escalating procedures have failed.
- In an emergency situation as defined in this policy.

- With parental approval, as specified in a student's Individualized Education Program (IEP), Section 504 plan, or behavior intervention plan.

Use of isolation requires all of the following:

- The student to be monitored by an adult in close proximity who is able to see and hear the student at all times. Monitoring shall be face-to-face unless personal safety is significantly compromised in which case technology-supported monitoring may be used.
- Staff is expected to reasonably calculate a student's total time in isolation based on the age of the child and circumstances. A student's total time in isolation should not exceed 30 minutes without a reassessment of the situation and consultation with parents and/or administrative staff, unless otherwise specified in an IEP, Section 504 Plan or other parentally agreed-upon behavior plan.
- The space in which a student is placed should be a normal-sized meeting or classroom commonly found in a school setting and should have comparable lighting, ventilation, heating, cooling, and ceiling height to those systems that are used in other places in the School.
- The space in which the student is placed must be free of objects that could cause harm.

Isolation shall never be used as a punitive function or for the convenience of City Garden employees.

## **Section 2.4 Physical Restraint**

For purposes of this policy, "physical restraint" means the use of person-to-person physical contact to restrict the free movement of all or a portion of a student's body. It does not include briefly holding a student without undo force for instructional purposes, briefly holding a student to calm them, taking a student's hand to transport them for safety purposes, physical escort or intervening in a fight.

Physical restraint shall only be used:

- In an emergency situation.
- When less restrictive measures have not effectively de-escalated the situation and the school has a plan for how to respond in such situations.
- When otherwise specified in an IEP, Section 504 Plan or other parentally agreed-upon plan to address a student's behavior.



Physical restraint shall:

- Only be used for as long as necessary to resolve the actual risk of danger or harm that warranted the use of physical restraint.
- Use no more than the degree of force necessary to protect the student or other persons from imminent bodily injury.
- Not place pressure or weight on the chest, lungs, sternum, diaphragm, back, neck or throat of the student which restricts breathing.
- Only be done by school personnel trained in the proper use of restraint.

Any school personnel using physical restraint shall:

- Use methods of restraint in which the person has received School-approved training.
- Conduct restraint with at least one additional adult present and in line of sight unless other school personnel are not immediately available due to the unforeseeable nature of the emergency situation.

Physical restraints should never be used as a form of punishment or for the convenience of school personnel.

## **Section 2.5 Mechanical Restraint**

For purposes of this policy, “mechanical restraint” means the use of any a device or physical object that restricts a student’s freedom of movement or normal access to a portion of his or her body and cannot be easily removed by the student. This includes but is not limited to straps, duct tape, cords or garments. The term does not include assistive technology devices

Mechanical restraint shall only be used as specified in a student’s IEP or Section 504 Plan with two exceptions:

- Vehicle safety restraints shall be used according to state and federal regulations.
- Mechanical restraints employed by law enforcement officers in school settings used in accordance with their polices and appropriate professional standards.

## **Section 2.6 Chemical Restraint**

For purposes of this policy, “chemical restraint” means the administration of a drug or medication to manage a student’s behavior that is **not** a standard treatment and dosage for the student’s medical condition.

Chemical restraints shall never be used by school personnel.

Aversive interventions that compromise health and safety shall never be used by school personnel.

### **Section 3. Communication and Training Section**

#### **3.1 School Personnel Debriefing**

Following any emergency situation involving the use of seclusion, isolation or restraint a debriefing shall occur as soon as possible but no later than two (2) school days after the emergency situation. The debriefing shall include, at a minimum, a discussion of the events that led to the emergency and why the de-escalation efforts were not effective; any trauma reactions on the part of the student, other students or school personnel; what, if anything, could have been done differently; and an evaluation of the process.

#### **Section 3.2 Parental Notification**

Except as otherwise specified in a student's IEP or Section 504 Plan:

- Following an emergency situation involving the use of seclusion, isolation or restraint the parent or guardian of the student shall be notified through verbal or electronic means of the incident as soon as possible, but no later than the end of the day of the incident.
- The parent or guardian shall receive a written report of the emergency situation within five (5) school days of the incident. The written incident report shall include all of the following:
  - Date, time of day, location, duration, and description of the incident and interventions.
  - Event(s) that led up to the incident.
  - Nature and extent of any injury to the student.
  - Name of a school employee the parent or guardian can contact regarding the incident.
  - Plan to prevent the need for future use of seclusion, isolation or restraint.

#### **Section 3.3 School Personnel Training**

City Garden Montessori School shall ensure that all school personnel are trained annually and know the policy and procedures involving the use of seclusion, isolation and restraint. Training shall include all of the following:

- A continuum of prevention techniques.
- Environmental management techniques.
- A continuum of de-escalation techniques.
- Information about the policy.

School personnel who utilize seclusion and/or isolation and/or restraint shall receive annual training in:

- De-escalation practices.
- Appropriate use of physical restraint.
- Professionally-accepted practices in physical management and use of restraints.
- Methods to explain the use of restraint to the student who is to be restrained and to the individual's family.
- Appropriate use of isolation.
- Appropriate use of seclusion.
- Information on the policy and appropriate documentation and notification procedures.

#### **Section 4. Students with Disabilities**

The foregoing policy applies to all students. However, if the IEP team determines, and the parent consents, that a form of restraint or isolation or aversive behavior intervention may be appropriate in certain identified and limited situations, the team may set forth the conditions and procedures in the IEP or Section 504 Plan. If the IEP or Section 504 Plan permits use of restraint, isolation or aversive behavior interventions, it must also contain a plan to eliminate the need for their use. Before adding the use of restraint, isolation or aversive behavior interventions to an IEP or Section 504 Plan, the student must have undergone appropriate assessments to include, but not limited to, a formal functional behavior assessment and a positive behavior support plan developed.

#### **Section 5. Reports on Seclusion, Isolation, Restraint or Aversive Behavior Interventions**

City Garden shall maintain records documenting the use of seclusion, isolation, restraint and aversive behavior interventions showing when, reason for use, duration, names of school personnel involved, whether students or school personnel were injured, name and age of the student, whether the student has an IEP, Behavior Intervention Plan (BIP) or personal safety plan, when the parents were notified, if the student was disciplined, and any other documentation required by federal or state law.

#### **Section 6. Applicability of this Policy**

This policy applies to all City Garden personnel.

#### **Section 7. Definitions**

**“Assistive technology device”** means any item, piece of equipment or product system that is used to increase, maintain or improve the functional capacities of a child with a disability.

**“Aversive behavioral intervention”** means any intervention that is intended to induce pain or discomfort to a student for the purpose of eliminating or reducing maladaptive behaviors, including such interventions such as: contingent application of noxious, painful, intrusive stimuli

or activities; any form of noxious, painful or intrusive spray, inhalant or tastes; or other stimuli or actions similar to the interventions described above. The term does not include such interventions as voice control, limited to loud, firm commands; time-limited ignoring of a specific behavior; token fines as part of a token economy system; brief physical prompts to interrupt or prevent a specific behavior; interventions medically necessary for the treatment or protection of the student, or other similar interventions.

**“Behavioral intervention”** means individualized instructional and environmental supports that teach students appropriate behaviors to replace problem behaviors. Behavioral interventions are guided by a functional behavioral assessment that identifies the communicative intent of problem behavior and takes into consideration any known medical, developmental or psychological limitation(s) of the child.

**“Behavior Intervention Plan (BIP)”** sets forth specific behavior interventions for a specific student who displays chronic patterns of problem behavior.

**“Behavior management”** means those comprehensive, school-wide procedures applied in a proactive manner that constitutes a continuum of strategies and methods to support and/or alter behavior in all students.

**“Chemical restraint”** means the administration of a drug or medication to manage a student’s behavior that is *not* a standard treatment and dosage for the student’s medical condition.

**“Confinement”** means the act of preventing a child from leaving an enclosed space.

**“Discipline”** means the consequences for violating City Garden’s Student Discipline Policy.

**“Emergency situation”** is one in which a student’s behavior poses a serious, probable threat of imminent physical harm to self or others, or significant destruction of school or another person’s property.

**“Functional Behavior Assessment”** a formal assessment to identify the function or purpose the behavior serves for the student so that classroom interventions and behavior support plans can be developed to improve behavior. The assessment could include observations and charting of the behavior and interviews with family, teachers, and the student, so as to determine the frequency, antecedent and response of the targeted behavior.

**“IEP”** means a student’s Individualized Education Plan as defined by the Individuals with Disabilities Education Act (IDEA).

**“Isolation”** means the confinement of a student alone in an enclosed space without locking hardware.

**“Law enforcement officer”** means any public servant having both the power and duty to make arrests for violations of the laws of this state.

**“Locking hardware”** means mechanical, electrical or other material devices used to lock a door or to prevent egress from a confined area.

**“Mechanical restraint”** means a device or physical object that the student cannot easily remove that restricts a student’s freedom of movement or normal access to a portion of his or her body. This includes but is not limited to straps, duct tape, cords or garments. The term does not include assistive technology devices.

**“Physical escort”** means the temporary touching or holding of the hand, wrist, arm, shoulder or back for the purpose of inducing a student who is acting out or eloping to walk to a safe location.

**“Physical restraint”** means the use of person-to-person physical contact to restrict the free movement of all or a portion of a student’s body. It does not include briefly holding a student without undo force for instructional or other purposes, briefly holding a student to calm them, taking a student’s hand to transport them for safety purposes, physical escort or intervening in a fight.

**“Positive behavior supports”** are a range of instructional and environmental supports to teach students pro-social alternatives to problem behavior and allow multiple opportunities to practice pro-social skills and receive high rates of positive feedback. The intensity of instructional and environmental supports should be matched to student need.

**“School personnel”** means:

- Employees of City Garden Montessori School.
- Any person, paid or unpaid, working on school grounds in an official capacity.
- Any person working at a school function under a contract or written agreement with City Garden Montessori School to provide educational or related services to students.
- Any person working on school grounds or at a school function for another agency providing educational or related services to students.

**“Seclusion”** means the confinement of a student alone in an enclosed, locked space from which the student is physically prevented from leaving.

**“Section 504 Plan”** means a student’s individualized plan as defined by Section 504 of the Rehabilitation Act.

**“Time out”** means brief removal from sources of reinforcement within instructional contexts that does not meet the definition of seclusion or isolation.

**Cross References:** Corporal Punishment  
Student Discipline

**Statutory References:** §§ 160.263, 167.166, 210.145, Missouri Revised Statutes

## **Policy \_\_\_\_\_ -- Communicable Diseases and Immunizations**

City Garden Montessori School (CGMS) understands its role in protecting the health of students and employees from the risks posed by communicable diseases. CGMS also recognizes its responsibility to educate all students regardless of medical condition, to protect individual privacy, and to treat students and employees in a nondiscriminatory manner.

### **Section 1. Immunization**

**Section 1.1** In accordance with law, students must provide satisfactory evidence of immunization before attending school at City Garden Montessori School. If a child has begun the process of immunization, he or she may attend school as long as the immunization process is being accomplished in the prescribed manner. The School may make an exception for students who are properly exempted from immunization.

### **Section 2. Standard Precautions**

**Section 2.1** City Garden Montessori School requires all employees to regularly employ standard precautions to prevent exposure to disease-causing organisms. The School will provide the necessary equipment and supplies to implement standard precautions.

### **Section 3. Risk Considerations**

**Section 3.1** Students or employees with communicable diseases that pose a risk of transmission in school or at school activities (e.g., chicken pox, conjunctivitis, influenza, etc.) may be excluded from school as needed to maintain the health and safety of all students and staff. Cases of communicable diseases will be managed as required by law and in accordance with guidance provided by the Department of Health and Senior Services (DHSS) and local health departments. When warranted, the School may require a child to be examined by a physician to determine the child's condition and likelihood of transmission of the disease to others.

**Section 3.2** Students or employees with chronic communicable diseases that do not pose a risk of transmission in school or at school activities will be allowed to attend school or continue to work without any restrictions based solely on the infection. City Garden Montessori School will not require any medical evaluations or tests for such diseases.

### **Section 4. Confidentiality**

**Section 4.1** The principal or designee shall ensure that confidential student and employee information is protected in accordance with law. Medical information about an individual, including an individual with HIV, will only be shared with City Garden Montessori School employees (or public employees of other agencies, departments or political subdivisions) who have a reasonable need to know the identity of the individual in order to perform their duties.

Such employees who may need to know a student's medical information include a school nurse, or other employee designated to administer medications, and the IEP or 504 team if applicable. For employees, an employee's direct supervisor may need to know an employee's medical information if accommodations are necessary.

**Section 4.2** City Garden Montessori School will maintain all medical records in accordance with law and Board policy. Breach of confidentiality may result in disciplinary action, including termination.

## **Section 5. Reporting and Disease Outbreak Control**

**Section 5.1** City Garden Montessori School will report and implement disease outbreak control measures in accordance with state and local law, as well as DHSS rules governing the control of communicable and/or dangerous diseases, and any applicable rules distributed by the local health department.

## **Section 6. Notification**

**Section 6.1** Under Missouri state law, following receipt of a copy of this policy adopted by the Board, DHSS will provide prompt and confidential notice of the identity of any student enrolled in the School who is reported to DHSS to have HIV. Under the same law, the parent(s) or guardian(s) of a child enrolled in the School who is confirmed to have HIV must also provide notice to the School's chief administrative officer.

Cross References:

Statutory References: §§ 167.181, .183, .191, 191.650 - .695; 210.003, RSMo.  
19 C.S.R. 20-20.010 - .060, 20-28.010

## **PROHIBITION AGAINST DISCRIMINATION, HARASSMENT AND RETALIATION POLICY**

### **Section 1 General Rule**

**Section 1.1** The City Garden Montessori School (CGMS), a single-school local educational agency operating as a charter school as permitted by law, is committed to maintaining a workplace and educational environment that is free from discrimination and harassment in admission or access to, or treatment or employment in, its programs, services, activities and facilities. In accordance with law, CGMS is an equal opportunity employer, and strictly prohibits discrimination, harassment, and retaliatory actions against employees, students or others as defined below.

**Section 1.2** CGMS's Board of Directors ("Board") also prohibits: 1. Retaliatory actions as defined below. 2. Aiding, abetting, inciting, compelling or coercing discrimination, harassment or retaliatory actions. 3. Discrimination, harassment or retaliation against any person because of such person's association with a person protected from discrimination or harassment in accordance with this policy.

### **Section 2. Definitions**

**Section 2.1** Compliance Officer – The individual responsible for implementing this policy, including the acting compliance officer when they are performing duties of the compliance officer.

**Section 2.2** Discrimination – Conferring benefits upon, refusing or denying benefits to, or providing differential treatment to a person or class of persons in violation of law based on race, color, religion, sex, sexual orientation, gender identity or expression, national origin, ancestry, disability, age, veteran status, genetic information or any other characteristic protected by law, or based on a belief that such a characteristic exists.

**Section 2.3** Grievance – A verbal or written report (also known as a complaint) of discrimination, harassment or retaliation (as defined in Section 2 of this policy) made to the compliance officer.

**Section 2.4** Harassment – Harassment is unwelcome conduct that is based on race, color, religion, sex, sexual orientation, gender identity or expression, national origin, ancestry, disability, age, veteran status, genetic information or any other characteristic protected by law, or based on a belief that such a characteristic exists. Behaviors that could constitute harassment include, but are not limited to, the following acts: graffiti; display of written material, pictures or electronic images, including text messages; name calling, teasing or taunting; insults, derogatory remarks or slurs; jokes; gestures; threatening, intimidating or hostile acts; physical acts of aggression, assault or violence; theft; or damage to property. Harassment is unlawful when it is sufficiently severe or pervasive that it denies or limits a student's ability to participate in educational programs or it creates a work environment that a reasonable person would consider intimidating, hostile, or abusive.



**Section 2.5** Retaliatory Actions -- Retaliatory actions include, but are not limited to, acts of intimidation, threats, coercion or discrimination against those who: a) Make complaints of prohibited discrimination or harassment. b) Report prohibited discrimination or harassment. c) Participate in an investigation, formal proceeding or informal resolution, whether conducted internally or outside the school, concerning prohibited discrimination or harassment.

**Section 2.6** Sexual Harassment – A form of discrimination, as defined above, on the basis of sex. Sexual harassment is unwelcome conduct of a sexual nature. Sexual harassment is unlawful when a) benefits or decisions are implicitly or explicitly conditioned upon submission to, or punishment is applied for refusing to comply with, unwelcome sexual advances, requests for sexual favors or conduct of a sexual nature; or b) it is sufficiently severe or pervasive that it denies or limits a student’s ability to participate in educational programs or it creates a work environment that a reasonable person would consider intimidating, hostile, or abusive. Sexual harassment may occur between members of the same or opposite sex. The school presumes a student cannot consent to behavior of a sexual nature with an adult regardless of the circumstance. Behaviors that could constitute sexual harassment include, but are not limited to:

1. Sexual advances and requests or pressure of any kind for sexual favors, activities or contact.
2. Conditioning grades, promotions, rewards or privileges on submission to sexual favors, activities or contact.
3. Punishing or reprimanding persons who refuse to comply with sexual requests, activities or contact.
4. Graffiti, name calling, slurs, jokes, gestures or communications of a sexual nature or based on sex.
5. Physical contact or touching of a sexual nature, including touching of intimate parts and sexually motivated or inappropriate patting, pinching or rubbing.
6. Comments about an individual's body, sexual activity or sexual attractiveness.
7. Physical sexual acts of aggression, assault or violence, including criminal offenses (such as rape, sexual assault or battery, and sexually motivated stalking) against a person's will or when a person is not capable of giving consent due to the person's age, intellectual disability or use of drugs or alcohol.
8. Gender-based harassment and acts of verbal, nonverbal, written, graphic or physical conduct based on sex or sex stereotyping, but not involving conduct of a sexual nature.

**Section 2.7** Working Days – Days on which the school's business offices are open.

### **Section 3 Boy Scouts of America Equal Access Act**

**Section 3.1** As required by law, CGMS will provide equal access to school facilities and related benefits and services and will not discriminate against any group officially affiliated with the Boy Scouts of America, the Girl Scouts of the United States of America or any other youth group designated in applicable federal law.

### **Section 4. Compliance Officer**

**Section 4.1** The Board designates the following individual to act as CGMS’s compliance officer: Chief Operating Officer, 1618 Tower Grove Ave, St Louis, MO 63110.

**Section 4.2** In the event the compliance officer is unavailable or is the subject of a report that would otherwise be made to the compliance officer, reports should instead be directed to the acting compliance officer, which shall be the Chief Executive Officer.

**Section 4.3** The compliance officer or acting compliance officer will: 1. Coordinate school compliance with this policy and the law. 2. Receive all grievances regarding discrimination, harassment and retaliation. 3. Serve as the school's designated Title IX, Section 504 and Americans with Disabilities Act (ADA) coordinator, as well as the contact person for compliance with other discrimination laws. 4. Investigate or assign persons to investigate grievances; monitor the status of grievances to ensure that additional discrimination, harassment and retaliation do not occur; and recommend consequences. 5. Review all evidence brought in disciplinary matters to determine whether additional remedies are available, such as separating students in the school environment. 6. Determine whether school employees with knowledge of discrimination, harassment or retaliation failed to carry out their reporting duties and recommend disciplinary action, if necessary. 7. Oversee discrimination, harassment or retaliation grievances, including identifying and addressing any patterns or systemic problems and reporting such problems and patterns to the Board. 8. Seek legal advice when necessary to enforce this policy. 9. Report to the Board aggregate information regarding the number and frequency of grievances and compliance with this policy. 10. Make recommendations regarding changing this policy or the implementation of this policy. 11. Coordinate and institute training programs for school staff and supervisors as necessary to meet the goals of this policy, including instruction in recognizing behavior that constitutes discrimination, harassment and retaliation. 12. Perform other duties as assigned by the Board.

## **Section 5. Reporting, Review, and Interim Measures**

**Section 5.1** All employees, students and visitors must promptly report to the School Principal, Chief Academic Officer or Chief Executive Officer for investigation any incident or behavior that could constitute discrimination, harassment or retaliation in accordance with this policy. If discrimination, harassment or retaliation that occurs off school property and that is unrelated to the school's activities negatively impacts the school environment, CGMS will investigate and address the behavior in accordance with this policy, as allowed by law.

**Section 5.2** When a report is made or the school otherwise learns of potential discrimination, harassment or retaliation, CGMS will take prompt and appropriate action to protect the alleged victim, including implementing interim measures. For example, the school may alter a class seating arrangement, provide additional supervision for a student or suspend an employee pending an investigation. CGMS will take prompt and appropriate steps to prevent retaliation against the alleged victim, any person associated with the alleged victim, or any witnesses or participants in the investigation. These steps may include, but are not limited to, notifying students, employees and others that they are protected from retaliation, ensuring that they know how to report future complaints, and initiating follow-up contact with the complainant to determine if any additional acts of discrimination, harassment or retaliation have occurred.

**Section 5.3** Students, employees and others may attempt to resolve minor issues by addressing concerns directly to the person alleged to have violated this policy, but they are not expected or required to do so. Any attempts to voluntarily resolve a grievance will not delay the investigation once a report has been made to the school.

**Section 5.4** Unless the concern is otherwise voluntarily resolved, all persons must report incidents that might constitute discrimination, harassment or retaliation directly to the compliance officer or acting compliance officer. All school employees will instruct all persons seeking to make a grievance to communicate directly with the compliance officer. Even if the potential victim of discrimination, harassment or retaliation does not file a grievance, school employees are required to report to the compliance officer any observations, rumors or other information regarding actions prohibited by this policy. If a verbal grievance is made, the person will be asked to submit a written complaint to the compliance officer or acting compliance officer. If a person refuses or is unable to submit a written complaint, the compliance officer will summarize the verbal complaint in writing. A grievance is not needed for the school to take action upon finding a violation of law, school policy or school expectations.

**Section 5.5** Even if a grievance is not directly filed, if the compliance officer otherwise learns about possible discrimination, harassment or retaliation, including violence, the school will conduct a prompt, impartial, adequate, reliable and thorough investigation to determine whether unlawful conduct occurred and will implement the appropriate interim measures if necessary.

## **Section 6. Consequences and Remedies**

**Section 6.1** If the school determines that discrimination, harassment or retaliation have occurred, the school will take prompt, effective and appropriate action to address the behavior, prevent its recurrence and remedy its effects.

**Section 6.2** Employees who violate this policy will be disciplined, up to and including employment termination. Students who violate this policy will be disciplined, which may include suspension or expulsion. Patrons, contractors, visitors or others who violate this policy may be prohibited from school grounds or otherwise restricted while on school grounds. The Chief Executive Officer or designee will contact law enforcement or seek a court order to enforce this policy when necessary or when actions may constitute criminal behavior.

**Section 6.3** In accordance with law and CGMS policy, any person suspected of abusing or neglecting a child will be reported to the Children's Division (CD) of the Department of Social Services.

**Section 6.4** Remedies provided by CGMS will attempt to minimize the burden on the victim. Such remedies may include, but are not limited to: providing additional resources such as counseling, providing access to community services, moving the perpetrator to a different class, providing an escort between classes, or allowing the victim to retake or withdraw from a class. CGMS may provide additional training to students and employees, make periodic assessments to make sure behavior complies with school policy, or perform a climate check to assess the environment in the school.

## **Section 7. Public Notice**

**Section 7.1** The School Administration or designee will publicize CGMS's policy prohibiting discrimination, harassment and retaliation and disseminate information on how to report

discrimination, harassment and retaliation. Notification of the school's policy will be posted in a public area of each building used for instruction or employment or open to the public. Information will also be distributed annually to employees, parents/guardians and students as well as to newly enrolled students and newly hired employees.

**Section 7.2** School bulletins, catalogs, application forms, recruitment material and the school's website will include a statement that the school does not discriminate in its programs, services, activities, facilities or with regard to employment. The school will provide information in alternative formats when necessary to accommodate persons with disabilities.

## **Section 8. Student-on-Student Harassment**

**Section 8.1** The School Principal or designee may discipline a student for prohibited behavior in accordance with the school's discipline policy. If an administrator other than designated compliance officer disciplines the student, that administrator will report any incident of discrimination, harassment and retaliation to the designated compliance officer and will direct the parent/guardian and student to the compliance officer for further assistance.

**Section 8.2** The compliance officer may determine that the incident has been appropriately addressed or recommend additional action. When a grievance is filed, the investigation and complaint process detailed below will be used.

## **Section 9. Grievance Process Overview**

**Section 9.1** If a person designated to hear a grievance or appeal is the subject of the grievance, the compliance officer may designate an alternative person to hear the grievance, or the next highest step in the grievance process will be used. For example, if the grievance involves the Chief Executive Officer, the compliance officer may designate someone outside the school to hear the grievance in lieu of the Chief Executive Officer, or the grievance may be heard directly by the Board.

**Section 9.2** An extension of the investigation and reporting deadlines may be warranted if extenuating circumstances exist as determined by the school's compliance officer. The person filing the complaint will be notified when deadlines are extended. If more than twice the allotted time has expired without a response, an appeal may be taken to the next level.

**Section 9.3** The school will promptly investigate all grievances submitted pursuant to this policy, even if an outside enforcing agency such as the Office for Civil Rights, law enforcement or the CD is also investigating a complaint arising from the same circumstances. All persons are required to cooperate fully in the investigation. The compliance officer or other designated investigator may utilize an attorney or other professionals to conduct the investigation.

**Section 9.4** In determining whether alleged conduct constitutes discrimination, harassment or retaliation, the school will consider the surrounding circumstances, the nature of the behavior, the relationships between the parties involved, past incidents, the context in which the alleged incidents occurred and all other relevant information. Whether a particular action or incident constitutes a violation of this policy requires a determination based on all of the

facts and surrounding circumstances. If, after investigation, school officials determine that it is more likely than not (the preponderance of the evidence standard) that discrimination, harassment or other prohibited behavior has occurred, CGMS will take prompt and appropriate corrective action.

**Section 9.5** Failure of the person filing the grievance to appeal within the timelines given will be considered acceptance of the findings and remedial action taken.

**Section 9.6** The school will only share information regarding an individually identifiable student or employee with the person filing the grievance or other persons if allowed by law and in accordance with Board policy.

**Section 9.7** Upon receiving a grievance, school administrators or supervisors, after consultation with the compliance officer, will implement interim measures as described in this policy if necessary to prevent further potential discrimination, harassment or retaliation during the pending investigation.

## **Section 10. Grievance Process**

**Section 10.1** Level I – A grievance is filed with the school's compliance officer. The compliance officer may, at his or her discretion, assign the Chief Executive Officer or other appropriate supervisor to conduct the investigation when appropriate. Regardless of who investigates the grievance, an investigation will commence promptly, but no later than five working days after the compliance officer receives the grievance or as soon as reasonably practicable. The compliance officer or designee shall conduct a prompt, impartial, adequate, reliable and thorough investigation, including the opportunity for the person filing the grievance and other parties involved to identify witnesses and provide information and other evidence. The compliance officer or designee will evaluate all relevant information and documentation relating to the grievance. Within 30 working days of receiving the grievance, the compliance officer will complete a written report that summarizes the facts and makes conclusions on whether the facts constitute a violation of this policy based on the appropriate legal standards. The deadlines to complete the investigation and written report may be extended in light of extenuating circumstances as determined by the compliance officer. If a violation of this policy is found, the compliance officer will recommend corrective action to the Chief Executive Officer to address the discrimination, harassment or retaliation; prevent recurrence; and remedy its effects. If someone other than the compliance officer conducts the investigation, the compliance officer or acting compliance officer will review and sign the report. The person who filed the grievance, the alleged victim if someone other than the alleged victim filed the grievance, and any alleged perpetrator will be notified in writing, within five working days of the completion of the report, in accordance with law and school policy, regarding whether the school's compliance officer or designee determined that school policy was violated.

**Section 10.2** Level II – Within five working days after receiving the Level I decision, the person filing the grievance, the victim if someone other than the victim filed the grievance, or any alleged perpetrator may appeal the compliance officer's decision to the Chief Executive Officer by notifying the Chief Executive Officer in writing. The Chief Executive Officer may, at his or her

discretion, designate another person (other than the compliance officer) to review the matter when appropriate. When the Chief Executive Officer has acted as the compliance officer, the appeal will be heard directly by the Board as described in Level III. Within ten working days or as soon as reasonably practicable the Chief Executive Officer will complete a written decision on the appeal, stating whether a violation of this policy is found and, if so, stating what corrective actions will be implemented. If someone other than the Chief Executive Officer conducts the appeal, the Chief Executive Officer will review and sign the report before it is given to the person appealing. A copy of the appeal and decision will be given to the compliance officer or acting compliance officer. The person who initially filed the grievance, the victim if someone other than the victim filed the grievance, and any alleged perpetrator will be notified in writing, within five working days of the Chief Executive Officer's decision, regarding whether the Chief Executive Officer or designee determined that CGMS policy was violated.

**Section 10.3** Level III – Within five working days after receiving the Level II decision, the person filing the grievance, the alleged victim if someone other than the victim filed the grievance, or any alleged perpetrator may appeal the Chief Executive Officer's decision to the Board in writing. The person filing the grievance, the alleged victim if someone other than the victim filed the grievance, and the alleged perpetrator will be allowed to address the Board, and the Board may call for the presence of such other persons deemed necessary. The Board will issue a decision within 30 working days for implementation by the administration. The decision of the Board is final.

## **Section 11. Confidentiality and Records**

**Section 11.1** To the extent permitted by law and in accordance with Board policy, CGMS will keep confidential the identity of the person filing a grievance and any grievance or other document that is generated or received pertaining to grievances. Information may be disclosed if necessary to further the investigation, appeal or resolution of a grievance, or if necessary to carry out disciplinary measures. CGMS will disclose information to the school's attorney, law enforcement, the CD and others when necessary to enforce this policy or when required by law. In implementing this policy, CGMS will comply with state and federal laws regarding the confidentiality of student and employee records. Information regarding any resulting employee or student disciplinary action will be maintained and released in the same manner as any other disciplinary record.

**Section 11.2** The school will keep any documentation created in investigating the complaint including, but not limited to, documentation considered when making any conclusions, in accordance with the Missouri Secretary of State's retention manuals and as advised by the school's attorney.

## **Section 12. Training**

**Section 12.1** The school will provide training to employees on identifying and reporting acts that may constitute discrimination, harassment or retaliation. CGMS will instruct employees to make all complaints to the designated compliance officer or acting compliance officer and will provide current contact information for these persons. CGMS will inform employees of the

consequences of violating this policy and the remedies the school may use to rectify policy violations. All employees will have access to CGMS's current policy, required notices and grievance forms. CGMS will provide additional training to any person responsible for investigating potential discrimination, harassment or retaliation.

### **Legal Citations:**

#### *Local:*

St. Louis City Ordinance 68715

#### *State:*

RSMo. 213.010-.137

RSMo. 290.400-.450

RSMo. 105.255

RSMo. 162.068

Human Rights

Female Employee Rights – Wage and Hour

Life Insurance Benefits – Active Military Duty

Reporting Requirements regarding Former Employees

#### *Federal:*

20 U.S.C. 1400-1417

20 U.S.C. 1681

20 U.S.C. 7905

29 U.S.C. 621-634

29 U.S.C. 206(d)

29 U.S.C. 794

42 U.S.C. 12101-12213

42 U.S.C. 1751-1760

42 U.S.C. 1777-1785

42 U.S.C. 2000d-2000d-7

42 U.S.C. 2000e-1-2000e-17

42 U.S.C. 2000ff-2000ff-11

42 U.S.C. 6101-6107

42 U.S.C. 11435

7 C.F.R. Part 210

7 C.F.R. Party 215

7 C.F.R. Part 220

7 C.F.R. Part 225

Individuals with Disabilities Education Act

Federal Statute

Boy Scout Equal Access Act

Age Discrimination in Employment Act

Federal Statute

Section 504 of the Rehabilitation Act of 1973

Americans with Disabilities Act

Rich B. Russell National School Act

Child Nutrition Act

Title VI of the Civil Rights Act of 1964

Title VII of the Civil Rights Act of 1964

Genetic Information Nondiscrimination Act

Age Discrimination Act

Federal Statute

National School Lunch Program

Special Milk Program

School Breakfast Program

Summer Food Program



## **EMPLOYMENT STATUS POLICY**

### **Section 1. Employment Status**

**Section 1.1.** Employees of City Garden Montessori School (CGMS) are considered at-will employees unless otherwise explicitly designated in writing by the Board of Directors.

#### **Section 1.2** Eligibility for Public Service Loan Forgiveness

Employees of CGMS may be eligible for public service loan forgiveness. CGMS will provide current, accurate and complete information to each new employee regarding eligibility for public service loan forgiveness. The notice will be provided within thirty days following the start of employment.

### **Section 2. Hiring**

**Section 2.1.** The Board of Directors may, in its discretion, elect to delegate to the Chief Executive Officer, the Chief Academic Officer, or the School Principal, the authority to hire staff members for positions approved by the Board.

**Section 2.2** Prior to offering employment to any teacher who was employed previously by a Missouri school district or charter school, CGMS must contact the Missouri Department of Elementary and Secondary Education to determine the school district or charter school that previously employed such applicant. CGMS shall request from the most recent prior school district or charter school having employed the individual information relating to prior sexual misconduct.

**Section 2.3.** Chief Executive Officer, Chief Academic Officer or School Principal, or designee shall have general responsibility for training, direction and performance evaluations of staff members, and shall maintain adequate personnel records.

### **Section 3. Suspension**

**Section 3.1.** The Chief Executive Officer, Chief Academic Officer or School Principal may suspend employees, with or without pay. An employee may request review by the Board of Directors of a suspension without pay. The Board may consider such a review in appropriate circumstances, as determined by the Board in its sole discretion.

### **Section 4. Termination**

**Section 4.1.** As at-will employees (unless otherwise explicitly designated by the Board), CGMS employees can be terminated by the Board of Directors at any time for any lawful reason.

**Section 4.2.** The Board of Directors may, in its discretion, elect to delegate to the Chief Executive Officer, Chief Academic Officer or School Principal the authority to terminate the employment of staff members. When the authority to terminate has been delegated to the Chief Executive Officer, Chief Academic Officer or School Principal, and an employee is terminated, the employee may request review by the Board of Directors of the termination. The Board may consider such a review in appropriate circumstances, as determined by the Board in its sole discretion.



## Statutory References

### *State:*

RSMo. 160.420

RSMo. 161.855

RSMo. 162.069

RSMo. 162.068

Employees

RSMo. 167.166

RSMo. 167.803

Charter School Employment Provisions

Training Requirements

Employee-Student Communications

Reporting Requirements on Former

Prohibition on Strip Searches

Diabetes Training

## FAMILY AND MEDICAL LEAVE ACT (FMLA) POLICY

City Garden Montessori School (CGMS) will administer leave that qualifies for Family and Medical Leave Act (FMLA) protection in accordance with federal law. This policy is intended for guidance and shall not be interpreted to expand CGMS's responsibilities beyond the requirements of the law. For employees who are not eligible for FMLA leave, including employees who have exhausted available FMLA-protected leave, requests for leave shall proceed according to CGMS's established policies.

### Section 1. Definitions

The following definitions apply to FMLA leave:

1. *Armed Forces* – Army, Navy, Air Force, Marine Corps and Coast Guard, including the National Guard and Reserves.
2. *Child* – A biological, adopted or foster child; a stepchild; a legal ward; or a child of a person acting as a parent if the child is under 18 or 18 or over but incapable of self-care due to mental or physical disability at the time that FMLA leave is to commence. For the qualifying exigency leave and military caregiver leave only, the age of the child does not matter.
3. *Covered Active Duty* – In the case of a member of a regular component of the Armed Forces, duty during the deployment of the member with the Armed Forces to a foreign country. In the case of a member of a reserve component of the Armed Forces, duty during the deployment of the member with the Armed Forces to a foreign country under a call or order to active duty in accordance with law.
4. *Covered Servicemember (for qualifying exigency leave)* – The employee's spouse, child or parent under a federal call or order to covered active duty.
5. *Covered Servicemember (for military caregiver leave)* – The employee's spouse, child, parent or next of kin who is 1) a member of the Armed Forces (including a member of the National Guard or Reserves) who is undergoing medical treatment, recuperation or therapy, is otherwise in outpatient status, or is otherwise on the temporary disability retired list, for a serious injury or illness; or 2) a veteran who is undergoing medical treatment, recuperation or therapy for a serious injury or illness and who was a member of the Armed Forces (including a member of the National Guard or Reserves) at any time during the period of five years preceding the date the eligible employee takes FMLA leave to care for the veteran.
6. *Instructional Employees* – Employees whose principal function is to teach and instruct students in a class, a small group or an individual setting. This term includes athletic coaches, driving instructors and special education assistants, such as signers for the hearing impaired. It does not include teachers' assistants or aides who do not have as their principal job actual teaching or instructing, nor does it include auxiliary personnel such as counselors, psychologists or curriculum specialists. It also does not include cafeteria workers, maintenance workers or bus drivers.
7. *Next of Kin* – For the purposes of military caregiver leave, the nearest blood relative other than a spouse, parent, son or daughter, in order of priority as established by 29 C.F.R. § 825.127.

8. *Outpatient Status* – Covered servicemember assigned to a military medical treatment facility or a unit established for the purpose of providing command and control of members of the Armed Forces as outpatients.
9. *Parent* – The biological, adoptive, stepparent or foster parent of a "child" as defined in this policy.
10. *Qualifying Exigency* – Issues that arise due to covered active duty or a call to covered active duty of an employee's spouse, child or parent, including issues involved with short-notice deployment, military events and related activities, childcare and school activities, the need for financial and legal arrangements, counseling, rest and recuperation, post-deployment activities, parental care, and other activities as defined by 29 C.F.R. § 825.126.
11. *Serious Health Condition* – Illness, injury, impairment or physical or mental condition that involves inpatient care in a hospital, hospice or residential medical facility or continuing treatment by a healthcare provider.
12. *Serious Illness or Injury (for military caregiver leave)* – 1) In the case of a current member of the Armed Forces, an injury or illness incurred in the line of duty on active duty in the Armed Forces (including the National Guard or Reserves) or that existed before the beginning of the servicemember's active duty and was aggravated by service in the line of duty, that may render the servicemember medically unfit to perform the duties of the servicemember's office, grade, rank or rating; and 2) in the case of a veteran, an injury or illness that meets one or more of the standards listed in 29 C.F.R. § 825.127 and that was incurred in the line of duty on active duty in the Armed Forces, or that existed before the beginning of the servicemember's active duty and was aggravated by service in the line of duty, and that manifested itself before or after the servicemember became a veteran.
13. *Spouse* – In accordance with law and for the purposes of this policy, this includes the other person with whom an individual entered into marriage as defined or recognized under state law in the state in which the marriage was entered into. If the marriage was entered into outside of any state, the marriage will be recognized if it is valid in the place where it was entered into and could have been entered into in at least one state. This definition includes an individual in a same-sex or common law marriage.
14. *Veteran* – An individual who was a member of the Armed Forces (including a member of the National Guard or Reserves) and was discharged or released under conditions other than dishonorable at any time during the five-year period prior to the first date the eligible employee takes FMLA leave to care for the veteran. For veterans discharged or released prior to March 8, 2013, the period between October 28, 2009, and March 8, 2013, does not count toward the determination of the five-year period mentioned in the previous sentence.

## **Section 2. Eligibility**

### **Section 2.1** To be eligible for FMLA leave benefits, the employee must:

1. Have been employed by CGMS for at least 12 months (but not necessarily consecutively).
2. Have been employed for at least 1,250 hours of service during the 12-month period immediately preceding the leave.
3. Be employed at a worksite where 50 or more employees are employed by the CGMS within 75 miles of that worksite.

**Section 2.2** An absence may qualify for FMLA protection if it is for one of the following reasons:

1. Birth and first-year care of the employee's child.
2. Adoption or foster placement of a child with the employee.
3. Serious health condition of the employee that makes the employee unable to perform one or more of the essential functions of his or her job or the serious health condition of the employee's spouse, child or parent.
4. Care of a spouse, child, parent or next of kin who is a covered servicemember (including some veterans) with a serious illness or injury (military caregiver leave).
5. A qualifying exigency arising out of the fact that the spouse, child or parent of the employee is on covered active duty, or has been notified of an impending call or order to covered active duty, in the Armed Forces.

**Section 3. Notice to Employees**

**Section 3.1** General Notice

CGMS will post notice to employees explaining FMLA benefits in accordance with law. If CGMS employs 50 or more employees, it will include FMLA notice in an employee handbook or other written guidance to employees concerning employee benefits or leave rights or will distribute a copy of the general notice to each new employee upon hiring. Notice may be provided electronically in accordance with law.

**Section 3.2** Eligibility and Rights and Responsibilities Notices

Absent extenuating circumstances, CGMS will provide the employee notice of the employee's eligibility to take FMLA leave and the rights and responsibilities of the employee within five business days of the request for leave or acquiring knowledge that an employee's leave may be for an FMLA-qualifying reason. Such notice will be provided at the commencement of the first instance of leave for each FMLA-qualifying reason in the applicable 12-month period, and no subsequent notice is required in the 12-month period unless leave is taken for a different qualifying reason or the employee's eligibility status has changed.

**Section 3.3** Designation Notice

When CGMS has enough information to determine whether the leave is being taken for an FMLA-qualifying reason, CGMS will provide written notice to the employee within five business days, absent extenuating circumstances, regarding whether the leave will be counted as FMLA leave. CGMS will notify the employee if a fitness-for-duty certification is required before returning to work and, if required, include a list of the essential functions of the employee's position. CGMS will notify the employee of the number of hours, days or weeks that will be counted against the employee's FMLA leave entitlement, if known. CGMS may designate leave as FMLA leave retroactively if the retroactive designation will not cause harm or injury to the employee.

**Section 4. Employee Notice to City Garden Montessori**

**Section 4.1** An employee must notify CGMS of the need for leave and explain the reasons for the leave so CGMS can determine whether the leave qualifies for FMLA. The leave may be delayed or denied if the employee fails to give such notice.

**Section 4.2** In all cases of foreseeable leave, the employee must provide notice, in the same manner that is required under CGMS's leave policies, to the Executive Director or designee of the reasons for the leave, the anticipated duration of the leave and the anticipated start of the leave. If an employee fails to provide the required notice, CGMS may delay or deny the FMLA-protected leave.

**Section 4.3** When the approximate timing of the need for leave is not foreseeable, an employee must provide notice to CGMS as soon as practicable under the facts and circumstances of the particular case, in the same manner that notice is required under the CGMS's leave policies. The employee or the employee's spokesperson, if necessary, shall provide sufficient information for CGMS to reasonably determine whether the FMLA may apply to the leave request.

**Section 4.4** If the leave is for a qualifying exigency, an employee must provide notice as soon as practicable, regardless of how far in advance the leave is foreseeable. For all other qualifying reasons, an employee must provide 30 days' notice of the need to take FMLA leave when the need for leave is foreseeable. When 30 days' notice is not practical, the employee must provide notice as soon as practicable and must explain upon request why 30 days' notice was not practicable.

**Section 4.5** "As soon as practicable" means as soon as both possible and practical under all the facts and circumstances of the individual case.

**Section 4.6** Employees are also responsible for ensuring CGMS receives complete and accurate documentation to support requested leaves.

## **Section 5. Leave Use**

For all FMLA purposes except military caregiver leave, CGMS adopts a 12-month leave year beginning on July 1 and ending the following June 30.

1. All eligible employees are entitled to leave for a period not to exceed 12 workweeks per leave year for:
  - a. The birth and first-year care of the employee's child.
  - b. The adoption or foster placement of a child with the employee.
  - c. A serious health condition of the employee that makes the employee unable to perform one or more of the essential functions of his or her job or the serious health condition of the employee's spouse, child or parent.
  - d. A qualifying exigency arising out of the fact that the spouse, child or parent of the employee is on covered active duty, or has been notified of an impending call or order to covered active duty, in the Armed Forces. The amount of leave available for a particular type of qualifying exigency may be limited by law.
2. The FMLA leave year for military caregiver leave begins on the first day that such leave is taken and runs for the following 12 months. All eligible employees are entitled to military caregiver leave for a period not to exceed 26 work weeks of leave per single 12-month period for the care of a spouse, child, parent or next of kin who is a covered servicemember. Twenty-six weeks of leave are available per covered servicemember, per injury/illness; however, no more than 26 weeks of leave may be used during each single 12-month period.

3. An eligible employee is entitled to a combined total of 26 work weeks of leave for any FMLA-qualifying reason during a single 12-month period, provided that the employee is entitled to no more than 12 workweeks of leave for one or more of the following: the birth of the employee's child or to care for such child; the placement of a child with the employee for adoption or foster care; in order to care for the employee's spouse, son, daughter or parent with a serious health condition; for the employee's own serious health condition; or because of a qualifying exigency. For example, an employee could take 16 weeks of military caregiver leave and still have ten weeks available for the birth of a child. However, an employee who used ten weeks of military caregiver leave could not take 14 weeks for the birth of a child because that exceeds the 12 weeks allowed for such leave. Leave that qualifies as both military caregiver leave and leave for the serious health condition of a parent, spouse or child will be designated first as military caregiver leave.
4. When both spouses are employed by CGMS and eligible for FMLA leave, the leave will be limited to an aggregate total of 12 workweeks during a 12-month period in cases where the leave is taken for the birth or first-year care of the employees' child, adoption or foster placement of a child with the employees, or to care for a parent with a serious health condition. However, where both spouses use a portion of the total 12-week FMLA leave entitlement for the same qualifying event, the spouses would each be entitled to the difference between the amount he or she has taken individually and 12 weeks for another qualifying purpose. When both spouses are employed by CGMS and use military caregiver leave or a combination of military caregiver leave and leave for the birth or first-year care of their child, adoption or foster placement of a child with the employees, or to care for a parent with a serious health condition, both employees will be limited to an aggregate total of 26 work weeks of leave.
5. CGMS shall apply all appropriate paid leave to an FMLA absence to the extent allowed by law and policy, giving proper notice to the employee. If an employee's accrued paid leave is exhausted, but an FMLA-qualifying reason for absence persists or a new FMLA-qualifying reason for absence occurs, the resulting absences will continue to be protected FMLA leave until allowable FMLA leave has been used, but such absences will be unpaid.
6. When an employee has an absence that meets the criteria to be an FMLA-qualified absence, CGMS will designate such absence as part of the employee's total annual FMLA entitlement, even if the employee has not requested FMLA leave and/or is absent under paid or unpaid leave in accordance with law or CGMS policy. If an employee is on a Workers' Compensation absence due to an injury or illness that would also qualify as a serious health condition under the FMLA, the same absence will also be designated as an FMLA-qualifying absence and charged against the employee's FMLA-protected time entitlement.
7. FMLA leave may be taken intermittently as required for the health of the employee or family member or as reduced-schedule leave in increments no greater than the shortest period of time that CGMS uses to account for use of other forms of leave, provided that it is not greater than one hour and provided that the FMLA entitlement is not reduced by more than the amount of leave actually taken. Instructional employees may take intermittent or reduced-schedule leave to be with a healthy

newborn only when CGMS and the employee have reached agreement for how the leave will be used.

8. CGMS reserves the right to require adequate certification and recertification of any FMLA-qualifying event or condition of the employee or employee's spouse, child, parent or next of kin and authentication or clarification of such certification as CGMS deems necessary. Failure to provide such certification when requested will result in denial of the leave, and may result in discipline or termination of employment. Employees on FMLA-designated leave must periodically report on their status and intent to return to work. CGMS may also require that an employee present a certification of fitness to return to work.
9. CGMS reserves the right to require that the employee receive a second (and possibly third) opinion from another healthcare provider (at CGMS expense) certifying the serious health condition of the employee or employee's family member.
10. The Executive Director or designee may contact applicable healthcare providers regarding health conditions resulting in requested leaves.
11. Use of FMLA leave will coordinate with other Board policies and procedures governing leave time. Once FMLA leave has been exhausted, any continuing leave time will be governed by the provisions of other applicable CGMS leave policy or procedure.

## **Section 7. Instructional Employees**

If intermittent leave or reduced-schedule leave equals more than 20 percent of instructional time, CGMS may require instructional employees who take such leave due to medical reasons to take block leave or to find an alternative placement for the period of planned medical treatment. When an instructional employee on FMLA leave is scheduled to return close to the end of a school term, CGMS may elect to use a special rule to prolong the employee's leave until the beginning of the next school term, thus extending the leave beyond the period where an FMLA-qualifying reason exists. In such an instance, the prolonged leave time is unpaid and is not charged against the employee's annual FMLA entitlement. In cases where the special rules for instructional employees apply, the Executive Director may apply those special rules or the general FMLA rules as best serves CGMS's interests.

## **Section 8. Leave Protections**

**Section 8.1** The use of FMLA leave cannot result in the loss of any employment benefit that accrued prior to the start of the employee's leave. Eligible employees are entitled to continued participation in CGMS's health plan as long as they are entitled to FMLA leave protection; however, an employee who fails to return to work after the expiration of his or her allowed leave time will be expected to reimburse the CGMS for those benefits paid, as required by law.

**Section 8.2** Eligible employees who are absent for an FMLA-qualifying reason generally may return to the same position or an equivalent position with equivalent pay, benefits and working conditions at the conclusion of the leave, in accordance with law. However, CGMS has the discretion to assign employees taking intermittent leave or returning from FMLA leave to a different position or a position in a different building, grade level or classroom as long as the employee has the appropriate certification or license for the position. Depending on the



circumstances, instructional employees may be assigned to substitute teacher positions, positions as in-school suspension supervisors or other CGMS positions for which they are certificated if CGMS determines that such placement is necessary to ensure consistency of instruction.

**Section 8.3** The FMLA makes it unlawful for any employer to interfere with, restrain or deny the exercise of any right provided under the FMLA. Additionally, it is unlawful for any employer to discharge or discriminate against any person for opposing any practice made unlawful by the FMLA or for involvement in any proceeding under or relating to the FMLA, which could include retaliation.

### **Section 9. Recordkeeping**

The Chief Executive Officer or designee will ensure that personnel records regarding FMLA eligibility and leave are maintained in accordance with law and available for inspection, copying and transcription by representatives of the U.S. Department of Labor upon request.

### **Section 10. Enforcement**

The U.S. Department of Labor is authorized to investigate and resolve complaints of violation of the FMLA. An eligible employee may bring a civil action against an employer for violations. For additional information, contact the nearest office of the U.S. Department of Labor's Wage and Hour Division.

### **Legal Citations:**

#### *Federal:*

10 U.S.C. § 101

29 C.F.R. §§ 825.100-702

29 U.S.C §§ 2611-2619

Federal Statute

Family Medical Leave Act

Family Medical Leave Act



## **STAFF LEAVES AND ABSENCES**

Consistent staff contact with students is important to the learning environment and school operations and therefore is an essential function of a staff member's position. Quality of life for staff is important to enable the staff to function at their highest level. To ensure consistent contact between staff and students, CGMS will allow staff members to be absent from their duties for the reasons and lengths of time specified in this policy or an employee's contract, if applicable, or otherwise protected by law, as long as the absences are not excessive.

### **SECTION 1. Paid Time Off Leave Eligibility**

**Section 1.1** Unless otherwise provided in an employment contract, full-time employees are eligible for Paid Time Off (PTO) as follows:

- a) Those who are employed by a Ten-month contract will receive eight (8) PTO days per year.
- b) Those who are employed by a Twelve-month contract will receive, in addition to school holidays, 21 PTO days per year. In the event that an employee must work during a school holiday, they will receive compensatory time off. Work during a school holiday must be approved by the employee's supervisor.

**Section 1.2.** An employee may not use PTO days during the employee's initial thirty (30) days of employment, except with prior written permission from their supervisor

**Section 1.3.** Twelve-month employees may carry over a maximum of five (5) unused PTO days into the following fiscal year. These must be used before the start of school

**Section 1.4.** Employees will not receive payment for any unused PTO days upon resignation or termination of employment, nor will employees receive any payment for unused PTO days each year.

### **SECTION 2. Use of Paid Time Off**

**2.1.** Paid Time Off can be used for sick days, personal days, or vacation days depending on the employee's position. *Sick leave* includes:

- a) Illness, injury or incapacity of the employee. CGMS reserves the right to require a healthcare provider's certification attesting to the illness or incapacity of the employee and/or inclusive dates of the employee's incapacitation.
- b) Illness, injury or incapacity of member of the employee's immediate family and for which it is necessary for the employee to be with the family member during the incapacity.
- c) Illness, injury or incapacity of other relatives with permission granted by the employee's supervisor.

**2.2.** Paid Time Off can also be used for the following:

- a) *Court Appearances.* Court appearances other than jury duty or appearances required by subpoena or other court order arising out of the employee's duties as an employee of the school.
- b) *Jury duty.* Employees will receive regular pay for hours served on jury duty provided that they serve for their regularly scheduled hours of work, minus compensation received from the court, for up to five (5) days of jury services. If jury duty continues beyond five (5) days in a given year, employees will be granted unpaid leave from work until their jury service is completed. An employee will not be terminated, disciplined, threatened or otherwise subjected to adverse action because of the employee's receipt of or response to a jury summons. Employees who receive a summons for jury duty or a subpoena for a court appearance must provide a copy to the Chief Executive Officer or designee as soon as soon as practicable.
- c) *Religious Observance.* Mandatory religious observance.
- d) *Bereavement.* In the event of the death of a partner, spouse, parent, child, or sibling or the parents and siblings of your spouse or partner, you will receive regular pay for any scheduled workdays missed between and including the day of the death and the funeral, up to three (3) days' pay. In the event of the death of an extended family member, you will receive regular pay for one (1) missed workday.
- e) *Pregnancy, Childbirth, Adoption, and Fostering a child.* Employees eligible for FMLA leave for the birth, first-year care, adoption or foster care of a child will have such leave applied in accordance with the FMLA. CGMS shall only apply accrued paid leave up to the maximum allotted PTO days under this policy, which days will run concurrently with the eligible employee's FMLA leave.

Employees who are ineligible for FMLA leave may take up to twelve (12) weeks of leave for the birth, first-year care, adoption or foster care of a child. The twelve weeks may consist of a combination of accrued PTO days, up to the maximum allotted under this policy, and unpaid leave. PTO runs concurrently with the parental leave and does not extend the length of such leave. Should the employee's leave overlap or coincide with known school holidays (i.e. spring, winter or summer break), then those holidays are included in the employee's allotted leave. The employee shall provide notice of the need for use of parental leave as soon as is reasonably possible, but at least thirty days prior to the commencement of the anticipated leave. In circumstances where employees are requesting leave prior to the birth of a child or for longer than twelve weeks, CGMS may require that a request for leave be supported by certification issued by the appropriate health care provider.

- f) *Personal leave.* All accrued personal time off must be used before a leave will be considered. A full-time or part-time employee with at least six months of continuous service may be granted a paid medical leave of absence for up to 6 weeks and may request additional non-paid absence for up to a total of twelve (12) weeks leave in a twelve (12) month period. Refer to Section 5 of CGMS's FMLA policy to determine eligibility.

- g) *Vacation.* Twelve (12) month employees are permitted to use PTO days for vacation. Employee should submit a request for vacation using the Google “Admin PTO Calendar” and must receive authorization from their supervisor before taking vacation days.

### **SECTION 3. Voting Leave**

Section 3.1 CGMS believes that every employee should have the opportunity to vote in any state or federal election, general primary or special primary. Any employee whose work schedule does not provide him or her four consecutive hours to vote while polls are open will be granted up to two paid hours off in order to vote. Any additional time off will be without pay or deducted from an employee’s PTO days. CGMS reserves the right to select the hours the employee is excused to vote.

Section 3.2 An employee must notify the Chief Executive Officer or designee of the need for voting leave at least five days before the election. When the employee returns from voting leave, the employee must present a voter’s receipt to the Chief Executive Officer or designee as soon as possible.

### **SECTION 4. Military Leave**

Section 4.1 All employees will be granted military leave in accordance with state and federal law

### **SECTION 5. Unauthorized Absences**

Section 5.1 CGMS considers three (3) days of unauthorized absences without notice to be a voluntary resignation.

#### **Legal Citations:**

##### *State:*

RSMo. 105.270	Leave of Absence to Perform Military Duties
RSMo. 105.271	Employee Leave for Adoptive Parents
RSMo. 320.200, .330-.339	Protection for Volunteer Firefighters
RSMo. 115.102	Protection for Election Judges
RSMo. 115.639	Voting Leave
RSMo. 169.595	Workers’ Compensation Leave Protection
RSMo. 494.460	Protection for Jury Duty
RSMo. 595.209	Victim and Witness Rights

##### *Federal:*

29 C.F.R. § 1604.10	Federal Regulation
29 C.F.R. §§ 2611-2619	Family and Medical Leave Act
29 U.S.C. § 216(c)	Fair Labor Standards Act
42 U.S.C. §§ 2000d-2000d-7	Title VI of the Civil Rights Act of 1965
42 U.S.C. §§ 2000e-1-2000e-17	Title VII of the Civil Rights Act of 1965

## **STAFF CONDUCT POLICY**

Since the realization of City Garden Montessori School (CGMS) goals is dependent upon the behavior of professional and support staff, CGMS expects all employees to behave professionally and responsibly, and in a manner that is consistent with Board policy and the CGMS mission. The following list represents a non-exhaustive list of conduct that all employees must follow:

1. Report to work promptly.
2. Follow, adhere, and stay abreast of the policies of CGMS.
3. Submit any required reports at the time specified. Grades, attendance records, textbook issuance records, and reports to parents/guardians shall be submitted as required.
4. Attend all meetings called by the administration. Exceptions should be discussed with and approved by the administration.
5. Maintain concern for and attention to CGMS's legal responsibility for the safety and welfare of students, including the need to ensure that students are under appropriate supervision.
6. Comply with all professional and support staff duties as required.
7. Dress in a manner that will not interfere with the educational environment.
8. Conduct oneself in a professional manner so as not to engage in conduct that is likely to bring discredit to CGMS.
9. Maintain courteous and professional relationships with students, parents/guardians, other CGMS employees, and stakeholders of CGMS.
10. Keep all student records, medical information and other sensitive information confidential as directed by law, Board policy, school procedures and the employee's supervisor.
11. Take care of school-owned property, keep it properly secured, report necessary repairs, and inventory as requested.
12. Obey all safety rules, including rules protecting the safety and welfare of students.
13. Do not engage in any criminal or fraudulent activity.
14. Perform one's duties in an honest and truthful manner by not lying to a superior; withholding information from a superior; fraudulently signing a document; knowingly submitting false information; taking or misappropriating or participating in the taking or misappropriation of property, money or anything of value belonging to CGMS or any of its employees; taking or participating in the taking of private property on school grounds or at school functions.
15. Report instances of vandalism immediately.
16. School employees shall not direct a student to remove an emblem, insignia or garment, including a religious emblem, insignia or garment, as long as such emblem, insignia or garment is worn in a manner that does not promote disruptive behavior. Concerns regarding a student's compliance with the dress code policy and this section shall be directed to the School Principal.

17. School employees, other than commissioned law enforcement officers, shall not strip search students, as defined in state law, except in situations where an employee reasonably believes that the student possesses a weapon, explosive or substance that poses an imminent threat of physical harm to the student or others and a commissioned law enforcement officer is not immediately available.
18. School employees shall not make a contribution or expenditure of public funds (including, but not limited to, use of work time or other school resources) to advocate, support, or oppose any ballot measure or candidate for public office.

**Statutory References:**

*State:*

RSMo. 105.055	Whistleblower Protection
RSMo. 115.646	Prohibition of Public Funds Used for Political
Purposes	
RSMo. 167.166	Prohibition of Strip Searches
RSMo. 162.069	Employee-Student Communications
RSMo. 168.130	Prohibition of Teacher Campaigning for/against
Board	
	Members (where he/she is employed)
RSMo. 304.820	Prohibiting Texting While Driving

# Board Membership Questionnaire

The Governance Committee has developed the following questionnaire to help in the evaluation of candidates for nomination to the Board of Directors. Please answer each question as thoroughly as possible using as much space as necessary.

Question 15 is our skills checklist. It is designed to serve as a quick reference for assessing what perspective or expertise potential members might contribute. No applicant is expected to possess all of the listed skills. In Question 16, please feel free to include, comment, or elaborate on any other skills or relevant information not mentioned in the checklist questionnaire.

Please familiarize yourself with the role of the Board at City Garden by visiting our website [www.citygardenschool.org](http://www.citygardenschool.org). All members of the Board of Directors are required to file a yearly financial disclosure statement with the Missouri Ethics Commission.

All statements of interest will be reviewed by the Governance Committee of the Board.

If you have questions, please contact Debra Fox ([debra@citygardenschool.org](mailto:debra@citygardenschool.org)).

Email address \*

[REDACTED]

1. Your Name \*

Sherita Haigler

2. Your Home Address \*

[REDACTED]

3. Your Preferred Email Address \*

[REDACTED]

4. Your Mobile Phone Number \*

[REDACTED]

5. Your Age Range \*

☐ 18-25

☐ 26-35

☒ 36-55

☐ 56+

6. Your Ethnicity/Race \*

Black/African American

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

Vice President, Diversity and Inclusion

8. Briefly tell us about your knowledge/experience with City Garden Montessori School. \*

I've had the pleasure of touring the school and participating in the Color Brave Series. I think the work the school is doing is impressive by shining a light on the importance of Diversity, Equity, and Inclusion. Christie and I have been in many settings and coalition spaces regarding equity in STEM education for our young people.

9. Inclusive excellence and racial equity are core values of City Garden Montessori School. We ask all board, committee, and subcommittee members to commit to our Anti-Bias/Anti-Racism goals by signing our "Oath of Inclusion (see 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

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Print Name

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10. City Garden Montessori School is equally committed to the Montessori Theory of Development (see below), developed by Dr. Maria Montessori. This child-centered method has been time tested, with over 100 years of success in diverse cultures throughout the world. We ask all board, committee, and subcommittee members support 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

## The Board

12. Please list current/past non-profit organization affiliations and/or memberships (Please include specifics such as positions, committees, and dates): \*

STL Youth Jobs - Advisory Council Member, SaavyCoder- Advisory Council Member, and ITEF- Board Member

13. What is your vision of the role of City Garden's board members? \*

I believe the Board should be a supportive entity that helps to drive the mission and the vision of the school through Strategic Planning and forward-thinking actions. We should aid in developing the next level steps to continually elevate the organization to meet the needs of the community it serves equitably and inclusively. We should always be asking ourselves, who are we serving, and is their voice at the table? If not, why not?

14. What would you like to get out of your service as a board member at City Garden? (An example: "Racial equity and social justice are central to my current work and aspirations along with community development. By serving on the board, I will be able to expand and deepen that commitment, while sharing my leadership skills and academic resources.") \*

I want to lean more into the Racial Equity and Inclusion work as it relates to the focus of my current role. As well as share my Client Relationship, Program/Planning Management, and my past STEM Director experience. I want to learn more about the Montessori way of teaching and leverage my skills to move the mission forward.

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

	Little or none	Some, but no expert	Proficient or expert
Montessori Theory of Development/Education	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Antibias/Anti-racism Initiatives	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Organizational Diversity/Inclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Non-profit organizational experience	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Non-profit leadership experience	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public Education Administration or Finance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board/Committee Procedure	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal/Governance/Policy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legislative - State or Federal	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Facilities Planning/Management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Finance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Communications/PR/Media	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Engagement with the Business Community	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Fundraising - Individuals or Events	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Fundraising - Major Gifts	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Real Estate Financing



Fair Housing initiatives



16. What other skills, characteristics, or strengths would you bring to City Garden?

Organizational, Facilitation, Collaboration, Critical Thinking/Problem Solving

17. We ask our Board members for a significant time commitment, including but not limited to Board and Committee meetings (6-8 hours per month), Board Retreats or Development outings (3-4 times per year), and School/Community events (4-6 times per year). Please estimate how many hours a month could you reasonably devote to City Garden. \*

I can do the 6-8 per month

### Committee Membership Section

We are requesting that all who are interested in board work also serve on at least one committee. Section 3 is designed to determine which of our committees you would consider a good fit with your interests and abilities.

18. Which committee(s) interest you? this should either link to website or have a dropdown that explains in a sentence or two what each committee does. Also -- do we want them to rank them in order of preference if they would be interested in more than one and willing to serve on whichever one has the greatest need for them? \*



ABAR (Anti-bias/Anti-racism) Committee



Building and Grounds



Development



Finance



Governance



19. Why would you like to serve on these committees? \*

This committee is in line with my current work and passion

20. What skills, experience, and qualifications would you bring as a committee member? (An example from someone with an interest in joining our Finance Committee: "My role on the accounting team of a national membership organization would allow me to share my knowledge of budget preparation and projection, cash management, and fiscal reporting for a non-profit.")

My role as the Vice President of Diversity and Inclusion and facilitation through Diversity Awareness Partnership can be utilized to move the ABAR work forward. I am currently going through the NCCJ Facilitator Certification, which will be an added value to the organization.

Some final questions...

Is there anything else you would like us to know?

I'm excited to be considered for the board and look forward to next steps.

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

Yes, but I believe they can be answered in a conversation. I look forward to learning more about the school, the board, and the long-range goals. And how I can add value to the movement.

Thank you for taking the time to complete this questionnaire. The Governance Committee of City Garden Montessori School will review the information and will be in touch soon.

This form was created inside of City Garden Montessori School.

Google Forms

**SHERITA M. HAIGLER, M.B.A.****CLIENT SERVICES PROFESSIONAL WITH EXTENSIVE LEADERSHIP EXPERIENCE**

Relationship Management/Client Experience/Program Planning &amp; Expansion/Diversity Facilitator

**EXECUTIVE SUMMARY**

A client-focused and performance-driven Client Relationship Management Professional with progressive experience and a consistent track record in identifying and capturing new business, establishing and nurturing strong client relationships, meeting and exceeding vital organizational objectives, and successfully directing high-performance teams within various multi-million-dollar corporations cross-industry. Skilled presenter, motivator, and negotiator with a propensity to build winning environments that consistently add value, deliver strong, measurable, and sustainable results, exceed organizational objectives, and enhance company viability and growth. A catalyst for positive change with a proven ability to develop constructive relationships with a broad and diverse group of cross-functional business partners and establish a cooperative climate across multiple departments/divisions. With a passion and a long history of advocacy for Diversity, Inclusion, and Equity understanding that it is the core of any business success. Superior interpersonal, organizational, analytical, and problem-solving skills. Strong written, oral, and technical aptitude. Microsoft Office Proficient. Willing to travel.

**CORE COMPETENCIES**

- |                                 |                               |   |
|---------------------------------|-------------------------------|---|
| • Project/Program Management    | • Key Account Acquisition     | • Relationship-Building/Management        |
| • Strategic Planning/Leadership | • Client Loyalty & Retention  | • Critical Thinking/Problem Solving       |
| • Group Collaboration           | • High Productivity           | • Client Experience/Service               |
| • Facilitation/Presentation     | • Staff Supervision/Training  | • Analytical/Critical Thinking            |
| • Product/Service Knowledge     | • Needs Assessment & Analysis | • Executive Level Relationship Management |

**PROFESSIONAL EXPERIENCE****United Way of Greater St. Louis****St. Louis, MO****Oct. 2019 - Present**

Vice President, Diversity and Inclusion

Serves as United Way's leader in DEI and work collaboratively with regional leaders, community partners and organizational stakeholders serving as a subject matter expert providing direction and counsel to recognize and respond to regional diversity needs, issues and initiatives while leveraging United Way's core competencies. The Vice President, Diversity and Inclusion works in partnership with leadership and Human Resources to create an inclusive organizational environment where employees, volunteers, and investors of all genders, ethnicities, backgrounds and orientations feel welcome and can flourish and contribute to United Way's mission.

- Working in conjunction with the CEO, is responsible for advising, identifying and setting the Diversity, Equity and Inclusion strategic objectives and priorities for community engagement and partnerships.
- Responsible for identifying, building and maintaining external relationships with key community stakeholders (individuals and entities) that align with organizational strategy and advance equality, diversity and inclusion in the St. Louis region (i.e. Regional Consortium of Higher Education Initiatives Supporting Black Male Success).
- Collaborate and communicate effectively with key stakeholders, staff and Diversity & Inclusion colleagues throughout the region, and United Way system, to ensure United Way's diversity strategy and activities are thoughtfully developed and implemented. Maintain a knowledge base about challenges, emerging initiatives, and promising practices and programs, regionally and within the United Way system.
- Facilitate critical organizational support and buy-in and lead cross-functional work teams to build programs/processes for inclusion and engagement in the development and implementation of internal and external initiatives. Implement, and evolve as needed, the organizational Diversity, Equity and Inclusion Framework.
- Serve as United Way's chief advisor and representative on diversity and inclusion strategies, internally and externally.

**SHERITA M. HAIGLER, M.B.A.****STEMSTL (BioSTL)****St. Louis, MO****Sept. 2017- Oct. 2019**

Director

Responsible for overseeing the administration, programs and strategic plan of the organization. As Directors I have overall strategic and operational responsibilities for STEMSTLs staff, programs, expansion, workgroups, and execution of its vision and mission.

- Responsible for strategic planning to ensure sustainability of STEMSTL Ecosystem's future
- Responsible for the enhancement of STEMSTLs image by being active and visible in the community and by working closely with other professional, civic and private organizations
- Responsible for fundraising and developing other resources necessary to support STEMSTLs mission
- Serve as STEMSTL Ecosystem's primary point of contact with the national Community of Practice
- Build and Manage relationships with key stakeholders within the Ecosystem
- Management and oversight of the CRM system
- Maintain and expand the Ecosystem Structure
- Deepen and refine all aspects of communications-from web and social media presence to external relations with the goal of creating a stronger brand

**Diversity Awareness Partnership****St. Louis, MO****June 2012 - Present**

Give Respect Get Respect Facilitator

Facilitate a year-long anti-bias program that connects students, teachers and corporate associates in an effort to view Diversity and Inclusion in a different way.

- Serve as a neutral party, to facilitate breakthrough dialogue regarding Diversity and Inclusion issues.
- Work collaboratively to create a mind shift in how race, religion, gender identity, sexual orientation and disability is viewed.
- Utilize probing questions to help draw out talking points that will foster open and honest dialogue.
- Lead/encourage participants to leverage their momentum by developing actions plans to be implemented after the completion of the program.
- Participate in evaluating curriculum to address future unique needs

**Filament****St. Louis, MO****May 2017 - Aug 2017**

Business Development Director (Contractor)

Brought awareness to Filament's unique approach to building better meetings, that included expert facilitation, creative thinking, live-drawing, and custom-designed tools that delivers both unexpected insights and measurable results to existing and new client base.

- Developed executive level relationships with key prospective clients.
- Identified client business challenges and promoted Filament's unique service offerings.
- Worked collaboratively with the team to assess customer needs based on pre-planning session to tailor a unique meeting experience for the client
- Provided post client follow up with deliverables

**GE Healthcare****St. Louis, MO****April 2013 - Sept 2016***Healthcare Services Account Manager*

Proven and progressive experience in sales, services and promotion to C-suite and technical decision makers e.g. CEOs, Strategic Planning Directors, Biomedical Engineers, Vice Presidents and Directors of Clinical Engineering, nursing staff and Medical specialty staff. Conveying compelling value proposition; lead the opportunities; qualify customer needs; develop and present solutions proposals and quotations; and respond to customers' clinical, technical and process questions in order to successfully close sales.

- Accountable to achieve Product/Solutions/Service orders and sales OP target for assigned accounts and/or territory
- Provide input to deal pricing strategy and ensure pricing compliance for segment opportunities
- Forecast orders and sales within the applicable sales funnel tools and reports
- Create business plans for territory/assigned accounts including, but not limited to opportunity development, competitive strategies and targets

**SHERITA M. HAIGLER, M.B.A.**

- Build strong business relationships and formulate account strategies and plans to continuously strengthen relationships within the assigned accounts/territory. Identify & respond to key account technical and departmental decision makers' needs and maintain customer contact records in the relevant CRM tools
- Continuously develop and improve a network of key opinion leaders within the assigned territory
- Track and communicate market trends to/from the field including competitor data, and develop and lead effective counter-strategies Product & Market Expertise
- Differentiate assigned product offering during the various stages of the sales process, effectively using GE resources and approved product marketing and product promotion material to actively support the customer through their decision-making process towards a successful outcome for GE

**Centene Corporation****St. Louis, MO****Feb. 2007 - Jan. 2012***Manager, Client Services (Jul. 2009 - Jan. 2012)*

Directed a staff of Sales and Account Managers, responsible for penetrating new markets, identifying and developing new business, and building, maintaining, and enhancing existing relationships throughout the United States for a national leader in the healthcare services field.

- Spearheaded the expansion of services with over eighty (80) geographically dispersed clients within the Managed Care Organizations, Hospital, Federally Qualified Healthcare Centers, Employer Groups, Accountable Care Organizations, and Provider Groups with a membership base of 1.2M lives served.
- Managed new business development and existing client up-sell efforts; identified key stakeholders in each market and established and maintained strong, mutually beneficial and lucrative relationships.
- Successfully implemented products and services across target markets; consistently met and exceeded client expectations and corporate service standards.
- Created a collaborative and results-orientated environment to capitalize on sales potential and consistently exceed quota targets; provided ongoing mentoring, coaching, training, and support.
- Worked in tandem with IT and product development groups; oversaw the development of website and marketing materials and conceptualized new product and system development for client utilization.
- Completed annual reviews with key clients and state agencies.

*Key Accomplishments:*

- Achieved annual revenue growth of 15% year over year.
- Retained 95% of existing client base (\$1.4M in total revenue)

*Account Manager (Feb. 2007 - Jul. 2009)*

- Established strong client relationships and managed all new and existing contract implementations; assisted in the creation of Request for Proposals (RFP's) and played an instrumental role in new business generation.
- Coordinated with the Director of Compliance and Call Center Operations team in the development and execution of strategies to ensure superior customer satisfaction.
- Liaised between clients and internal company departments on all Account Management issues; tracked all complaints/concerns and followed up with appropriate operations and/or corporate staff.

*Key Accomplishments:*

- Developed and implemented tools to effectively implement new services for client base.
- Conceptualized and launched a plan to up-sell services to clients; resulted in a 15% increase in new business.
- Worked with peers to increase their knowledge of products and services; provided tools which prepared and enabled mentees to improve each client interaction.

**SBC/Advanced Solutions Inc. (AT&T)****Des Peres/Earth City, MO****Jan. 2000 - Jan. 2007***SBC Sales Executive (Jun. 2005 - Jan. 2007)*

Actively prospected and acquired new business opportunities and successfully positioned company products and services for a leading telecommunications company providing data and telephonic services to commercial and residential clients.

- Generated sales through acquisition and retention of customers by using solutions-based, cross-selling, and consultative skills.

## SHERITA M. HAIGLER, M.B.A.

- Oversaw the entire sales lifecycle including research, prospect development, product demonstration, and contract negotiation; secured product pricing/services, provided quotes to sales teams, prepared and delivered sales presentations, and followed-up with key decision makers.
- Entered customer purchase orders into the ADNS Mainframe.

### Key Accomplishments:

- Created sales opportunities which resulted in a 20% increase in revenue.
- Developed and implemented a sales plan to penetrate new markets and create awareness of services.
- Assisted peers with understanding systems and tools; allowed them to more effectively sell products and services.

### Manager Interconnection Data Services/Account Manager (Jan. 2000 - Jun. 2005)

- Managed and coached a team of Service Representatives; created and conducted method and procedure training for new and seasoned staff.
- Planned and directed work developed and delivered training, and facilitated interaction with other internal departments to improve and enhance productivity and client service; coached team members on how to effectively promote products, enhance revenue streams, and close new sales.
- Designed and implemented weekly sales plans that produced individual and team results.
- Engaged in weekly planning/review sessions with Project Managers; oversaw order management quality and distribution of key projects within the team.
- Partnered with managers in various departments to efficiently process workflow changes.

### Key Accomplishments:

- Increased revenue on government, educational and medical account customers by 10% -15%.
- Created strategies to penetrate customer markets which resulted in continuous sales.
- Effectively and consistently coordinated the timely installation of products and services.

### Additional Experience:

Pharmaceutical Sales Representative, Pharmacia & Upjohn (Pfizer), Springfield, IL, Feb. 1998 - Jan. 2000

## SPECIALIZED TRAINING/PROFESSIONAL DEVELOPMENT

- Extensive Project, Organizational, and Time Management Skills
- Microsoft Office Suite Proficient (Word, Excel, PowerPoint, Access, Visio, and Project)
- Well Versed with Tools Relating to Customer Relationship Management (Salesforce, Siebel and Hubspot)

## PROFESSIONAL AFFILIATIONS

- Adjunct Faculty (Diversity in the Workplace/Organizational Behavior), Fontbonne University (2007 - 2014)
  - Board Member, University City Children's Center (2011 - 2017)
- Board Member, Myrtle Hilliard Davis Comprehensive Health Center (2017 - Present)
  - Advisory Board Member, Savvy Coders (2018 - Present)
  - Advisory Board Member, STL Youth Jobs (2019 - Present)

## EDUCATION

Masters of Business Administration/Bachelor of Arts in Business Administration  
Fontbonne University - Clayton, Missouri

# Cover Sheet

## Greenlight Decision

<b>Section:</b>	II. Action Items
<b>Item:</b>	L. Greenlight Decision
<b>Purpose:</b>	Vote
<b>Submitted by:</b>	
<b>Related Material:</b>	Greenlighting Status Update6.2020.pdf

# City Garden Greenlighting Framework

## *Revised for June 3, 2020 for Board Meeting*

Category	Metric	Description	Go	Discuss	Notes (This column was “No Go” in earlier versions, and since there was/is nothing that has been ID’d as such, we are repurposing it here)
Program	Current academic performance	Meeting performance targets set in SLU Performance Contract	Yes	<p>Missed by 1%-20% in 2 or more areas</p> <p>In process – need for continued increase in academic outcomes. There is a strong plan in place to ensure progress. Board will continuously monitor.</p>	<p>The board asked for more work to be done between February and June in the area of Academics and Instruction. To date:</p> <ul style="list-style-type: none"> <li>• We have hired a new principal</li> <li>• We have hired our first leader and consultant for the Institute and our first cohort will begin this summer</li> <li>• We have begun our work on curriculum codification that is consistent with our ABAR/public Montessori values.</li> <li>• Guides will receive the curriculum as well as training and support to utilize and implement the curriculum.</li> <li>• We know that we must continue to strengthen our academic program overall, and, in particular, ensure that we continue to shrink racial and economic achievement gaps.</li> <li>• The full report from the May 6 board meeting is <a href="#">HERE</a>.</li> </ul>
Program	School culture	Staff turnover rate	Less than 20% attrition	20-50% attrition	2019-2020 all staff attrition rate is 19%
Human Capital	Guide (Teacher) Recruitment	Recruitment performance against hiring goals for next school year – 80% or more positions filled for current school by June 30, 2020	80% or more positions filled	50-80% of positions filled	We are recruiting teachers now, and are on track to have 80% of lead guide positions filled by June 30, and 100% by the time we begin our 2020-21 school year.
Human Capital	Guide (Teacher) Retention	Percentage of lead guides (teachers) offered contracts who were retained in previous year positions filled for current school by June 30, 2019	80% or higher retention	50-80% of lead guides retained	In 2018-19, we retained 100% of lead guides. In 2017-18, we retained 91% of lead guides. This year our retention is below the 80% threshold because of various circumstances, including circumstances that made it

					<p>challenging to maintain normalcy. We could not foresee, and therefore could not prevent, the profound impact of:</p> <ul style="list-style-type: none"> <li>• The leaving of the school principal in mid-year</li> <li>• COVID-19 and the necessity to adapt to distance learning, which stressed our lead guides' ability to provide their unique type of learning environment for our students.</li> <li>• That some of our lead guides opted not to participate in Montessori training to obtain certification, which, now that we have the Institute in place, is a requisite of being a lead guide at City Garden.</li> <li>• Personal circumstances for lead guides that led them to make a transition.</li> </ul>
<b>Human Capital</b>	Leadership	Critical network/ leadership roles filled to support growth (CAO, CDO in 2019)	Yes		The CAO and CDO were hired in July, 2019. The Institute director was hired in May, 2020, and the new principal was hired in May, 2020.
<b>Governance</b>	Board	Board is meeting recruitment goals, has needed expertise represented on the board, and has 80% or more of members fulfilling all board commitments	Yes	In process	We have successfully recruited four new board members this year, and 100% of current board members are fulfilling all board commitments.
<b>Finance</b>	Financial health	Meeting Finance Standards set in SLU Performance Contract	Yes	Some areas of concern, but mostly meeting standards	This has been met.
<b>Finance</b>	Financial Health	Clear plan to meet financial needs through this stage of growth and has met benchmarks established by Finance Committee	Yes	Some areas of concern, but clear plan to meet financial needs	Without growth, we are not financially sustainable. For more information, see the report from the May 6 board meeting <a href="#">HERE</a> .
<b>Finance</b>	Adequate Resources	Public funding available for per pupil revenue as in the past—no significant decreases in public revenue	Yes	In process	The funding is available, but due to COVID, it may be reduced in the next school year. The board and executive team are planning budget alternatives, should state funding be reduced.



<b>Finance</b>	Adequate Resources	Philanthropy is on track for annual fund and growth needs for this phase of growth	Yes	Plan in place but all funding has not yet been secured	<ul style="list-style-type: none"> <li>Funding sources for the new building have been identified and the campaign strategy has been developed.</li> </ul>
<b>Student Enrollment</b>	Enrollment goals	School has met enrollment goals for current school year	95% or higher of enrollment target met	80-95% of enrollment target met	We continue to meet our enrollment goals.
<b>External/ Community Support</b>	Charter Authorizer	Strong support from authorizer	Full support without hesitation	Support with some hesitation	The board and leadership have been in regular dialogue with SLU regarding growth, and have ensured that questions and concerns throughout the planning process have been addressed. We have a strong accountability plan in place to ensure continued progress as we grow.
<b>External/ Community Support</b>	Stakeholders/ political landscape	No “red flags” re. charter law, political support, parent support, neighborhood/ community support, donor support	Yes – charter law is stable, strong political support, parent support, neighborhood/ community support, donor support	Some “red flags” – determine how serious concerns are and ways to address them	<p>The criteria for “No GO” had been: Significant opposition to growth that is insurmountable. We learned that there had been concerns from parents/guardians and staff members, and we have taken steps so that they would not become “insurmountable”:</p> <ul style="list-style-type: none"> <li>The board and administration met with all stakeholder groups to listen to their concerns</li> <li>An outside facilitator has met with staff to chronicle their concerns and has made recommendations to administration about what needs to be done.</li> <li>Leadership has placed an intentional focus on increased frequency of communication with staff and parents/guardians, with a focus on transparency, connection, and acknowledging/engaging the tensions and the feedback that has been received throughout the school year.</li> <li>One of the positives was the community inclusive process used to hire our new principal. There were many avenues for engagement for all stakeholders: parents, students, teachers, staff, administration and board.</li> </ul>

					The administration has been working to repair relationships with community members, but due to the COVID crisis, has not been able to reconvene with stakeholders to evaluate their efforts.
<b>Facilities</b>	Facilities plan	Viable facilities plan is in place to support this phase of growth	Yes – plan is in place, funding/ financing is lined up, and there is a realistic timeline for on-time completion	In process – plan is in place, details are still being worked out re. contract, funding/ financing, and timeline	<ul style="list-style-type: none"> <li>• The plans for renovating the new building are in place</li> <li>• The lease for 1618 has been secured</li> </ul>
<b>Strategic Plan</b>	Organizational Priorities	Strategic plan priorities/ initiatives are on track	Yes – strategic plan implementation is on track; 90% or more priorities are on track	In process; 70-90% of priorities are on track	Even with the challenges of this past school year, we are on track.

# Cover Sheet

## Development Update

<b>Section:</b>	III. Information Items
<b>Item:</b>	B. Development Update
<b>Purpose:</b>	FYI
<b>Submitted by:</b>	
<b>Related Material:</b>	Development Report for Board 060320 v2.pdf FYTD20DonationSummary4.30.2020.pdf

## City Garden Development Report to Board of Directors | June 3, 2020

### Annual Fund Update

\*See FY20 Donation Summary year to date.

### Estimate of Gifts through June 30, 2020

<b>Annual Fund through 4/30/20</b>	<b>\$752,054</b>
<b>Recent or anticipated remaining gifts</b>	
Jordan Charitable Foundation	\$3,500
Gifts in May not Charidy related	\$5,600
Major/Mid-level Gifts, Individuals	\$25,000
<b>Estimated Total gifts thru 6/30/20</b>	<b>\$786,154</b>
<hr/>	
FY20 Budgeted Annual Fund	\$887,428
FY20 Estimated YE Gifts	\$786,154
<i>Deficit</i>	<i>\$101,274</i>

**Board Development Committee** – see draft of May 13 meeting Minutes

### **Capital and Growth Campaign Feasibility Study**

Consultant: Dan Reynolds with Holmes, Radford & Reynolds

- Due to COVID-19 restrictions, feasibility study plans to conduct 1x1 interviews with prospects and community influences delayed
- Currently moving forward with plans:
  - Revise Case for Support and utilize portions of Strategic Plan slide deck combined with case elements and design graphics from HKW Architects; additional discussions regarding financing plans/models to align campaign materials appropriately
  - Revise calendar to be prepared to move forward with inviting interviewees once shelter-in-place relaxed
- Limited discussions with select prospects considered primed for campaign feedback and potential contribution

## **Charidy Campaign**

- Final wrap-up and assessment of campaign including recommendations for FY21
- Signed and mailed 300+ receipts/thank you letters

## **Communications**

- Continued communications during remote teaching, and assistance with special end-of-year activities including 8<sup>th</sup> grade graduation and yearbook production, pre-school graduation, last day of school joy parade, and the virtual talent show.
- Draft of City Garden's Response to COVID for informational and stewardship purposes to Community Partners.
- Forthcoming communications regarding summer school, announcement of Crystal Isom as incoming Principal, school year wrap up to families, new parents/guardians/students communication, and launch of City Garden Montessori Institute.

## **Corporate & Foundation Grants**

- Roblee Foundation: Final report for FY20 funding submitted 5/26/20. FY21 proposal submitted 4/10/20: \$10,000 for continued funding of ABAR program.
- Jordan Charitable Trust: \$3,500 received 5/26/20 for ECE.
- Emerson Charitable Trust: Submitted, 4/20/20, \$80,000 (provisionally approved); split of \$60,000 for ECE; \$20,000 for COVID response assistance.
- Upcoming annual grant submission to Kemper Foundation for \$35,000.
- National Development Council report summarizing ABAR activities submitted 5/29/20.

Development Team Planning Retreat scheduled for June 17, 2020



## FY20-21 Development Plan

**DRAFT**

### **Executive Summary**

City Garden isn't just a school. We are a community of educators, families, neighbors and friends where children feel safe and accepted. At City Garden, teaching and learning means **redefining education, re-imagining community and reinvigorating our world**, and we extend education beyond the four walls of our classrooms. We are a community, not a classroom, and that's why we are unique.

While our charter school status enables City Garden to receive government funding for our K-8 classrooms, many essential programs that define City Garden are not supported by public funds. The things that make us a true community and unique among our peers, such as our Montessori Preschool, our Anti-Bias, Anti-Racism Program and our Family Support Program, are possible only through the support of our generous donors.

### **Development Plan Goal**

Based on City Garden's current strategic plan, specific goals and objectives for all aspects of the school were developed by school leaders and personnel, the Board of Directors, and the City Garden community with guidance by Bellwether Education Partners. The overall development goal of the plan is to develop a stable, and growing base of ongoing financial support for City Garden while increasing support for capital needs and expanding impact.

### **Plan Timeframe**

The development plan covers the 2020-21 fiscal year which runs July 1, 2020 – June 30, 2021.

### **Key Initiatives**

- Implement phase one of capital campaign to secure plans and gifts for multi-year campaign to support school growth and expansion.
- Cultivate donors and move them into major gift pipeline.
- Build the mid-level giving pipeline and cultivate new and existing donors toward mid-level and major gifts.
- Develop comprehensive stewardship plan to engage donors in ongoing relationship.
- Assess City Garden's brand and develop plan to address unmet needs to further promote CG and its Mission.
- Increase communication with community and implement a planned and regular schedule.
- Evaluate and analyze content and use of contact database (Bloomerang) to grow giving base and implement contacts/moves practice of recording.

**Fundraising Appeals** – Build upon fundraising plans and structure to build robust program that secures annual support needs while fostering growth to gain significant financial support for City Garden’s expansion.

**Fundraising methods include:**

- **Annual Fund** – The Annual Fund supports City Garden’s general operations budget through gifts from parents, grandparents, friends, staff, corporations and foundations. The funds primarily support the PreK, ABAR and Family Support Programs.
  - Direct Mail solicitations, mail and e-mail, online gifts
  - One-on-one visits
  - Charidy Campaign
- **Major Gifts** – Gifts of \$5,000 or more that support ongoing operations or special designations (restricted).
- **Mid-Level Gifts** - Gifts ranging from \$250-\$4999 that support ongoing operations or special designations (restricted). A goal with Mid-Level prospects is to consistently encourage donors to reach the next level of giving.
- **Corporations and Foundations** – Gifts secured from foundations and corporations that support ongoing operations or special designations (restricted.)
- **Annual Gala** – Signature fundraising event that brings parents, Board members, corporate partners, friends and donors together to celebrate City Garden while raising funds through sponsorships, table purchases, live auction and the Fund-a-Need.

**Capital Campaign** – City Garden continues implementing plans for a comprehensive campaign garnishing support to facilitate the growth and expansion of the school.

**Stewardship Initiatives** – Conduct and manage established practices that thank donors appropriately to their giving level which encourages the continued cycle of giving and encourages increased giving to City Garden.

**Communications** – Ongoing efforts to promote and market City Garden to its internal and external constituencies through consistent branding and communications.

**Development Committee of the Board of Directors** – The Development Committee is responsible for guiding and overseeing resource development (fundraising) for the school. The Chief Development Officer serves as the staff liaison and works with the Chair of the committee to guide initiatives and activities of the committee.

**Database Management-** Evaluate and analyze content and use of contact database (Bloomerang) to grow giving base and implement contacts/moves practice of recording.

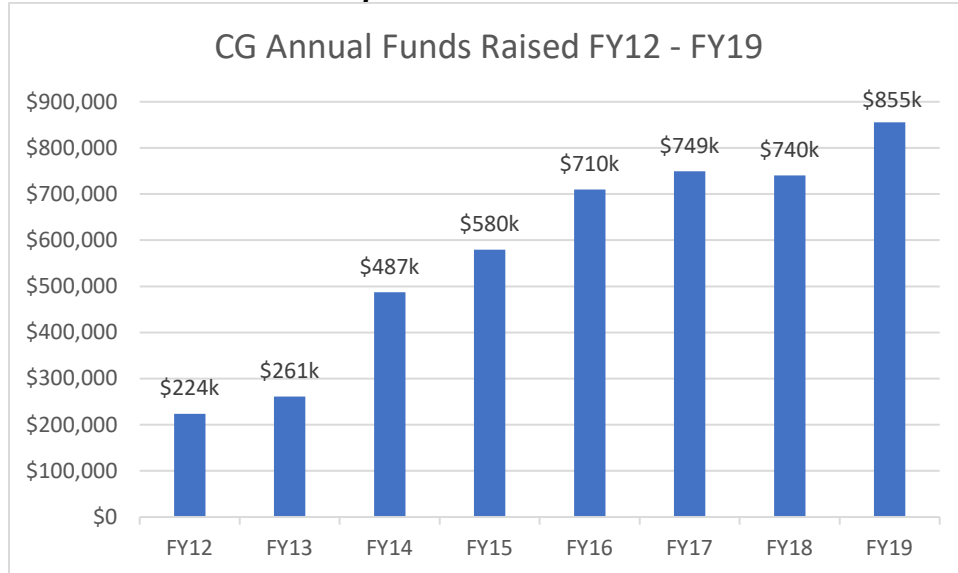
**City Garden Foundation creation** – City Garden will create a foundation to serve as the philanthropic arm of CG.

## **ACTION PLAN**

### **Fundraising**

Fundraising is the top priority of the Development Office at City Garden. Proven fundraising practices and programs will be executed to achieve the annual budgeted goals. While working towards the annual goals, the office will also implement a comprehensive campaign to raise funds for capital and program expansion, while fostering a culture of philanthropy for the City Garden community as a whole.

***\*Draft: this chart will be updated with FY20 final numbers after the close of fiscal year.***



***\*Draft: a FY20 Fundraising Summary will be updated after the close of the fiscal year. Below is the FY19 Fundraising Summary as a placeholder.***

Method/Campaign	Projected	Proj % of Total Budget	Actual	Actual % of Total Revenue	Difference
Grants and Corporations	\$275,302	33.0%	\$355,240	41.5%	\$79,938
Gala	\$231,525	27.7%	\$239,842	28.0%	\$8,317
Mid-Level Giving	\$63,737	7.6%	\$14,981	1.8%	-\$48,756
Major Gifts	\$130,000	15.6%	\$158,397	18.5%	\$28,397
Direct Mail	\$47,941	5.7%	\$36,358	4.3%	-\$11,583
Charidy Campaign	\$86,250	10.3%	\$50,400	5.9%	-\$35,850
<b>TOTAL</b>	<b>\$834,755</b>		<b>\$855,218</b>		<b>\$20,463</b>



### FY21 Fundraising Goals

Method/Campaign	Projected	Proj % of Total Budget
Corporations & Foundations	\$320,000	35.4%
Major Gifts (Ind, \$5k or more)	\$152,500	16.8%
Mid-Level Giving (Ind, \$250-\$4999)	\$89,000	9.8%
Gala	\$248,700	27.5%
Annual Fund Appeals	\$35,000	3.9%
Charidy Campaign	\$60,000	6.6%
<b>TOTAL</b>	<b>\$905,200</b>	<b>100.00%</b>

FY21 Budgeted Goal = \$905,177

This goal represents an increase of \$17,749 or 2%, over the FY20 budgeted goal.

### Fundraising Appeals

- **Annual Fund** – The Annual Fund supports City Garden’s general operations budget through gifts from parents, grandparents, friends, staff, corporations and foundations. The funds primarily support the PreK, ABAR and Family Support Program.
  - Direct Solicitations, mail and e-mail, online
    - Throughout the fiscal year, direct solicitations will be sent to segmented portions of CG’s constituency by USPS mail or e-mail using the Bloomerang portal. Solicitations include a Fall solicitation, Giving Tuesday, and a Calendar Year-end solicitation. This category is also a catch-all for all gifts received not attached to a specific appeal.
  - One-on-one visits
    - The Chief Development Officer, Development and Communications Associate, and Chief Executive Officer will solicit constituents personally through visits and other means of communication.
  - Charidy Campaign
    - The Charidy Campaign is a targeted online giving campaign which runs in the spring, analogous to St. Louis’s *Give StL Day*.
- **Major Gifts** - Gifts of \$5000 or more that support ongoing operations or special designations (restricted).
  - One-on-one visits -The Chief Development Officer and Chief Executive Officer will solicit constituents personally through visits and other means of communication.

Gift Size	Number of Gifts	Number of Prospects	Total
\$20,000	1	3	\$20,000
\$15,000	1	3	\$15,000
\$10,000	2	4	\$20,000
\$7,500	3	5	\$22,500
\$5,000	15	30	\$75,000
<b>TOTAL</b>	<b>22</b>	<b>45</b>	<b>\$152,500</b>

- **Mid-Level Gifts** - Gifts ranging from \$250-\$4999 that support ongoing operations or special designations (restricted). A goal with Mid-Level prospects is to consistently encourage donors to reach the next level of giving.
  - One-on-one visits - The Chief Development Officer, Development and Communications Associate, and Chief Executive Officer will solicit constituents personally through visits and other means of communication.
  - Annual Fund methods are also utilized to secure Mid-Level Gifts.

Gift Size	# of Gifts	# of Prospects	TOTAL
\$2,500	15	25	\$37,500
\$1,000	26	40	\$26,000
\$500	34	50	\$17,000
\$250	34	50	\$8,500
<b>TOTAL</b>	<b>100</b>	<b>159</b>	<b>\$89,000</b>

- **Corporations and Foundations (Community Partners)** – Gifts secured from foundations and corporations that support ongoing operations or special designations (restricted.)
  - **Grants**
    - Most gifts secured by foundations, whether a private, family or community foundation, a governmental entity or a corporation's foundation arm, are secured via a formal grant submission process.
    - City Garden contracts with a grant writer who assists researching, writing and submitting grants throughout the year.
    - Significant grant applications:
  - **Corporate Gifts**

- Gifts from corporations and small businesses support ongoing operations and special designations. They are solicited via personal solicitations, Gala sponsorship requests and other solicitation methods.
- **Annual Gala** – Signature fundraising event that brings parents, Board members, corporate partners, friends and donors together to celebrate City Garden while raising funds through sponsorships, table purchases, live auction and the Fund-a-Need.
  - **\*Consideration will be given to whether CG holds an in-person Gala this year. Due to the long-range implications of COVID-19, we may want to consider either a virtual gala or other means to secure funds represented in gala revenue.**
  - If an in-person gala or virtual gala, calendar date will remain consistent with past years to be the first week in March, 2021.
    - Work closely with the CEO and Board of Directors/Development Committee to develop a plan to increase overall visibility, increase major gift donor/prospect cultivation and engagement.
    - Contract events planner to manage event details.
    - Consider desire/need to have event Chairs and what degree of volunteer participation to host event is desired.
    - Work closely with CEO and COO to solicit sponsorships and in-kind gift opportunities with community partners and CG vendors.

**Comprehensive Campaign** – City Garden will continue implementing plans for a comprehensive campaign to invite donors to support our vast program and capital expansion. It is anticipated that a campaign will span multiple fiscal years.

- **New Funding Needs and Objectives-** City Garden is embarking on a transformative time of growth, expanding not only the school program but creating a Training Institute and Center for Equity.
  - Renovation and equipping 56,000 sq foot warehouse building to expand flagship school housing 1<sup>st</sup> – 8<sup>th</sup> grade programs and specialty programs
  - Curriculum development and codification
  - Teacher coaching and development
  - Launch City Garden Montessori Institute
  - Increase student capacity
  - Achieve financial self-sustainability
  - Center for Equity initial funding
- **Completion of Feasibility Study** – The initial step of conducting a feasibility study commenced during FY20. The onset of the COVID-19 pandemic forced a delay in conducting the feasibility study in the timeframe as planned.
  - Continue work with Consultant - The Development Team is working with Dan Reynolds of Holmes, Radford and Reynolds (HRR) who will complete the feasibility study while building organizational capacity and assist annual fund planning.
  - Working with HRR over June-July 2020, work on capacity building and refine roles within the development team/structure, evaluate current annual fundraising activities, refine FY21 annual fund plan, Case for Support refinement, and advanced donor research and cultivation.
- **Phase 1 of the Campaign, Campaign Readiness** – Following commencement of the feasibility study, over the course of the following seven months through February, 2021, continued work will concentrate on the following initiatives, including:

- Clarify, prioritize, and refine Case for Support
- Develop detailed campaign plan with financial milestones, activities schedules, agendas, and roles and responsibilities
- Campaign communications and brand awareness
- Naming Opportunities proposed in requests
- Collateral and fundraising tools developed
- Secure \$1.2-\$1.5 million to leverage NMTC funding
- Deep donor prospect research / pipeline development
- Donor prospect cultivation, corporate engagement, and preliminary approach strategies
- Recruit campaign leadership
- Convene, expand, and train Campaign Committee
- **Phase 2, Leadership Gifts** - *\*development of plans will be updated as Plan revised*

**Stewardship Initiatives** – Conduct and manage established practices that thank donors appropriately to their giving level which encourages the continued cycle of giving and encourages increased giving to City Garden. Communication also conveys proper use of the donors' gifts and informs them of how City Garden fulfills its mission through generous gifts.

Implement stewardship/communications plan for corporations and foundations that recognizes ongoing partnership with City Garden. A plan was in early draft stages during FY20 and we will follow up to renew steps to implement.

Stewardship practices historically executed over the year include:

- Impact reports
- Postcard touch in Fall before first regular solicitation
- Holiday gifts for special donors and friends
- Board and/or Development Committee-signed Thank You cards
  - Gratitude specifically for recurring monthly donors
- Individualized recognition to donors of certain levels
- Consider Gift Clubs
- Invite donors at determined giving level to a special event just for donors, or special invitation to those donors to an existing event

**Communications** – Ongoing efforts to promote and market City Garden to its internal and external constituencies through consistent branding and communications.

- I. Implement a community-wide Situation Analysis of City Garden's communications. Out of the situation analysis, City Garden will be poised to...
  - a. Develop a communications calendar detailing the use of resources and messaging throughout FY21 in accordance with events, programs, and campaigns.
  - b. Develop a roster of City Garden's communications resources and corresponding policy documentation. The roster will also serve as the hub for sign-in credentials, and will be available to parties deemed necessary.

- c. Develop a comprehensive brand guide detailing the use of City Garden's branded colors, graphics, typefaces, and more.
  - d. Identify and address all necessary adjustments to City Garden's website in order for it to be more accessible, user-friendly, and reflective of regular school updates.
  - e. Develop a dashboard of goals and tactics for expanding City Garden's audience and increasing overall engagement.
    - i. Increase website traffic from XX to XX.
    - ii. Build email database from XX to XX.
    - iii. Develop dashboard for click rates and social media engagement.
- II. The Situation Analysis will also initiative the following sub-projects.
- a. Coordinate with various consistent groups (guides, administration, etc.) to understand the City Garden staff needs around communications. This may relate to technology onboarding, use of standardized documentation, etc.
  - b. Coordinate with various constituent groups (PAC, parents, key staff members, etc.) to understand the parent/family/guardian community's needs around communications. This may relate to parent/family/guardian newsletters, text message alerts, facilitating connection to our new school principal, etc.

**Development Committee of the Board of Directors** - The Development Committee is responsible for guiding and overseeing resource development (fundraising) for the school. The duties of the Development Committee as defined under the Board of Directors include:

- Reviewing and approving the school's annual development plan. The development plan is drafted in conjunction with the school's annual budget and is approved no later than June 30 for the fiscal year that begins July 1. The plan includes goals and strategies for bringing in the resources needed to meet the school's financial needs.
- Reviewing/monitoring resource development outcomes. The Development Committee receives a monthly development report, cash flow statement and a report from development staff regarding progress toward meeting organizational goals.
- Establishing/recommending policies and procedures regarding resource development.
- Overseeing the implementation of resource development activities and programming, including parent giving, major donor cultivation, corporate and foundation contributions, the annual gala, events, communications, stewardship, and tracking of donations and donor information.
- Soliciting volunteer time, determining volunteer projects, and maintaining a volunteer pool to deploy during fundraising preparations and events.
- Providing oversight and support to the Executive Director/CEO, Chief Development Officer, and development staff.

Development Committee Members for FY21:

Liz Fathman	Board
Kristen Carroll	Comm
Luke Carroll	Comm

Sara Gordon	Comm
Kate McCarthy	Comm
Rachel D'Souza Siebert	Comm
Deb Flores	Staff
Cassidy Flynn	Staff
Christie Huck	Staff

#### Goals for FY21

- Set meeting schedule and identify specific and anticipated responsibilities of the committee for FY21.
- Outline specific tasks for member assistance other than solicitations; consider ways members can support the Development Team through their time and talents.
- Create “elevator speech” regarding Board service for use when promoting CGM.
- Identify new members who may strengthen current relationships with corporations, foundations and donors, and identify new members who may assist with specific assistance as identified by the Development Team.
- 100% giving participation by Committee.

**Database Management** - Evaluate and analyze content and use of contact database (Bloomerang) to grow giving base and implement contacts/moves practice of recording.

- Review structure and recommend revisions to classifications of giving levels and how gifts are counted to simplify reporting, clarify goals and avoid duplicative efforts.
- Gift receipting – Ensure the general gift receipt/thank you is updated regularly and determine segmented groups that require catered receipts/thank you.
- Contact Notes – develop and implement process to record personal contacts with individuals, corporations/foundations to track progress and movement toward advancing donors up fundraising pipeline.
- Create process for updates to contact records, such as business information, birthdays, relationships, etc.

**City Garden Foundation support** – City Garden is finalizing the creation of a foundation to serve as the philanthropic arm of CG.

- Work with the CEO and Board members to finalize support and processes needed for Foundation operations.
- Recruit trusted and experienced professionals to serve as Trustees for the Foundation.
- The City Garden Foundation will focus on expanding and deepening philanthropic support for City Garden.

**FY2020 Donation Summary as of April 30, 2020**

General Donations and Gala Fundraising							
Method/Campaign	July to Dec Revenue	Jan 2020 Revenue	Feb 2020 Revenue	Mar 2020 Revenue	Apr 2020 Revenue	Outstanding Pledged	Total YTD Raised
Corporate	\$ 97,882	\$ -	\$ 366	\$ -	\$ 1,926	\$ 118,500	\$ 218,674
* Major Gifts (incl recurring, excl YE Appeal, Charidy)	\$ 39,362	\$ 15,060	\$ 1,519	\$ 1,160	\$ 960	\$ 1,920	\$ 59,981
Other Recurring Giving	\$ 5,491	\$ 714	\$ 839	\$ 755	\$ 400	\$ 800	\$ 8,999
Other Donors	\$ 4,243	\$ 335	\$ 2,228	\$ 312	\$ 1,220	\$ -	\$ 8,338
Employer Matching Gifts (excl YE Appeal)	\$ 3,579	\$ 580	\$ -	\$ -	\$ -	\$ -	\$ 4,159
Direct Mail/YE/GT	\$ 17,522	\$ 3,958	\$ 2,378	\$ 2,469	\$ 634	\$ 5,607	\$ 32,568
Gala	\$ 55,750	\$ 5,000	\$ 26,680	\$ 69,840	\$ 11,950	\$ 38,100	\$ 207,320
Charidy Campaign - incl May as Outstanding*	\$ -	\$ -	\$ -		\$ 3,550	\$ 208,465	\$ 212,015
<b>Total Operations Activity</b>	<b>\$ 222,714</b>	<b>\$ 25,647</b>	<b>\$ 34,010</b>	<b>\$ 74,536</b>	<b>\$ 20,640</b>	<b>\$ 373,392</b>	<b>\$ 752,054</b>
* As designated previously							
<b>Charidy Donations - May Revenue ** (Outstanding)</b>							<b>\$ 40,765</b>
Source of Individual Contributions (Incl revenue from Employer Matching)							
Parents	\$ 8,288	\$ 1,038	\$ 1,012	\$ 600	\$ 2,915	\$ 790	\$ 14,643
Grandparents	\$ 6,150	\$ 695	\$ 820	\$ 70	\$ 2,070	\$ 1,340	\$ 11,145
Alumni Parents	\$ 2,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,800
Staff	\$ 1,513	\$ 288	\$ 2,313	\$ 288	\$ 289	\$ 577	\$ 5,268
Board (incl. Gala, Restricted)	\$ 17,600	\$ 9,250	\$ 3,250	\$ 13,250	\$ 650	\$ 6,340	\$ 50,340
Other Individuals	\$ 38,846	\$ 9,375	\$ 2,368	\$ 3,038	\$ 840	\$ 27,580	\$ 82,047
<b>Total Individuals Donations</b>	<b>\$ 68,366</b>	<b>\$ 20,646</b>	<b>\$ 9,763</b>	<b>\$ 17,246</b>	<b>\$ 6,764</b>	<b>\$ 36,627</b>	<b>\$ 166,243</b>
Restricted Donations							
Restricted	\$ 1,385,061	\$ 505,000	\$ -	\$ -	\$ -	\$ -	\$ 1,890,061
<b>Total Restricted Activity</b>	<b>\$ 1,385,061</b>	<b>\$ 505,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,890,061</b>





MISSOURI DEPARTMENT OF ELEMENTARY AND SECONDARY EDUCATION  
OFFICE OF QUALITY SCHOOLS – MISSOURI SCHOOL IMPROVEMENT PROGRAM

## 2019-20 MISSOURI CHARTER SCHOOL ASSURANCE CHECKLIST

CHARTER SCHOOL NAME	COUNTY-DISTRICT CODE
CHARTER SCHOOL CONTACT NAME	CHARTER SCHOOL CONTACT PHONE NUMBER
CHARTER SCHOOL CONTACT EMAIL	FORM DUE DATE <b>March 31, 2020</b>

### INSTRUCTIONS

Charter Schools are required to be compliant with state and federal laws and State Board of Education regulations. The Missouri Department of Elementary and Secondary Education (DESE) has created this assurance checklist to assist charter schools with this compliance as well as to assist charter sponsors in the review of charters. All charters shall send responses to their sponsor by the date specified by the sponsor. Sponsors must submit the completed forms by **March 31, 2020** to [msip@dese.mo.gov](mailto:msip@dese.mo.gov) or mail to:

Department of Elementary and Secondary Education  
Missouri School Improvement Program  
P.O. Box 480  
Jefferson City, MO 65102-0480

Mark each item in the left column as **Yes, No, K-8 or N/A** (not applicable). If answering "No" or "N/A," you must provide an explanation in the comment box below.

**QUESTIONS:** Contact your area supervisor or the School Improvement Section at 573-751-4104 or [msip@dese.mo.gov](mailto:msip@dese.mo.gov).

### CERTIFICATION

1. At least 80 percent of teachers are appropriately licensed or certificated to teach in Missouri public schools (substitute certificates are not appropriately certified) ( <a href="#">Section 160.420, RSMo</a> ).
a. Teachers
b. Other certificated staff

### FINANCE

1. The charter is organizationally and fiscally viable as defined in <a href="#">Section 160.405, RSMo</a> , not having:
a. a negative balance in its operating funds;
b. a combined balance of less than three percent of the amount expended for such funds during the previous fiscal year; or
c. expenditures that exceed receipts for the most recently completed fiscal year.
2. The charter school implements effective and efficient fiscal management systems that ensure accountability of charter school funds and provides charter financial and budgetary information to the public ( <a href="#">Section 160.066, RSMo</a> and <a href="#">5 CSR 30-4.030</a> ).

### GOVERNANCE

1. The charter school employs appropriate procedures to assure the accurate and timely reporting of data to state and federal agencies.
a. Core Data and Missouri Student Identification System (MOSIS) ( <a href="#">Section 161.092, RSMo</a> )
b. Self-Monitoring Documents
c. Child Abuse and Neglect Hotline ( <a href="#">Section 210.115, RSMo</a> )
d. School safety provisions (Sections <a href="#">160.522</a> , <a href="#">162.680.2</a> , <a href="#">167.023</a> , <a href="#">167.113</a> , <a href="#">167.117</a> , <a href="#">167.627</a> , <a href="#">211.188</a> , <a href="#">302.272</a> , <a href="#">475.060</a> , <a href="#">569.155</a> , <a href="#">571.010</a> and <a href="#">571.030</a> , <a href="#">574.085</a> , <a href="#">574.115</a> , <a href="#">575.090</a> , <a href="#">579.030.1(1)</a> and <a href="#">579.060, RSMo</a> )
e. Drug-Free Schools Act (Sections <a href="#">161.500</a> to <a href="#">161.508, RSMo</a> )
2. The board has adopted a written policy relating to information that the charter school will provide about former employees (certified and non-certified) to other public schools ( <a href="#">Section 162.068, RSMo</a> ).
3. The charter school reports school dropouts to the <a href="#">Missouri Literacy Hot Line</a> ( <a href="#">Section 167.275, RSMo</a> ).
4. The charter school has policies and procedures in place regarding suspension, expulsion and re-enrollment of students ( <a href="#">Section 167.171, RSMo</a> ).
5. The charter school waives proof of residency requirements for a child whose parent or guardian is serving on specified active duty military orders ( <a href="#">Section 160.2000, RSMo</a> ).



	6. The charter school has adopted a policy consistent with the Missouri Student Religious Liberties Act ( <a href="#">Section 160.2500, RSMo</a> ).
	7. The charter school ensures that an American Flag is displayed in front of each school building and the Pledge of Allegiance is recited in at least one scheduled class of every pupil enrolled in the school, no less often than once per school day ( <a href="#">Section 171.021, RSMo</a> ).
	8. The charter school ensures that, if requested by any recognized organization, it allows at least 30 minutes to provide unbiased information on organ, eye and tissue donation to the school board or governing body of a charter ( <a href="#">Section 170.311, RSMo</a> ).
<b>INSTRUCTION/CURRICULUM/ASSESSMENT</b>	
	1. The charter school has developed standards for teaching ( <a href="#">Section 160.045, RSMo</a> ).
	2. The charter school complies with state high school graduation requirements ( <a href="#">Section 170.345, RSMo</a> and <a href="#">5 CSR 20-100.190</a> ).
	3. The charter school provides one-half unit of high school health and personal finance credit for graduates ( <a href="#">5 CSR 20-100.190</a> ).
	4. The charter school provides regular instruction in the <a href="#">United States and Missouri Constitutions</a> , as well as American history, American institutions and American civics. Unless an exception applies, students are required to successfully complete a course of such instruction that is at least one semester in length, as required by <a href="#">Section 170.011, RSMo</a> .
	5. The charter school ensures that all students entering ninth grade after July 1, 2017, pass an examination on the provisions and principles of <a href="#">American civics</a> as required by <a href="#">Section 170.345, RSMo</a> .
	6. The charter school ensures that each high school distributes to its students the information on critical need occupations as provided by the Missouri Department of Elementary and Secondary Education each year before November 1 <sup>st</sup> ( <a href="#">Section 167.902, RSMo</a> ).
	7. The charter school ensures that it has policies and procedures in place allowing students to participate in the Missouri Course Access and Virtual School Program (MOCAP) ( <a href="#">Section 161.670, RSMo</a> ).
	a. The charter school has adopted an enrollment policy that requires enrollment requests for MOCAP to be treated similarly to those for traditional courses.
	b. The charter school provides for an appeal process upon denial of enrollment in MOCAP courses.
	c. The charter school informs parents of their child's right to participate in the program by making program availability clear in the parent handbook, registration documents and by featuring it on the home page of the charter school's website.
	8. The charter school shall determine a child is gifted only if the child meets the definition of "gifted children" as provided in <a href="#">Section 162.675, RSMo</a> , and has a policy in place that meets the requirements of this statute.
	9. The charter school's course materials relating to sexual education instruction shall comply with statute ( <a href="#">Section 170.015, RSMo</a> ).
	10. The charter school ensures that it conducts dyslexia screenings for students and provides reasonable classroom support consistent with the <a href="#">guidelines</a> developed by the Department of Elementary and Secondary Education ( <a href="#">Section 167.950, RSMo</a> ).
	11. The charter school ensures that all pupils (during the pupil's four years of high school) receive 30 minutes of cardiopulmonary resuscitation instruction and training in the proper performance of the Heimlich maneuver or other first aid for choking. Instruction is to be included in the charter school's existing health or physical education curriculum and must meet the requirements of <a href="#">Section 170.310, RSMo</a> .
<b>PROFESSIONAL LEARNING</b>	
	1. The charter school ensures that all educators in its employ, who hold a career continuous certificate, complete a minimum of 15 contact hours of professional development annually unless exempt ( <a href="#">Section 168.021, RSMo</a> ).
	2. The charter school provides two hours of in-service training for all practicing teachers annually regarding dyslexia and related disorders ( <a href="#">Section 167.950, RSMo</a> ).
	3. All school personnel shall participate in a simulated active shooter and intruder response drill conducted by law enforcement professionals, as described in statute. Program instructors must be certified by the Department of Public Safety's Peace Officers Standards Training Commission ( <a href="#">Section 170.315, RSMo</a> ).
<b>SAFETY</b>	
	1. The charter school has a written discipline policy; provides the policy to students, parents and guardians; and follows the requirements of <a href="#">Section 160.405, RSMo</a> .
	2. The charter school complies with statute related to posting child abuse and neglect hotline information ( <a href="#">Section 160.975, RSMo</a> ).
	3. The charter school requires the reporting of child abuse, including allegations of sexual misconduct involving a teacher or other employee of the charter school, and provides employee training in accordance with law (Sections <a href="#">160.261</a> , <a href="#">162.069</a> and <a href="#">210.115</a> , RSMo).
	4. The charter school maintains immunization records as required by statute and reports such data required by the Missouri Department of Health and Senior Services (Sections <a href="#">167.181</a> and <a href="#">167.183</a> , RSMo).
	5. The charter school complies with all statutes related to the transportation of students (Sections <a href="#">162.064</a> , <a href="#">162.065</a> , <a href="#">163.161</a> , <a href="#">167.231</a> and <a href="#">167.241</a> , RSMo).

	6. The charter school complies with the Persistently Dangerous Schools provision of the Every Student Succeeds Act (ESSA) (P.L. 114-95) and <a href="#">5 CSR 20-100.210</a> .
	a. Allow students who attend a persistently dangerous school to attend a safe public school within the charter school LEA.
	b. Allow students who have been a victim of a violent criminal offense while in or on the grounds of the public school to attend a safe public school within the charter school LEA.
<b>COMPLIANCE</b>	
	1. The charter school complies with all the regulations of the state and federal programs in which the charter school participates ( <a href="#">5 CSR 20-100.130</a> , <a href="#">5 CSR 20-100.140</a> and <a href="#">5 CSR 20-300.110 to .120</a> ).
	2. The charter school meets state and federal special education requirements for students with disabilities, economically disadvantaged students, migratory children, students whose native or home language is other than English and homeless youth ( <a href="#">Sections 162.680</a> and <a href="#">167.020, RSMo</a> , <a href="#">5 CSR 20-100.130-.140</a> and <a href="#">5 CSR 20-300.110 to .120</a> ).
	3. The charter school complies with statutory standards including:
	a. Administration of the statewide system of academic assessments, as designated by the State Board of Education under <a href="#">Section 160.518, RSMo</a> ;
	b. Assurances for the completion and distribution of an annual report card as prescribed in <a href="#">Section 160.522, RSMo</a> ;
	c. Collection of baseline data during the first three years of operation to determine the longitudinal success of the charter school ( <a href="#">Section 160.405.7, RSMo</a> );
	d. Measurement of pupil progress toward the pupil academic standards adopted by the State Board of Education under <a href="#">Section 160.514, RSMo</a> ;
	e. Publication of each charter school's Annual Performance Report ( <a href="#">Section 160.405, RSMo</a> );
	f. Compliance with laws and regulations of the state, county or city relating to health, safety and state minimum educational standards, including requirements relating to student discipline under Sections <a href="#">160.261</a> , <a href="#">167.161</a> , <a href="#">167.164</a> and <a href="#">167.141 RSMo</a> ;
	g. Notification to law enforcement authorities of criminal conduct under Sections <a href="#">167.115</a> and <a href="#">167.117, RSMo</a> .
	h. Transmittal of school records as required by <a href="#">Section 167.020, RSMo</a> ;
	i. Provision of the minimum amount of school time as required by <a href="#">Section 171.031, RSMo</a> ;
	j. Performance of employee background checks as required by <a href="#">Section 168.133, RSMo</a> .
<b>COMMENTS</b>	
Comment(s) are required for any item that has been marked as No or N/A	
<b>ASSURANCES</b>	
The superintendent/chief executive officer assures compliance with each of the items on the checklist.	
SIGNATURE OF SUPERINTENDENT (THE TYPED NAME BELOW SERVES AS THE OFFICIAL SIGNATURE.)	DATE
The Charter Sponsor annually reviews the charter school's compliance with statutory standards, as required by <a href="#">Section 160.405.7, RSMo</a> .	
SIGNATURE OF SPONSOR (THE TYPED NAME BELOW SERVES AS THE OFFICIAL SIGNATURE.)	DATE

## **Chief Executive Officer Report to the Board Submitted by Christie Huck**

**May 29, 2020 – Submitted for the June 3, 2020 Board Meeting**

Dear Board Members,

We survived the 2019-20 school year! This school year has been full of challenges and many opportunities for growth and reflection (to say the least!). Thank you for your partnership, diligence and accountability as we have navigated transitions, hard conversations and decisions, and a global pandemic. I believe we are leaving the 2019-20 school year with increased humility, deeper connections among our staff, board and parent/guardian community, and a renewed commitment to lean into our organizational values and mission. Though the year has not looked exactly as we thought it would, we have learned and accomplished very much.

### **A Guide to This Month's Board Meeting**

#### Virtual Meeting

We will continue to conduct our board meetings virtually, via Zoom, and will livestream the meetings via City Garden's Facebook page. Members of the public are invited to submit public comment ahead of time via email or a google survey.

#### Introductory Items:

- **Introductions and Public Comments** - We will read any public comments we have received and record them into the record.

#### Action Items:

- **Financials** - This month, you will vote on the April financial statements.
- **Final 2019-20 Budget** - You will vote on the final budget revision for Fiscal Year 2020.
- **2020-21 Budget** - You will vote on the budget for the 2020-21 school year, Fiscal Year 2021.
- **FY18 990** - You will vote on the 990 from FY 2018.
- **Accounting firm for building project** - You will vote on the hire of an accounting firm to assist with the 4209 Folsom facility project
- **Approval of Expenditures over \$5,000** - You will vote on a number of expenditures that exceed \$5,000, the dollar amount threshold that requires board approval, when something is not already in the approved budget. These expenditures include contractual work to support the launch of the City Garden Montessori Institute, Culture and Climate work, ABAR work, coaching and professional development for staff, and

fundraising/ development support. All of these activities will be supported through strategic plan grant dollars, including the federal grant.

- **Slate of Policies** - You will vote on the slate of policies that the Governance Committee has been working on, and which members of the ABAR committee have reviewed. These policies were included in last month's board packet as an information item.
- **Board Term Renewal** - You will vote on a board term renewal for Liz Fathman. Board members Tony Tillman and David Desai-Ramirez are completing their board service this month. Thank you, Tony and David, for your years of service!
- **Slate of Board Officers** - You will vote on the slate of board officers being presented by the Governance Committee.
- **New Board Member** - You will vote on a prospective new board member, Sherita Haigler. Sherita's interest survey was included as an information item in May, and she has been vetted by the Governance Committee.
- **Greenlighting Decision** - You will vote on greenlighting of the addition of 60 kindergarten students in Fall, 2021.

#### Information Items:

- **School Update** – I will provide a brief update on the close-out of the school year, summer plans (including the launch of the Institute and summer school), the principal transition, and planning for the Fall amidst COVID-19.
- **Development Update** – Deb Flores will share an update regarding fundraising/development.
- **Board Planning for 2020-21** – Donna Smith will discuss board planning for 2020-21, including planning for a board retreat in August.

#### **Other Item of Note**

- **Principal candidate accepted our offer!** - Crystal Isom, who was approved for hire as City Garden's next principal, has accepted our offer. She will be wrapping up her time in Durham, North Carolina, and will join City Garden in mid July. Crystal will also participate in the elementary Montessori Teacher Education Program, through the newly-formed City Garden Montessori Institute. Thanks to all students, staff, parents and guardians and board members who participated in the process to hire Crystal! We are working to "prepare the environment" for a smooth and successful transition.
- **City Garden Montessori Institute to launch in Summer, 2020** - The City Garden Montessori Institute is officially launching! Jori Martinez-Woods, who has been a lead guide and Erdkinder Specialist at City Garden for five years, has been hired to serve as the Director of the Institute. We have also hired Mike Flohr, who has worked at Xavier University's Montessori training center for many years, to act as the Elementary Teacher Education Program coordinator. The Elementary Teacher Education Program will begin in July with a small cohort of City Garden guides and staff.

- **Planning for Fall, 2020** - Now that we have completed the 2019-20 school year, we are shifting our focus towards planning for 2020-21. There is much uncertainty regarding what the coming school year will look like, due to COVID-19. We know that we must plan for various scenarios, including a possible “hybrid” model of partial in-person schooling and partial distance learning, and we know that we must have a thorough and effective plan in place, should we need to close school again for an extended period of time. We are engaging with other local and national school leaders to plan collaboratively, including public Montessori schools across the country, and other charter and district schools in the St. Louis region. We have applied to be part of a cohort of schools in St. Louis to work with Attuned, an educational consulting organization, to design a tailored plan for our school that helps us reimagine education and center equity during this time of uncertainty and upheaval, with a focus on connection with our students and families, meeting our community’s holistic needs, and focusing our academic plans on our graduate/learner outcomes. The work with Attuned would be grant funded.
- **Budget Impacts related to COVID-19** – Missouri Governor Parsons held a phone meeting with school and district leaders across the state on May 20th to let us know that Missouri is facing significant budget shortfalls, and to expect state budget cuts beginning in July. Cuts could be up to around 15% of state education revenue for LEA’s/districts. We will learn more in the coming weeks. Thus far, we have built in a 10% reduction in state revenue. We are also anticipating decreases in preschool and before/aftercare tuition revenue. The PPP loan will assist in filling holes, and we have been conservative in our budgeting. Thus far we have built a budget that has minimal negative impact on students or non-executive staff. We will continue to monitor budget impacts closely and will make adjustments if needed.
- **Charter School Growth Fund (CSGF)** - After 3.5 years of dialogue with CSGF, we were semi-finalists for their Seed Fund, and members of administration and the board participated in virtual interviews in May. Unfortunately, CSGF said that they did not feel like they had enough information to recommend City Garden for funding. They will be back in touch in August to schedule additional interviews and engagement, including observation of instruction (even if it is virtual).

Thank you, as always, for your tremendous commitment to the students and families of City Garden. Please don’t hesitate to contact me if you have any questions about this month’s board materials.

In partnership,

Christie

*Christie Huck*

*Chief Executive Officer*

DRAFT



## City Garden Montessori School

### Minutes

#### Academic Excellence Committee Meeting

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##### **Date and Time**

Tuesday May 5, 2020 at 3:00 PM

##### **Location**

Virtual via Zoom

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##### **Committee Members Present**

A. Mogaji (remote), B. Thomas (remote), C. Huck (remote), I. Pollack (remote), J. Dixon (remote), L. deLearie (remote), M. Howard (remote), S. Sanchez (remote), S. Shelton-Dodge (remote)

##### **Committee Members Absent**

S. Chung

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#### **I. Opening Items**

##### **A. Record Attendance**

##### **B. Call the Meeting to Order**

J. Dixon called a meeting of the Academic Excellence committee of City Garden Montessori School to order on Tuesday May 5, 2020 @ 3:00 PM at  
Virtual via Zoom

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##### **C. Introductions and Public Comment**

No public comment

##### **D. Board Update**

- The primary focus of the board is supporting Christie and City Garden in time of COVID-19
- The board is looking to this committee for recommendation on greenlighting the addition of 60 additional Kindergarteners in Aug 2021

**E. Update on our distance learning and how we are meeting the needs of students and families**

- CG has been doing distance learning for seven weeks
- There are three more weeks until the end of the school year
- All grades doing Zoom check-ins at least once weekly
- The school is continuing to prioritize connecting with and supporting Tier 3 families, with up to five check-ins weekly, at least from classroom teachers
- CG has also been supporting families with financial need

**II. Action Items**

**A. Approve Minutes from the April Meeting**

M. Howard made a motion to approve the minutes from Academic Excellence Committee Meeting on 04-07-20.

B. Thomas seconded the motion.

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

**B. Update on the Principal Search and Hiring Process**

- We are grateful for all the help members of this committee have provided
- Saras has been very helpful in developing a process that is different/new/radical/very exciting!
- Amira and Christie have narrowed the pool of candidates to three
- We are being very open in acknowledging that none of the candidates check ALL of our boxes, so we are taking a developmental approach to the search.
  - A Hiring Committee consisting of 3 parent reps, 2 board reps, and reps from each of our school teams; anti-racist facilitators are leading the process
  - Panel interviews this Friday
  - Action interviews next week
- We are asking a lot of these candidates and they are all very engaged
- The final "interview" activity will be a community Roundtable discussion with all stakeholders
- Christie will share information with committee on how to participate

**C. School Culture and Climate**

- CG hired Marissa Payne in March to facilitate listening sessions with leadership and staff, prepare a report with recommendations
- We just received the report and will share with the committee
- Marissa will meet with the staff planning team to discuss next steps
- Since February, staff planning team has also been meeting weekly, with a focus on working through expectations for staff contracts

Next steps: sub-committee will meet again after majority of Principal hiring process has been completed and after meeting with Marissa



#### **D. Institute and Curriculum Codification/Montessori Learner Outcomes**

- A Venn diagram was shared of how Institute and Curriculum Codification intersect
- Proposal from Annie O'Donnell has been put on hold since COVID-19; we will look to re-engage after school opens in August
- Institute will open this July, fully online, for a small cohort of CG teachers
- We hired Director of institute – City Garden teacher, Montessori trained
- We have identified a candidate for Coordinator of Elementary Training
- Committee can assist by providing feedback on curriculum codification
  - *Feedback from Susie helpful for Montessori lens*
  - *Feedback from Mia helpful for outside perspective*
  - *Amira will get information out in next 2-3 weeks*

#### **E. Greenlighting Growth**

- The board is seeking a recommendation from this committee
- Do you support growth, what additional information do you need to feel comfortable supporting growth, and what should this committee focus on to ensure accountability on items important to support growth?
- Four areas identified as important:
  - Principal Leadership – what are indicators of effectiveness?
  - Teacher Training & Infrastructure – do we have stable group of guides to accommodate influx of additional Kindergarten and Elementary students?
  - Non-academic Barriers to Learning – we are adding more FRL eligible students, is City Garden ready to support this population?
  - Culture/Climate – how do we understand what the challenges are?
- Jesse will write up summary for full board and send to committee for review

### **III. Updates**

#### **A. Assessment, calendar and compliance updates**

- School will be closed through the remainder of the school year.
- We received word that summer school cannot be held in person. We are working to develop a 6-week virtual summer program, June 15-July 24, that will be focused for City Garden's most vulnerable learners. We are looking for the best virtual learning curriculum and programs, and invite the committee to share resources.
- No MAP testing, no NWEA testing, no Panorama surveys this spring.
- The leadership team will be working to develop plans for "re-entry" in the Fall that address new realities and requirements, loss of physical contact and connection with our students and families, tremendous learning loss, and the trauma many of our students have likely experienced throughout this time. We will also be developing multiple scenarios, depending on what transpires with COVID-19 between now and August, and throughout the Fall and Winter.

The leadership team will also be spending time determining what approach we need to take with assessments, given the lack of assessments in Spring 2020, and the uncertainty of the 2020-21 school year

### **IV. Closing Items**

#### **A. Identify Action Items for Next Meeting**

#### **B. Upcoming Meetings and Events**



**C. Adjourn Meeting**

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 4:30 PM.

Respectfully Submitted,  
L. deLearie

DRAFT



## City Garden Montessori School

### Minutes

#### Building & Grounds Committee Meeting

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##### **Date and Time**

Thursday May 21, 2020 at 9:00 AM

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##### **Committee Members Present**

A. Brooks (remote), B. Feld (remote), J. Sharp (remote), J. Steinmann (remote), J. Zade (remote), M. Guymon (remote)

##### **Committee Members Absent**

D. Orwick, P. Langley, S. Wehe

##### **Guests Present**

D. Blank (remote), T. Whitlock Murphy (remote)

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#### **I. Opening Items**

##### **A. Record Attendance and Guests**

##### **B. Call the Meeting to Order**

J. Steinmann called a meeting of the Building & Grounds committee of City Garden Montessori School to order on Thursday May 21, 2020 @ 9:05 AM.

##### **C. Board Update and COVID-19 Pandemic Response & Impact**

- David updated committee on the City Garden response regarding students and families.

#### **II. Action Items**

##### **A. Approve Minutes from the previous meeting**

J. Zade made a motion to approve the minutes from Building & Grounds Committee Meeting on 04-23-20.

J. Sharp seconded the motion.  
The committee **VOTED** unanimously to approve the motion.

**B. Report on Current Building Operations**

David and Tiffany updated committee.

**III. Project Team Update**

**A. Selection of Accountant**

- An RFP was sent out and to two firms that are highly regarded. Both have extensive practice with both New Market and Historic Tax Credits.
- Rubin Brown is slightly the forerunner but both would be excellent choices.
- Josh Zade has had professional experience working with Rubin. Jarrod Sharp and Matt Guymon has also worked with both firms and both believe attorney fees may be larger with Rubin and a more polished model form the beginning more likely with Novogradac. Josh agreed with the recommendation of Jarrod and Matt.
- David will discuss with Kirby at IFF to do some follow up.

J. Sharp made a motion to approve Novogradac.  
M. Guymon seconded the motion.  
The committee **VOTED** unanimously to approve the motion.

**B. Project Update**

- David gave detail on financing, with anticipation that the final financing should be in place by fourth quarter of this year.
- Brian explained the project milestones month by month going forward.

**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 10:07 AM.

Respectfully Submitted,  
T. Whitlock Murphy

DRAFT



## City Garden Montessori School

### Minutes

#### Development Committee Meeting

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##### **Date and Time**

Wednesday May 13, 2020 at 5:30 PM

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##### **Committee Members Present**

D. Flores (remote), K. Carroll (remote), K. McCarthy (remote), L. Fathman (remote), R. D'Souza Siebert (remote), S. Gordon (remote)

##### **Committee Members Absent**

L. Carroll

##### **Guests Present**

C. Flynn (remote), D. Fox, L. deLearie (remote)

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#### **I. Opening Items**

##### **A. Record Attendance**

##### **B. Call the Meeting to Order**

D. Flores called a meeting of the Development committee of City Garden Montessori School to order on Wednesday May 13, 2020 @ 5:31 PM.

##### **C. Board Update and COVID-19 Pandemic Response & Impact**

- Deb gave an update on the continued activities and operational changes during the COVID closure
- The Board's June meeting will proceed with a greenlighting process to vote on the expansion of City Garden's Kindergarten enrollment in 2021-22
- The Principal search is ongoing with three semi-finalists engaged in various online interviews and presentations, with the goal to have a recommended hire by the week of May 18

## II. Action Items

### A. Approve Minutes

L. Fathman made a motion to approve the minutes from Development Committee Meeting on 04-08-20.

K. Carroll seconded the motion.

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

### B. Charidy Campaign – Wrap up and Feedback

- Thanked committee for their support and promotion of the campaign
- Noted many new donors to the campaign, and that Give StL Day similarly did better than last year; people responded well to COVID relief need
- Noted that certain marketing images/branding received greater response than others

### C. Communications during the COVID-19 Pandemic

- The Pandemic Communications Team report compiled since closure was shared
- Families and staff were surveyed multiple times to assess needs, particular attention to Tier 3 families to ensure students' well-being
- Additional communications include automated text messaging system for parents, virtual talent show, joyful moments, joy parade
- Drive in graduation for 8th grade, "graduation" parade for preschool, and all-school Joy Parade are being planned for the last week of school
- A direct mail piece to summarize COVID response is being drafted

### D. Development Committee recruitment & Feedback for year

Discussion included:

- Questions about the Foundation formation
- Recognition that Development Committee members are often difficult to recruit
- Suggestion to outline specific tasks for member assistance other than solicitations
- The need to create "elevator speech" regarding Board service

## III. Updates

### A. Capital Campaign Feasibility Study

- We are in the process of updating the Case for Support to reflect financial needs versus funding secured or in process
- The consultants are moving forward with limited number of feasibility study interviewees, with two positive conversations with key donors already primed

### B. Donations - FY2020 through April, 2020

The YTD donation report was shared with the committee.

## 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 6:30 PM.

Respectfully Submitted,

D. Flores

DRAFT



## City Garden Montessori School

### Minutes

#### Finance Committee Meeting

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##### **Date and Time**

Wednesday May 20, 2020 at 5:30 PM

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##### **Committee Members Present**

B. Kling (remote), J. Fouse (remote), J. Schier (remote), S. Buchheit (remote), S. Deuanephenh (remote)

##### **Committee Members Absent**

A. DeZego, J. Rolwes

##### **Guests Present**

B. Feld (remote), C. Huck (remote), D. Blank (remote), K. Burkholder (remote), T. Whitlock Murphy (remote)

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#### **I. Opening Items**

##### **A. Record Attendance and Guests**

##### **B. Call the Meeting to Order**

S. Deuanephenh called a meeting of the Finance committee of City Garden Montessori School to order on Wednesday May 20, 2020 @ 5:35 PM.

##### **C. Board Update and COVID-19 Pandemic Response & Impact**

- Sysco gave detail on the last board meeting.
- Christie and David updated committee on what the organization has been doing for our students, families and teachers in response to the pandemic.

## II. Action Items

### A. Approve Agenda for this meeting and minutes from the previous meeting

J. Schier made a motion to approve the minutes from April Finance Committee Meeting on 04-15-20.

B. Kling seconded the motion.

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

### B. Review and Approve April 2020 Financial Documents

- David walked committee through budget.
- Revenue looks good for the rest of the year.

B. Kling made a motion to Approve 2020 Financials.

J. Fouse seconded the motion.

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

### C. Approve 990 for FY19

B. Kling made a motion to Approve the 990 for FY19.

J. Fouse seconded the motion.

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

### D. Approve FY21 Budget

- Expecting at least a 10% decrease for funding next year
- We should start seeing dips in the revenue in July
- We may get some federal relief for offset that would be allocated for Covid related needs

B. Kling made a motion to Approve FY21 Budget.

J. Fouse seconded the motion.

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

### E. Approve final 2019-2020 Budget

S. Buchheit made a motion to Approve final budget revision.

J. Schier seconded the motion.

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

### F. Approve Recommendation for Accounting Firm for 4209 Project

B. Kling made a motion to Approve Recommending Rubin Brown to move forward for board approval.

J. Fouse seconded the motion.

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

### G. Review 10 Year Projection

- David discussed assumptions added to the model.

### H. Review Project Financing

- Kirby from IFF presented two possible finance scenarios and the possible risks associated with both.
- Kirby and Brian led a discussion of both state and federal Historic and New Market Tax Credits.



- IFF and HKW have broken the build out into two phases: the first which stabilizes and preserves the asset and then following, when the asset must become the intended design.
- Brian from HKW gave a summary of the expenditures the project will accrue over the next few months. The project will only incur soft costs until July when hard costs will begin.

### **III. Information Items**

#### **A. Tabled Action Items from previous meetings**

- tabled at this time.

### **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 7:00 PM.

Respectfully Submitted,  
T. Whitlock Murphy

DRAFT



# City Garden Montessori School

## Minutes

### Governance Committee Meeting

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#### Date and Time

Tuesday May 12, 2020 at 8:30 AM

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#### Committee Members Present

A. Beasley (remote), D. Fox (remote), D. Smith (remote), M. Farrell Khazaeli (remote), S. Harris (remote)

#### Committee Members Absent

A. Tillman, C. Huck, M. Grossmann, P. Ruger

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### I. Opening Items

#### A. Record Attendance and Guests

#### B. Call the Meeting to Order

S. Harris called a meeting of the Governance committee of City Garden Montessori School to order on Tuesday May 12, 2020 @ 8:30 AM.

#### C. How is Everyone?

#### D. Board Meeting Update

The board approved the first set of policies that passed ABAR review. If approved by the committee today, the final set of this year will be submitted for approval at the June (last of this school year) board meeting.

### II. Action Items

**A. Approve Minutes**

D. Smith made a motion to approve the minutes from Governance Committee Meeting on 04-14-20.

A. Beasley seconded the motion.

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

**B. Board Members Up for Renewal**

The committee voted via email earlier in the month to recommend Liz Fathman for another term on the board. Current board members Tony Tillman and David Desai-Ramirez have moved out of the area and declined to renew their board membership.

**C. Board Officers for 2020-21**

Donna left the room for this discussion.

The slate of Donna Smith, Chair; Sysco Deuanepenh, Treasurer; and Liz Fathman, Secretary Was presented. The committee agreed that the role of Vice-Chair shall remain vacant for the time being.

A. Beasley made a motion to recommend the appointment of the slate of Donna Smith, Chair; Sysco Deuanepenh, Treasurer; and Liz Fathman, Secretary, as board officers for 2020-21.

M. Farrell Khazaeli seconded the motion.

Donna Smith abstained. The committee **VOTED** to approve the motion.

**D. New Candidate for Board Membership - Sherita Haigler**

D. Smith made a motion to to recommend candidate Sherita Haigler for board membership.

M. Farrell Khazaeli seconded the motion.

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

**E. Policies - ABAR Committee Recommendations**

The committee reviewed the questions and recommended changes to the policies from the ABAR committee, and asked that revisions be made based on the recommendations.

D. Smith made a motion to recommend the slate of policies with recommended revisions to the board for approval.

A. Beasley seconded the motion.

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

**III. The Work of the Governance Committee Next Year**

**A. Board and Committee Membership Procedures**

Add to this list of processes and procedures, which is the basis for the committee's work in 2020-21, a request that the board evaluation process include a tool that will allow the administrative staff to weigh in.

**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 8:45 AM.

Respectfully Submitted,

D. Fox

**City Garden Montessori School  
Board of Directors Meetings and Events Schedule  
2020-21 School Year**

**August**

8/19 Finance Committee, 5:30 PM  
8/20 Building and Grounds Committee, 9:00 AM

**September**

9/1 Academic Excellence, 3:00 PM  
9/2 **Board of Directors Meeting, 6:30 PM**  
9/8 Governance Committee, 8:30 AM  
9/9 Development Committee, 5:30  
9/16 Finance Committee, 5:30 PM  
9/17 Building and Grounds Committee, 9:00 AM

**October**

10/6 Academic Excellence, 3:00 PM  
10/7 **Board of Directors Meeting, 6:30 PM**  
10/13 Governance Committee, 8:30 AM  
10/14 Development Committee, 5:30 PM  
10/15 Building and Grounds Committee, 9:00 AM  
10/21 Finance Committee, 5:30 PM

**November**

11/3 Academic Excellence, 3:00 PM  
11/4 **Board of Directors Meeting, 6:30 PM**  
11/10 Governance Committee, 8:30 AM  
11/11 Development Committee, 5:30 PM  
11/18 Finance Committee, 5:30 PM  
11/19 Building and Grounds Committee, 9:00 AM  
11/25 to 11/27 Fall Break

**December**

12/1 Academic Excellence Committee, 3:00 PM  
12/2 **Board of Directors Meeting, 6:30 PM**  
12/8 Governance Committee, 8:30 AM  
12/9 Development Committee, 5:30 PM  
12/16 Finance Committee, 5:30 PM  
12/17 Building and Grounds Committee, 9:00 AM

**January**

1/5 Academic Excellence Committee, 3:00 PM  
1/12 Governance Committee, 8:30 AM  
1/13 Development Committee, 5:30 PM  
1/13 **Board of Directors Meeting, 6:30 PM**  
1/20 Finance Committee, 5:30 PM  
1/21 Building and Grounds Committee, 9:00 AM

**February**

2/2 Academic Excellence Committee, 3:00 PM  
2/3 **Board of Directors Meeting, 6:30 PM**  
2/9 Governance Committee, 8:30 AM  
2/10 Development Committee, 5:30 PM  
2/17 Finance Committee, 5:30 PM  
2/18 Building and Grounds Committee, 9:00 AM

**City Garden Montessori School  
Board of Directors Meetings and Events Schedule  
2020-21 School Year**

**March**

**Typically No Board or Committee meetings in March (except Finance and B&G) this month  
City Garden GALA ?**

3/24 Finance Committee, 5:30 PM

3/25 Building and Grounds Committee, 9:00 AM

**April**

4/6 Academic Excellence Committee, 3:00 PM

4/7 **Board of Directors Meeting**, 6:30 PM

4/13 Governance Committee, 8:30 AM

4/15 Building and Grounds Committee, 9:00 AM

4/21 Finance Committee, 5:30 PM

**May**

5/4 Academic Excellence Committee, 3:00 PM

5/5 (1<sup>st</sup>. Wed), **Board of Directors Meeting**, 6:30 PM

5/11 Governance Committee, 8:30 AM

5/12 Development Committee, 5:30 PM

5/19 Finance Committee, 5:30 PM

5/20 Building and Grounds Committee, 9:00 AM

**June**

6/2 (1<sup>st</sup>. Wed) **Annual Meeting of the Board of Directors**, 6:30 PM

6/16 Finance Committee, 5:30 PM

6/17 Building and Grounds Committee, 9:00 AM