

PUBLIC WORK SESSION
OF THE
BOARD OF SCHOOL TRUSTEES

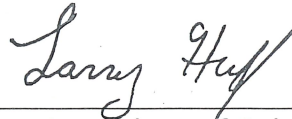
Elkhart Community Schools
Elkhart, Indiana

NOTICE OF MEETING TIME CHANGE

Date: Tuesday, September 23, 2025

Time: **5:00 p.m.**

Location: J.C. Rice Educational Services Center
2720 California Road
Elkhart, Indiana 46514



Superintendent of Schools

Posted and electronically delivered
to News Media on Thursday,
September 18, 2025 and electronically
delivered to Board Members and School
Attorney on Thursday, September 18, 2025.

AGENDA FOR
BOARD OF SCHOOL TRUSTEES
REGULAR MEETING

Elkhart Community Schools
Elkhart, Indiana

September 23, 2025

CALENDAR

Sept	23	5:00 p.m.	Public Work Session, J.C. Rice Educational Services Center
Sept	23	7:00 p.m.	Regular Board Meeting, J.C. Rice Educational Services Center
Oct	14	6:00 p.m.	Public Work Session, J.C. Rice Educational Services Center
Oct	14	7:00 p.m.	Regular Board Meeting, J.C. Rice Educational Services Center

- A. CALL TO ORDER
- B. THE ELKHART PROMISE
- C. INVITATION TO SPEAK PROTOCOL
- D. PUBLIC COMMENT
- E. ALUMNI EXCELLENCE
- F. MOMENT OF PRIDE
- G. CLEVELAND REPORT
- H. EXCELLENCE OF ELKHART
- I. CONSENT ITEMS:
 - Minutes – September 9, 2025 – Regular Board Meeting
 - Claims
 - Fundraisers
 - Extra-Curricular Requests
 - Gift Acceptances
 - Grants
 - Conferences
 - Personnel Report
 - Employment
- J. OLD BUSINESS

Contracts – The administration presents the following contracts for final consideration.

- Standardized Food Service Systems, Inc. dba SMART Systems

- NWEA, a Division of Houghton Mifflin Harcourt Publishing Company
- Startup Moxie Elkhart County
- Marty Dyer
- Lippert Components
- Stacey Van Eck
- MAZI Education

Board Policy 0166.1 – Consent Agenda – The administration presents proposed new Board Policy 0166.1 – Consent Agenda for final consideration.

Resolution – Consistent with the transfer of food service operations to Chartwells K12, the administration recommends approval of a Resolution authorizing and approving certain payments to former Elkhart Community Schools food service employees and an adjustment to the paid leave benefits for those food service staff members still employed by Elkhart Community Schools.

K. NEW BUSINESS

Board Policy 3142C – Cancellation of a Teaching Contract – The administration presents proposed revised Board Policy 3142C – Cancellation of a Teaching Contract for initial consideration.

Contracts – The administration presents the following contracts for initial consideration.

- AMS Global on behalf of Century Center Board of Managers
- ConnectAble, Inc.
- CEL Public Relations, Inc.
- Milliman, Inc.
- EnergyCAP, LLC

Financial Report

Insurance Report

L. INFORMATION AND PROPOSALS

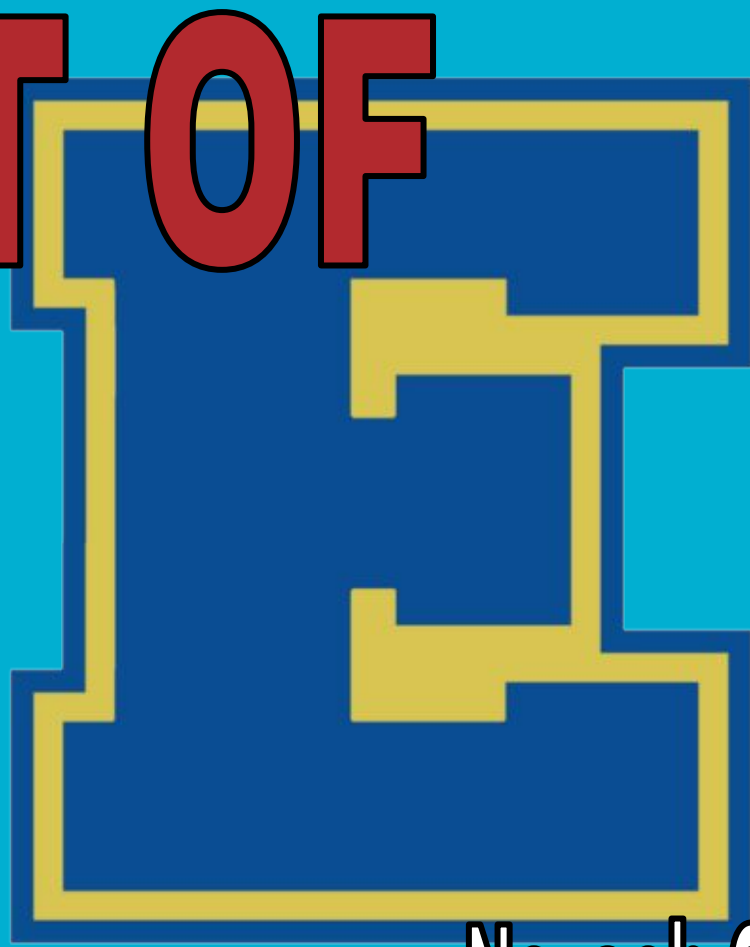
From Superintendent and Staff

From Board

M. ADJOURNMENT

MOMENT OF PRIDE

9.23.25



Nevaeh Cobb

PEP ASSEMBLY

- All 10-12 grade students attended
- Being outside allowed us to involve maximum amount of students
- 9th grade students were bussed over



HOMECOMING

- Community Event
- Parade
- Class Dodgeball
- Class Olympics
- Dress-up Days



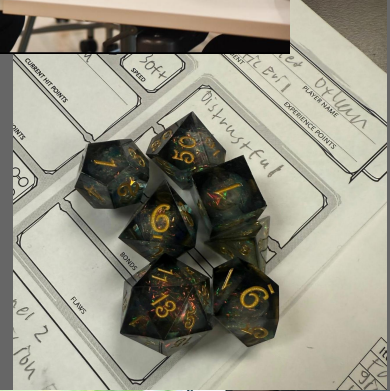
SUICIDE PREVENTION MONTH

- Students set up a table every Monday morning and hand out mental health resources, bracelets, pins, and have an interactive coloring board.



CLUBS KICKING OFF

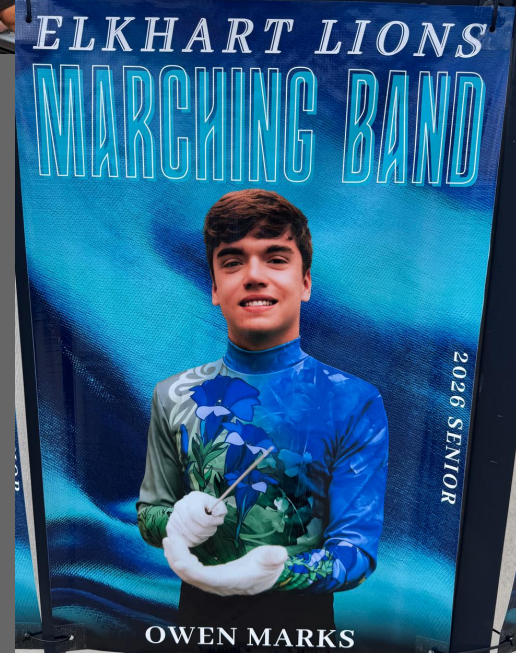
- Chess
- Dungeons and Dragons
- Bring Change 2 Mind
- Robotics call out meeting 9.24



DRUM MAJOR

- Senior Owen Marks

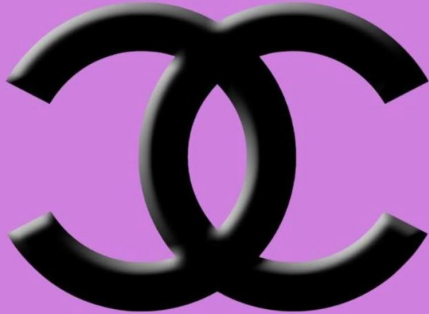
This is Owen's 2nd year, he also plays the string bass and tuba. He started in orchestra, then went to jazz band and concert band. He says he balances all of this with "good time management" and by "using the small amount of time I do have wisely." Owen is also in AP Music Theory, and many other various Dual credit classes. His plan for next year is to major in music education. He says his favorite part of High School is band and the relationships built with all of the new people you meet.



BAND

- 9.20 BOA in Toledo
- Oct 4, we host the Conn Invitational




THE PRIDE OF
ELKHART
2025

ATHLETICS

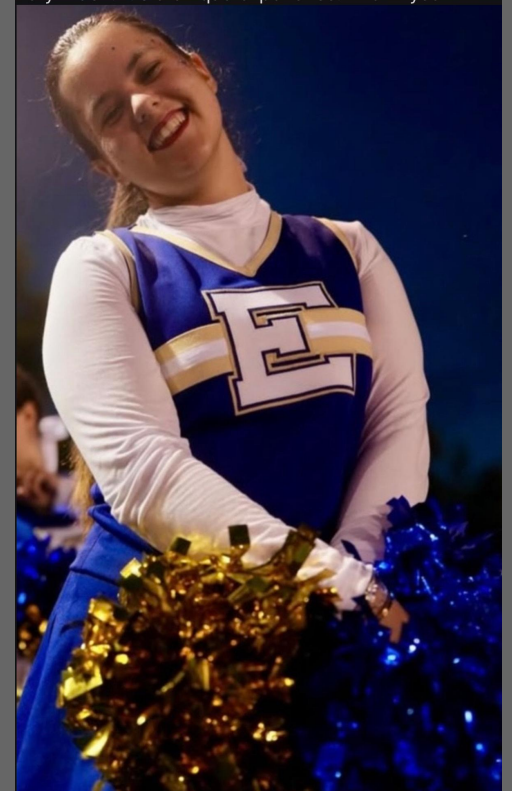
- Girls Golf Sectionals 9.19
- Results:
 - Boys Tennis Senior Night
 - Girls Flag Football Senior Night



FOREIGN EXCHANGE STUDENT

Marta Ballard Delgado

“I wanted to live like the movies. I wanted to go to American football games and know what it’s like being a cheerleader.” She says “The area is beautiful, I love the gardens and the parks. It’s very big. I am from an island where everything is so small.” Marta hopes to “Have lots of friends, have the best year of my life, and have fun.” She told me “It’s not easy to change your country, but the experience is worth it.”



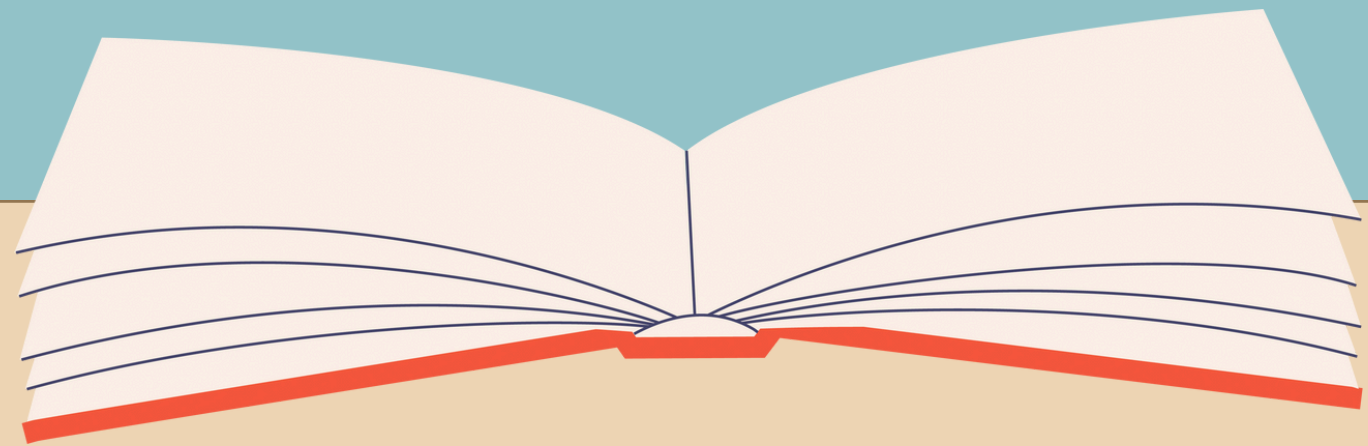
UPCOMING EVENTS

- Senior Sunrise 10.10
- Homecoming Parade 9.26 before the football game
- District Chess Tournament is 12.13
- Pink Out Football Game for Breast Cancer Awareness and Senior Fundraiser 10.3



CLEVELAND

Our mission is for all students to
succeed academically on or
above grade level as respectful
and responsible citizens.



24-25 GOALS

GOAL 1

By the end of the 2026-2027 school year ILEARN ELA proficiency will be 38% which reflects a 5% increase annually.

GOAL 2

By the end of the 2026-2027 school year ILEARN math proficiency will be at 43% this reflects a 5% increase annually.

GOAL 3

80% of all students will pass the IREAD 3 assessment.

ILEARN

ELA

23-24: 23%

24-25 27%

MATH

23-24: 30%

24-25 33%

HIGHLIGHTS

SPECIAL EDUCATION

22-23

23-24

24-25

POPULATION

21%

25%

33%

ELA

7%

13%

17%

MATH

9%

11%

21%

IREAD

GOAL 3

80% of all students will
pass the IREAD 3
assessment.

EXAMPLES:

23-24: 64%

24-25: 88%

PURSUIT OF EXCELLENCE

- Literacy Coach
- Teachers seeking constant growth
- Tier 1 Foundations (K-3)
- Consistent Collaboration
- Interventions
- Dedication to Tier 1 for all students

25-26 ALREADY IN ACTION



Coaching-Literacy and Math
Tier 1 Instruction/Pacing
Interventions
Collaboration
PRIDE Expectations
MTSS

ATTENDANCE DATA

REDUCE CHRONIC ABSENTEEISM

22-23

23-24

24-25

23.28%

22.53%

17.67%

GIVE THEM A REASON TO SHOW UP



The Cleveland Way

The Wall of Distinction

Starting off Strong Building Relationships

Positive Phone Calls

Special Person's Day



Cleveland Families

Awards Assemblies

The News

Student and Teacher Creed

THE CLEVELAND WAY

STUDENT CREED

I am an important member of the Cleveland family.

I am here to be the best that I can be.

I am responsible for my future by the choices I make.

I will respect the learning and well-being of myself and others.

I will work hard to achieve my goals by mastering the skills of:

Persistence

Respectfulness

Initiative

Dependability

Efficiency

I will live each day with PRIDE!

TEACHER CREED

What we are doing here is important.

You can do this!

We're not going to give up on you, even when you want to give up on yourself.

CLEVELAND FAMILY



Excellence of Elkhart

September 23, 2025



Excellence of Elkhart

ACADEMICS • ARTS • ATHLETICS



ACADEMICS

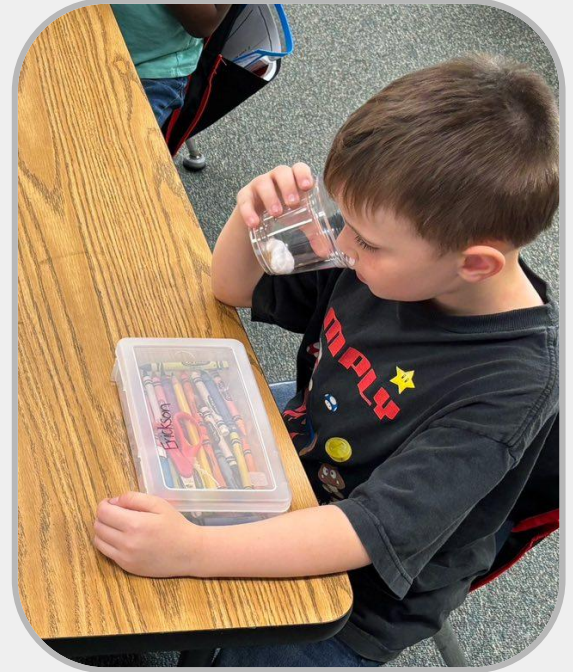
Surgical Services class





ACADEMICS

The Five Senses





ARTS

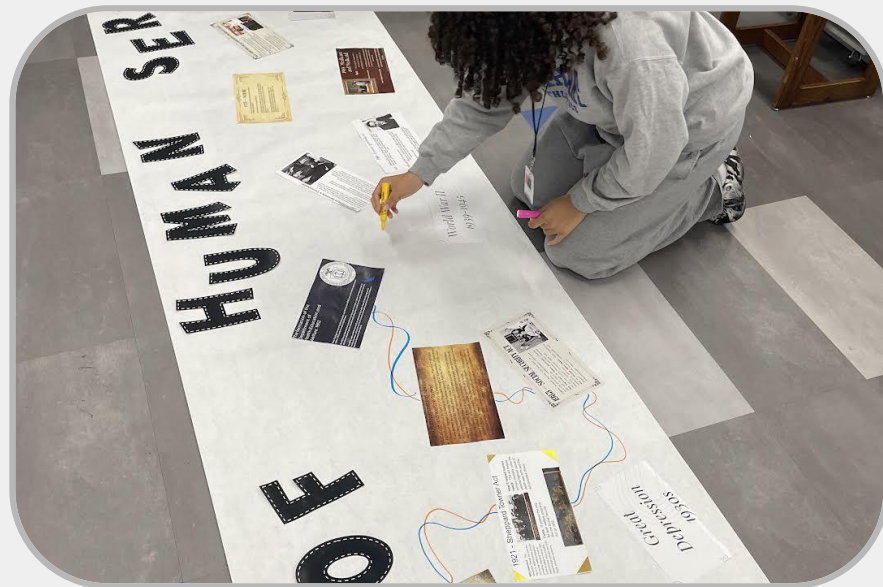
EHS Choir Intern





ARTS

History Detectives





ATHLETICS

Lions Student Athletic Council





ATHLETICS

Athletic Staff





FUTURE HAPPENINGS

- **September 26:** Homecoming
- **October 4:** 150th Conn Selmer Invitational

**As always, you can
stay-up-to-date by
following us on social
media**



ElkhartCommunitySchools



Elkhartschools



Elkhart Community Schools



ParentSquare



MINUTES
OF THE REGULAR MEETING
OF THE BOARD OF SCHOOL TRUSTEES

Elkhart Community Schools
Elkhart, Indiana

September 9, 2025

J.C. Rice Educational Services Center, 2720 California Road, Elkhart, Indiana 46514 – at 7:01 p.m.	Place/Time
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Board Members Present:	Troy E. Scott Douglas K. Weaver Kellie L. Mullins	Mike Burnett Dacey S. Davis Eric Ivory Anne M. VonDerVellen	Roll Call
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Board President Troy Scott called the regular meeting of the Board of School Trustees to order.	Call to Order
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Board Member Anne VonDerVellen recited the Elkhart Promise.	The Elkhart Promise
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Four (4) audience members addressed the Board about district communication, class sizes, the need for elementary social studies textbooks, and substitute pay.	Public Comment
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April Walker, Principal of Monger Elementary School, presented an update on the school’s progress and achievements during the 2024–2025 school year. She reported that Monger began the year with goals to improve in reading and math, reach an 80% IREAD-3 pass rate, and increase student attendance. Since 2021, the school has achieved an 18% increase in ELA proficiency and doubled its math pass percentage with a 25% gain. For the first time, Monger exceeded state averages in both reading and math, surpassing the state ELA average by 0.3 percentage points. Demographic data reflected that the school outperformed state averages in nearly every category, with English Language Learners (ELL) achieving a 33.8% pass rate compared to the state average of 12.7%. Grade 6 math growth was also highlighted, with 62% of students meeting their growth targets, well ahead of the state’s long-term goal of 8% growth by 2030.	Monger Report
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Mrs. Walker reported that Monger reached an 80% IREAD-3 pass rate with an increase of 11% over the previous year; grade 2 IREAD-3 scores improved by 14%. She credited the school’s Full-Service

Community Schools Grant for supporting afterschool and summer programming, which increased student and family engagement. In the past year, 158 students in grades 2 through 6 participated in at least one six-week after-school session, with programs ranging from book clubs, math clubs, science exploration, music, art, and Girls on the Run, as well as summer activities including field trips and other enrichment opportunities. Attendance initiatives also showed strong results at Monger as they held 47 parent meetings with individualized plans, four times the number from the prior year. As a result, 56% of students attended 95% or more of the school days, representing an improvement of 15 percentage points from the preceding year, and 29 of the 44 chronically absent students successfully improved their attendance. These efforts contributed to Monger being named a Family-Friendly School by the Indiana Department of Education (IDOE).

In response to Board inquiry, Mrs. Walker explained that the determination of individual student growth targets varies for each student based on their prior year's test scores compared to a statewide cohort of students at the same performance level.

Mrs. Walker concluded by commending the Monger staff, noting that they exemplify collective teacher efficacy by working collaboratively to set and maintain appropriately high expectations for student growth. She cited educational researcher John Hattie, emphasizing that success is not simply about having a growth mindset or positive thinking, but about the shared belief among educators that *"it is 'us' that causes learning."*

Superintendent Larry Huff congratulated Mrs. Walker and the Monger community, commending their commitment to student success and recognizing the impact their work is having on the south side of town. He praised the dedication of Monger's teachers, noting that they model high expectations and belief in their students every day, which provides the foundation for meaningful growth. Dr. Huff further highlighted that Monger improved by 217 places in state rankings this year, and one grade level performed within the top 12% in the state. He concluded by expressing his appreciation for the school's outcomes and extended congratulations to the entire Monger team for their accomplishments.

Board Vice President Doug Weaver commended Mrs. Walker and the Monger team for consistently exceeding expectations and expressed appreciation for their success. Mrs. Walker explained their achievements are the result of a collective belief that all children can learn. She emphasized the importance of having the right people in the right positions and expressed her advocacy for small class sizes and dedicated staff who take ownership of results. She noted Monger

teachers and staff consistently go above and beyond for students and hold themselves accountable, even when data results fall short. Their systems are designed to support the whole child, with support staff helping to manage social and emotional needs, allowing teachers to focus on instruction. Mrs. Walker stressed that high expectations are shared by everyone in the building, from teachers and support staff to custodians, secretaries, and cafeteria staff; this collective accountability ensures consistent student growth.

Board Member Eric Ivory highlighted Mrs. Walker's statement that "engaged students plus engaged families equals improved attendance and outcomes," noting the power of this simple equation and affirming engagement is a key variable in student success. In response, Mrs. Walker agreed, adding that meeting the needs of Monger's diverse student population requires additional resources, funding, and effort. She explained after-school programming, tutoring, interventions, social workers, and a strong support team are all critical, and removing any of these elements would diminish the school's ability to fully educate the whole child.

Board Member Dacey Davis praised Mrs. Walker's dedication and energetic leadership, stating that meaningful change begins at the top and crediting her for modeling behaviors and accountability that allow staff to succeed. In response, Mrs. Walker shared her pride in her staff and remarked that they deserved to be the ones presenting.

Board Secretary Kellie Mullins commended Mrs. Walker, noting the moment students walk into Monger, expectations are clearly set and reinforced by staff and peers until they become embedded in the school culture. She described how the school's hallways reflect these expectations and praised the way students model them for one another. She applauded the Monger team for their continued success and invited the Monger staff in attendance to stand and be recognized.

Wendy Wood, Director of Communication, shared some of the wonderful things happening in Elkhart Community Schools (ECS) during the Excellence of Elkhart, highlighting Academics, Arts, and Athletics.

Excellence
of Elkhart

In the area of Academics, West Side Middle School's sixth-grade high-ability students explored how the sun's shadows change throughout the day as part of their study of Earth's movement in space. The project will culminate in a field trip to the Challenger Space Center later this month. At Hawthorne Early Learning Center, Title I Pre-Kindergarten students participated in a "number adventure," practicing the number "2" and learning to create squares with four equal sides and corners.

In the area of Arts, the Elkhart High School (EHS) Air Force Junior Reserve Officer Training Corps (AFJROTC), Color Guard, and Marching Band proudly represented the Lions in the Elkhart Labor Day Parade. At the Freshman Division, Introduction to 3D Art students completed an origami challenge, folding more than 2,500 cranes in three (3) class periods and assembling them into a sculpture highlighting their creativity.

In the area of Athletics, the elementary fall sports season is underway. At Woodland Elementary School, girls' volleyball student-athletes, under the leadership of Coach Karina Flores, have been working to strengthen their skills and develop game-time strategies. At the high school level, the football team secured its first win of the season with a 17-7 victory over Northridge. Also, in a historic moment for the program, the girls' flag football team earned its first-ever win with a 31-0 victory over South Bend Adams.

Some upcoming events across Elkhart Schools include:

- September 11: Full-Service Resource Fair (5:00 – 7:00 p.m. at Woodland Crossing)
- September 11: Elkhart Volleyball Alumni Night
- September 12: Emens Coaches Awards (during half-time at the football game)
- September 26: Homecoming

For more information about Elkhart Schools, follow us on social media and the ECS website.

By unanimous action, the Board approved the following consent items:	Consent Items
Minutes – August 26, 2025 – Public Work Session Minutes – August 26, 2025 – Regular Board Meeting	Minutes
Payment of claims totaling \$4,691,373.32 as shown on the September 9, 2025, claims listing. (Codified File 2526-027)	Payment of Claims
Proposed school fundraisers in accordance with Board policy. (Codified File 2526-028)	Fundraisers
Extra-curricular purchase request: Pierre Moran Extra-Curricular Athletics Fund to purchase reversible football uniforms and pants from SPORTSARAMA in the amount of \$6,400.00 for the team.	Extra-curricular Purchases
The following donations were made to ECS: \$630 from Elkhart Athletic Club to EHS Girls Soccer Team to be used to	Gift Acceptances

assist with the growth and development of the team; \$1,000 from Goshen College to EHS Football Team to be used to assist with the growth and development of the team; \$270 from Elkhart Athletic Club to EHS Boys Cross Country Team to be used to assist with the growth and development of the team; \$1,360 from Elkhart Athletic Club to EHS Cheerleading Team to be used to assist with the growth and development of the team; in-kind donation, valued at \$800, from Elizabeth Boyd to Elkhart Academy to be used as PRIDE awards for Elkhart Academy students throughout the school year; services rendered for aesthetic improvements in the athletic team room by Mike Krempec, with an estimated value of \$750 for work performed; and donation of miscellaneous surgical supplies, with an estimated value of \$2,000, from Unity Physicians Hospital to be used by the Surgical Services program.

Submission Confirmation of the following grant: Gene Haas Foundation Secondary School Level Grant, hosted by Gene Haas, with dollars awarded based on student data outlined in the application, and will be used for post-secondary opportunities and to support participation in CTSO competitions. (Codified File 2526-029)

Grants

Conference leave requests in accordance with Board policy for staff members as recommended by the administration on the September 9, 2025, listing. (Codified File 2526-030)

Conference
Leaves

Personnel Report

Approval of one (1) certified consent agreement regarding unpaid time. (Codified File 2526-031)

Certified
Agreement

Employment of the following two (2) certified staff effective on date indicated:

Certified
Employment

Colleen Doyle – Physical Education at Cleveland,
9/3/2025

Najah Monroe – Special Education at North Side,
9/2/2025

Transfer of the following two (2) certified administrative staff effective September 2, 2025:

Certified
Administrative
Transfers

Denise Copeland-Boyd – Assistant Principal at Daly to
Assistant Principal at Roosevelt

Carlicia Gadson – Assistant Principal at Cleveland to
Assistant Principal at Elkhart Academy

Transfer of the following one (1) certified staff effective September 8, 2025: Sarah LaBounty – Grade 4 at Roosevelt to Grade 2 at Roosevelt	Certified Transfers
Resignation of the following four (4) certified staff effective on date indicated: Kristine Alter – Social Studies at West Side, 9/18/25 Angela Bedient – Grade 1 at Beardsley, 9/30/25 Heather Crouse – Intervention at ESC, 9/5/25 Cinthya Gutierrez Perez – ENL at West Side, 9/12/25	Certified Resignations
Employment of the following four (4) classified employees effective with the 2025-26 school year: Tanisha Anderson – Bus Driver at Transportation, 10/17/25 Treshawn Harris – Custodian at Pinewood & Eastwood, 10/28/25 Austin Huddleston – Support Technician at Technology, 10/28/25 Ellie Smittendorf – Paraprofessional at EACC, 10/28/25	Classified Employment
Transfer of the following five (5) classified employees for the 2025-26 school year: Bryonna Aguirre – Paraprofessional at Roosevelt to Paraprofessional at Pierre Moran Michelle Kline – Paraprofessional at Osolo to Paraprofessional at North Side Keishanda Lee – Paraprofessional at Freshman Division to Paraprofessional at Elkhart High Erin Pickart – Therapist-Speech Assistant (SLPA) at PACE to Therapist-Speech Assistant (SLPA) at Beck Suzanne Tufts – Secretary at ESC to Secretary at Elkhart High H&PS	Classified Transfers
Employment of the following six (6) substitute teachers effective with the 2025-26 school year: Aylin Arriaga – Substitute Teacher Bryte Cleveland – Substitute Teacher Laura Crull – Substitute Teacher Susan Law – Substitute Teacher Valerie Mullins – Substitute Teacher Kristin Whitaker – Substitute Teacher	Substitute Teachers
Employment of the following three (3) claims employees for the 2025-26 school year: Ja Nara Bonds – Substitute Custodian at Building Services	Claims

Nicholas Perry – Police Officer at Elkhart High
Shannon Williams – Bus Driver Trainee at
Transportation

Resignation of the following eight (8) classified employees
effective on date indicated:

Classified
Resignations

Bryonna Aguirre – Paraprofessional at Pierre Moran,
8/11/25

Steven Crawford – Substitute at ESC, 5/29/25

Kyseidra Jackson – Bus Driver at Transportation,
9/5/25

Dakota Lewis – Paraprofessional at North Side,
8/11/25

Kelsy Manley – Technical Assistant at Beardsley,
8/29/25

Iara Martinez Gonzalez – Secretary at Adult &
Community Education, 8/15/25

Kori Schmidtendorff – Substitute Teacher at ESC,
5/29/25

Barbara Zitkus – Substitute Teacher at ESC, 5/29/25

Termination of the following one (1) classified employee
effective on date indicated:

Classified
Terminations

Danise Dasema – Paraprofessional at Daly, 9/9/25 in
accordance with Policy 3139.01S

Unpaid Leave Request of the following one (1) classified
employee on dates indicated:

Classified
Leaves

Gloria Pace – Bus Driver at Transportation beginning
8/25/25 and ending 10/16/25

By unanimous action, the Board approved the following contracts,
as presented during the August 26, 2025, Board meeting: Eden
Barber Academy; AdTec Administrative and Technical Consulting,
Inc.; Lexia Voyager Sopris, Inc.; Crossing National, Inc.; Elkhart
County Special Education Cooperative; Medical Communications
Ambassadors, LLC; and Policy Analytics, LLC. (Codified File 2526-
032)

Contracts for
Final
Consideration

In response to a Board inquiry, Brandon Eakins, Director of the
Elkhart Area Career Center (EACC), reported that the first cohort of
the new Eden Barber Academy program included eleven (11)
students, with nine (9) successfully graduating. He noted this
completion rate is significantly higher than that of the cosmetology
program, where typically only 30–40% of students finish with
licensure. Mr. Eakins explained that cosmetology students must
complete one thousand five hundred (1,500) hours over two (2)
years, demonstrate proficiency in required skills, and pass both a

written and a hands-on examination, which contributes to the lower completion rate.

By unanimous action, the Board approved Board Policy 2623.01 – Test Administration and Security as presented during the August 26, 2025, meeting.

Board Policy
2623.01

The administration presented the following contracts for initial consideration: Standardized Food Service Systems, Inc. dba SMART Systems; NWEA, a Division of Houghton Mifflin Harcourt Publishing Company; Startup Moxie Elkhart County; Marty Dyer; Lippert Components; Stacey Van Eck; and MAZI Education.

Contracts for
Initial
Consideration

In response to a Board inquiry, the administration explained that the Startup Moxie program has been in place for several years, providing students with entrepreneurship experiences with local businesses in addition to coursework offered through the Business and International Relations School of Study.

Mr. Thorne presented proposed new Board Policy 0166.1 – Consent Agenda for initial consideration. This Policy provides a listing of items generally included on the consent agenda and allows for technical corrections, such as typographical or numbering errors in policy or misspellings in minutes, to be made as part of the consent agenda. This was first discussed several weeks ago in response to community questions regarding policy.

Board Policy
0166.1

By unanimous action, the Board approved a resolution authorizing and approving adjustments to the 2025-2026 Education Fund revenue available for collective bargaining to reflect: (a) supplemental payments to teachers; and (b) curricular materials contract costs as authorized by Senate Enrollment Act 249 (SEA249) and House Enrolled Act 1001 (HEA1001). (Codified File 2526-033)

Resolution

The administration presented a resolution authorizing and approving the payment of a hiring incentive to those food service employees now employed by Chartwells and an adjustment to the paid leave benefits for those food service staff members still employed by ECS.

Resolution

Mr. Scott made a motion, seconded by Ms. Davis, to remove the resolution from the current agenda and place it on the agenda for the next Board meeting to allow for a minor adjustment in wording. By unanimous action, the Board approved the motion.

By unanimous action, the Board approved a resolution accepting the transfer of real property from the City of Elkhart Redevelopment Commission. The property will be used by the EACC Building Trades

Resolution

program for the construction of new homes, supporting both student learning and the addition of new housing within the city and the boundaries of ECS. (Codified File 2526-034)

Superintendent Huff commended Mrs. Walker and the Monger team for their outstanding presentation and noted the IDOE had recognized the school for its exemplary practices. He emphasized the importance of sharing successful strategies openly with colleagues across the district and state, and praised the school staff, including custodians, for the high standards of care and maintenance within the building.

From the
Superintendent

Dr. Huff also recognized the district's building maintenance team, led by Mr. Paulson, for their significant efforts in managing textbook deliveries and relocations across the district and thanked Dr. Rauch for her coordination of this process.

He shared upcoming engagements, including the Chamber of Commerce Superintendents Breakfast on September 11, where he will address both successes and challenges facing schools in Indiana, particularly the implications of recent legislation. He also highlighted the Community Resource Fair on the evening of September 11, organized by Regina Robinson, which will feature over sixty (60) vendors partnering with schools to support students and families.

In closing, Dr. Huff thanked staff, community members, and all who contribute to the success of students, reminding everyone of the lasting impact of positive words and encouragement in the lives of children.

Mr. Weaver shared that the diesel technology facility, with its extensive capacity, and the new construction classrooms were impressive additions which will provide significant opportunities for students. He also expressed appreciation to the City of Elkhart for hosting a community concert featuring the Commodores and Kool & the Gang, highlighting the important role of music in shaping community culture in Elkhart.

From the Board

Mrs. VonDerVellen recognized notable gains in science achievement on the most recent ILEARN assessment. Mary Feeser Elementary's grade 4 team was commended for surpassing the state average and improving scores by more than 20%. Eastwood, Bristol, Woodland, and Cleveland schools were also highlighted for substantial growth in science in grades 4 and 6, emphasizing the importance of science in preparing students for STEM-related careers.

In closing, Mrs. Mullins shared "Kellie's Korner," extending appreciation to the district's payroll department, as well as other departments that willingly stepped in to help, for their dedication and hard work, particularly during times of high demand.

The meeting adjourned at approximately 7:55 p.m.

Adjournment

APPROVED:

Signatures

Troy E. Scott, President

Douglas K. Weaver, Vice President

Kellie L. Mullins, Secretary

Mike Burnett, Member

Dacey S. Davis, Member

Eric Ivory, Member

Anne M. VonDerVellen, Member

School	Fundraising Activity Description/Purpose	Date(s) of Activity	Date Submitted	Sponsor(s)
Elkhart High - Theatre	Theatre will sell business ads for the theatre programs. Proceeds will be use towards production costs, costumes, props, lighting, etc.	9/23/2025 - 03/31/2026	9/15/2025	Nathan Berkey
Elkhart High - Teaching & Learning Class	Proceeds from shirt sales will fund CPR training for students and field trips to visit academic sites.	10/1/2025 - 05/15/2026	9/10/2025	Amy Stine
Elkhart High - Student Government	Collection buckets will be placed in the Hub/Office spaces at the main campus and EFD for cash donations. Donations will be given to the Cancer Resources for Elkhart County Inc.	9/22/2025 - 10/3/2025	9/2/2025	Kris Bartley & Kaytee Lane
Elkhart High - Chess Club	Donations will be accepted at the Homecoming Community Event to help cover the costs of tournament and registrations fees, as well as club apparel.	9/26/2025	9/11/2025	Jena Nelson
Elkhart High-Girls Basketball	The team will accept donations via an online platform to raise money for player packages.	9/26/2025 - 10/24/2025	9/8/2025	Ken Hunt
Pierre Moran - Music Dept.	Students will sell non-perishable foods and candy as well as various kitchen goods through Century Resources outside of school. Proceeds will help with the cost of instrument repairs, music, maintenance supplies, and various other music expenses.	9/23/2025 - 10/7/2025	9/15/2025	MJ Robinson
West Side - Student Council	Student Council will host a dance. Ticket and concession sales will fund future student council projects and school events.	10/10/2025	9/11/2025	Chad Crabtree
North Side - Sideline Cheer	The team will sell shirts to support future costs of apparel, megaphones, snacks, etc.	09/2025 - 10/31/2025	8/28/2025	Sydney Brown
Elkhart High - AFJROTC	Through an internet based pledge drive, funds will be raised to support annual events and specialty uniforms for cadets.		8/26/2025	Major J.G. Dorman
	Please note the following fundraisers are presented for confirmation only.			
Elkhart High - Girls Soccer	T-shirt sales to help cover the cost of Senior night, meals, and gifts.	9/2/2025	8/18/2025	Coach Simon Smiley
West Side - NJHS	Members will sell popcorn to family and friends via an online platform. Proceeds will help cover costs of future building events.	9/5/2025 - 9/11/2025	8/21/2025	Tricia Davis

WHERE LEARNING HAS NO LIMITS



WEST SIDE MIDDLE SCHOOL
101 SOUTH NAPPANEE STREET • ELKHART, IN 46514
PHONE: 574-295-4815

ELKHART COMMUNITY SCHOOLS
J.C. RICE EDUCATIONAL SERVICES CENTER
2720 CALIFORNIA ROAD • ELKHART, IN 46514
PHONE: 574-262-5500

Memo

To: Dr. Larry Huff

From: Riley Girton/Kerry Leader

Date: September 9, 2025

Re: Approval of Expenditure for Band Extracurricular Funds

West Side Middle School Band is requesting approval for expenditure of WSMS Band Extracurricular Funds. The **Band** would like to spend **\$3,145** to purchase 5 DeMorrow Xylophone Percussion Practice Kits. Due to increased enrollment in the West Side Band program, we currently do not have enough percussion instruments to meet the needs of our students. The xylophones will be used every day throughout each school year by percussion students in the 6th, 7th, and 8th grade bands. The practice pads, drumsticks, and mallets will be supplied to 6th grade beginning students who do not already have a practice kit, drumsticks, or mallets of their own.

A quote is attached. All kits will be purchased from:

Quinlan and Fabish Music Company
130 W Edison Rd
Mishawaka, IN 46545

WHERE LEARNING HAS NO LIMITS



Quinlan Fabish
MUSIC COMPANY

800-637-6872 QandF.com

For location info visit QandF.com/locations

PROPOSAL

PROPOSAL	DATE
16929629	9/3/2025 1:19 PM
ACCT	EMPL ID
545270	JAMES_FARNSWORTH
PO	EXPIRES
	10/3/2025

Sold To: Attn: Kathleen Enfield
West Side MS
101 S Nappanee St
Elkhart IN 46514

Ship To:
Riley Gorton
JF del to West Side

H 574-295-4815

QTY	ITEM	DESCRIPTION	PRICE EA	TOTAL
5	XK-1	DeMorrow XK-1 Xylo Kit	629.00	3,145.00
		SUBTOTAL		3,145.00
		TOTAL		3,145.00





ELKHART AREA CAREER CENTER

ELKHART
COMMUNITY SCHOOLS

INTERNAL MEMO

TO: DR. HUFF
BOARD OF SCHOOL TRUSTEES

FROM: BRANDON EAKINS *BE* 

DATE: SEPTEMBER 2, 2025

RE: DONATION APPROVAL - EACC

The Estate of Bryan Hiler has donated miscellaneous tools and supplies with an owner estimated value of \$500.00 (please see attached for an itemized list) to be used in our Construction Trades classes.

These donated items will be useful in the classroom as they will be used by students for training purposes.

I am requesting approval from the Board of School Trustees to accept this donation and that an appropriate letter of acknowledgement and appreciation is sent to:

Bryan Hiler Estate
Attn: Katie Hiler
29473 Montauk Lane
Elkhart, IN 46517

Donation from Bryan Hiler Estate

Nail gun

Corded staple gun

Biscuit joiner

6" random orbital buffer

Small shop vac

Shop vac shop sweeper

Orion dc/dc converter

10" disc sander bench type

14" industrial cut off saw

Many screwdrivers, wrenches, socket wrenches, needle nose pliers, regular pliers, Allen wrench sets, screws, nuts, bolts, sanding belts, and random hardware.

Grant Approvals to Board of School Trustees - 9/23/2025

What is the title of the grant?	What is the name of the granting agency/entity?	Please list school/entity applying.	Individual/contact applying for the grant?	What is the amount applied for?	How will the grant funds be used and who will oversee the management of the grant?	Please explain how the grant funds will be used to support the district vision, focus, and goals.	Please outline the grant budget for the funds requested.	What is the grant submission deadline?
After School Robotics Grant - Elementary School	TechPoint Youth	Eastwood Elementary School	Brandon Cavanaugh/Tyler Garver	\$ 1,389.88	(1) VEX IQ Competition Kit, (1) 2025-26 VEX IQ Robotics Competition "Mix & Match" Full Game & Field Element Kit, (1) Competition Entrance Fee, Training for Coach. Brandon Cavanaugh and Tyler Garver will oversee the management of the grant.	The grant funds will be used to advance Elkhart Community Schools' vision of preparing all students for future success by providing equitable access to innovative technology and hands-on learning opportunities. Specifically, the funds will support district goals of fostering academic achievement, career readiness, and engagement through high-quality instructional tools.	Robot - \$699.99 Field - \$339.90 Game ELelements - \$149.99 <u>Team Registration - \$200</u> Total - \$1389.88	10/1/2025





HUMAN RESOURCES

ELKHART

COMMUNITY SCHOOLS

TO: DR. LARRY HUFF
FROM: MS. MAGGIE LOZANO
DATE: SEPTEMBER 23, 2025

PERSONNEL RECOMMENDATIONS

CERTIFIED

- a. **New Certified Staff** – We recommend the approval of nine (9) new certified staff for the 2025-26 school year.
- b. **Certified Staff Transfer** – We recommend the approval of one (1) certified staff transfer for the 2025-26 school year.
- c. **Administrator Resignation** – We report the resignation of one (1) certified administrator effective June 30, 2026.
- d. **Separation** - We report the separation of one (1) employee.
- e. **Hiring Incentive** – We recommend the approval of a hiring incentive for one (1) employee.

CLASSIFIED

- a. **New Classified Staff** – We recommend four (4) new classified staff for employment in the 2025-26 school year.
- b. **Classified Staff Transfers** – We recommend the transfer of two (2) classified staff for the 2025-26 school year.
- c. **Reassignment** – We recommend the reassignment of two (2) classified employees.
- d. **Substitute Teachers** – We recommend the employment of four (4) substitute teachers for the 2025-26 school year.
- e. **Claims** – We recommend the employment of five (5) employees for the 2025-26 school year.
- f. **Separation** – We report the separation of eight (8) employees.



HUMAN RESOURCES

ELKHART
COMMUNITY SCHOOLS

TO: BOARD OF SCHOOL TRUSTEES
FROM: MS. MAGGIE LOZANO
DATE: SEPTEMBER 23, 2025

TEACHER – ACTION ITEM

CERTIFIED

- a. **Teacher** – We recommend the following teacher:

Position: Teacher

Location: Freshman Division



DISTRICT COUNSEL/
CHIEF OF STAFF

ELKHART
COMMUNITY SCHOOLS

For Final Consideration

TO: BOARD OF SCHOOL TRUSTEES

FROM: W. DOUGLAS THORNE
DISTRICT COUNSEL/CHIEF OF STAFF

DATE: SEPTEMBER 9, 2025

RE: CONTRACTS RECOMMENDED FOR BOARD APPROVAL

The Administration recommends approval of the following contracts. These contracts have been reviewed by the Chief Financial Officer and District Counsel prior to submission to the Board.

Contractor	Requesting Administrator	Description	Funding Source	Amount
Standardized Food Service Systems, Inc. dba SMART Systems	Doug Thorne	Recommendation to approve agreement with Standardized Food Service Systems, Inc., dba SMART Systems. SMART Systems will provide food safety education and training materials for our kitchens and cafeterias, along with a complete food safety system that standardizes cleaning procedures and the required sanitation materials and supplies.	Food Service Fund	\$32,762
Startup Moxie Elkhart County	Phil Shults	Recommendation to approve MOU with Startup Moxie Elkhart County. Startup Moxie Elkhart County is a program that offers credit with Ivy Tech Community College with courses: Principles of Entrepreneurship and New Venture Development.	CTE Funding	\$1,428/year per student

Contractor	Requesting Administrator	Description	Funding Source	Amount
Marty Dyer	Brandon Eakins	Recommendation to approve continuation of a Service Agreement with Marty Dyer. Mr. Dyer will provide technical training assistance in the firefighting program to support state certification and dual credit attainment.	Tuition reimbursement	\$25/hr with a \$25,000 maximum for 2025/2026 school year
Lippert Components	Brandon Eakins	Recommendation to approve Memorandum of Understanding with Lippert Components to provide Lippert employees to enroll in both High School Equivalency and English Language Learners courses offered by ECS Adult Education Program.	Adult Ed Grants and Lippert Components	\$19,500
Stacey Van Eck	Lindsey Brander	Recommendation to approve a Service Agreement with Stacey Van Eck. Ms. Van Eck will provide psychology services to ECS students ensuring Elkhart meets requirements under the Child Find and evaluation provisions in IDEA (2004) and Article 7.	Education Fund and counts toward our Maintenance of Effort obligation	\$68/hr with a maximum of 800 hours for 2025/2026 school year
NWEA, a division of Houghton Mifflin Harcourt Publishing Company	Dr. Amy Rauch	Recommendation to approve renewal of NWEA MAP Growth Assessments for students in grades K-2. This renewal will allow ECS to continue its established practice of administering NWEA assessments in reading and math. These assessments are an essential component of the high-ability identification process and provide valuable, data-driven insights into student achievement.	Formative Assessment Grant	\$20,400



Contractor	Requesting Administrator	Description	Funding Source	Amount
MAZI Education, LLC	Dr. Amy Rauch	Recommendation to approve agreement with MAZI Education for consulting and advisory services related to state and federal grant administration and management as well as maintaining compliance with IDOE requirements.	Title I and Title II	\$36,000

WDT/crr

Cc: Dr. Larry Huff, Superintendent



Book	Policy Manual
Section	0000 Bylaws
Title	Proposed New - CONSENT AGENDA
Code	po0166.1
Status	Second Reading
Last Revised	September 23, 2025

0166.1 - CONSENT AGENDA

The School Board shall use a consent agenda to keep routine matters within a reasonable time frame.

The following routine business items may be included in a single resolution for consideration by the Board.

- A. minutes of prior meetings;
- B. bills for payment;
- C. hiring of personnel;
- D. resolutions that require annual adoption, such as bank signatories, Indiana High School Athletic Association membership, etc.;
- E. resignations and leaves;
- F. Fundraisers
- G. Extra-Curricular Purchases
- H. Gift Acceptances
- I. Conference Leaves
- J. Overnight Trip Requests
- K. Grants
- L. technical corrections;

A member of the Board may request any item to be removed from the consent resolution and defer it for a specific action and more discussion. No vote of the Board will be required to remove an item from the consent agenda. A single member's request shall cause it to be relocated as an action item eligible for discussion. Any item on the consent agenda may be removed and discussed as a nonaction item or be deferred for further study and discussion at a subsequent Board meeting if the Superintendent or any Board member thinks the item requires further discussion.

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Legal	I.C. 20-26-4-3 Notice of meetings to Board members I.C. 5-14-1.5 Open Door Law notice to the public and news media of regular, emergency and special meetings
Cross References	po0131.2 - TECHNICAL CORRECTIONS

**RESOLUTION OF THE BOARD OF SCHOOL TRUSTEES FOR ELKHART COMMUNITY SCHOOLS
REGARDING FOOD SERVICE EMPLOYEES**

WHEREAS, the Board of School Trustees for Elkhart Community Schools (“Board”) has previously approved the transfer of the responsibility for managing and delivering Elkhart Community Schools (“ECS”) food service operations to Chartwells K12, a member of Compass Group (“Chartwells”), effective July 1, 2025; and

WHEREAS, ECS and Chartwells have agreed to provide former ECS food service employees the opportunity to secure direct employment by Chartwells; and

WHEREAS, ECS and Chartwells have further agreed that ECS will continue to employ four (4) food service employees who will vest in applicable Indiana Public Retirement System (“INPRS”) or ECS retirement benefits before July 1, 2027, through each employee’s individual vesting date; and

WHEREAS, it is in the best interest of the school corporation for ECS to provide certain financial incentives to former food service employees; and

WHEREAS, it will promote administrative efficiency for those food service employees who remain employed by ECS to accrue paid leave benefits that are equivalent to the paid leave benefits accrued by food service employees employed by Chartwells; and

WHEREAS, the ECS policies governing compensation for food services employees (Policy 3422.01S *[Food Service Compensation Plan]*, Policy 3422.06S *[Secretarial/Business Compensation Plan]*, and Policy 3422.12S *[Employees in Miscellaneous Positions Compensation Plan]*) do not authorize the school corporation to provide such financial incentives or otherwise take the actions necessary to support of the smooth transition of food service operations to Chartwells.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF SCHOOL TRUSTEES FOR THE ELKHART COMMUNITY SCHOOLS AS FOLLOWS:

- A. The Board authorizes the payment to all former ECS food service employees of an amount equivalent to the value of the banked personal business retirement days for each former employee as of June 30, 2025.
- B. The Board hereby amends Policy 3422.01S *[Food Service Compensation Plan]*, Policy 3422.06S *[Secretarial/Business Compensation Plan]*, and Policy 3422.12S *[Employees in Miscellaneous Positions Compensation Plan]*, as follows:
 1. Effective July 1, 2025, all food service employees who remain employed by ECS through their individual INPRS or ECS retirement vesting date shall not accrue any additional paid leave benefits under the terms of any applicable ECS policy. However, at the time each employee reaches his/her vesting date and separates from employment with the school corporation, ECS will make payment to the employee of any severance or retirement benefits called for under the terms of

an applicable ECS policy. ECS shall calculate the amount of this payment based upon the paid leave days that the employee had accrued as of June 30, 2025.

- 2. Effective July 1, 2025, ECS shall award all food service employees who remain employed by ECS with paid leave benefits equivalent to the paid leave benefits Chartwells awards its employees under the terms of the Chartwells Associate Handbook, as from time to time amended. A true and accurate copy of the Chartwells Associate Handbook is attached hereto as “Exhibit A” and incorporated by reference as if fully set out herein.
- 3. Except as otherwise altered by the terms of this Resolution, all applicable ECS polices governing the terms of employment for the food service employees who remain employed by ECS through their individual INPRS or ECS retirement vesting date shall remain in full force and effect.

Passed and Adopted: September 23, 2025

Troy E. Scott, President

Mike Burnett, Member

Douglas K. Weaver, Vice President

Dacey S. Davis, Member

Kellie L. Mullins, Secretary

Eric Ivory, Member

Anne M. VonDerVellen, Member

Book	Policy Manual
Section	3000 Personnel
Title	Proposed Revised - CANCELLATION OF A TEACHING CONTRACT
Code	po3142C
Status	First Reading
Adopted	November 22, 2016
Last Revised	September 23, 2025

3142C - **CANCELLATION OF A TEACHING CONTRACT**

The **School** Board recognizes its obligation to employ only those certified staff members best trained and equipped to meet the educational needs of its students. This policy and Policy 3131C – Reduction in Force ("RIF") ~~in Certified Staff~~ address this obligation, and the Board will continue to employ only those "probationary", "certified", and "established" teachers who meet the performance standards established in the evaluation plan adopted by the Board.

An employment contract may be terminated, upon a majority vote of the Board, for violation of the policies of the Board or for reasons set forth in law. In such cases, the Board shall abide by due process procedures.

It will be the responsibility of the Superintendent to establish administrative guidelines which ensure that the proper standards have been applied and the proper procedures have been followed when a principal makes a preliminary determination that a teacher's contract should be cancelled.

In acting on a principal's preliminary determination that a teacher's contract be cancelled, the Board will be guided by the procedure set out in I.C. 20-28-7.5.

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Legal I.C. 20-28-7.5-1, 20-28-7.5-2



DISTRICT COUNSEL/
CHIEF OF STAFF

ELKHART
COMMUNITY SCHOOLS

For First Consideration

TO: BOARD OF SCHOOL TRUSTEES

FROM: W. DOUGLAS THORNE 
DISTRICT COUNSEL/CHIEF OF STAFF

DATE: SEPTEMBER 23, 2025

RE: CONTRACTS RECOMMENDED FOR BOARD APPROVAL

The Administration recommends approval of the following contracts. These contracts have been reviewed by the Chief Financial Officer and District Counsel prior to submission to the Board.

Contractor	Requesting Administrator	Description	Funding Source	Amount
ASM Global on behalf of Century Center Board of Managers	Phil Shults	Recommendation for approval of License Agreement with ASM Global on behalf of Century Center Board of Managers for use of the Century Center for Prom on May 9, 2026.	EHS Student Activities ECA Funds	\$3,100 fees plus \$7,401.37 est. for food and beverage costs
ConnectAble, Inc.	Brandon Eakins	Recommendation for approval of Membership Agreement with ConnectAble Inc. The agreement will give the Adult Education access to the ConnectAble platform which allows Adult Ed to track program participant attendance, program completion, and provide state and federal reporting functions.	Adult Education Grant	\$7,500

Contractor	Requesting Administrator	Description	Funding Source	Amount
CEL Public Relations Inc.	Wendy Wood	Recommendation for Addendum of Service Agreement with CEL to provide additional website services October through December of 2025. This includes page creation, content updates, navigation adjustments, and routine maintenance as directed by the district.	Communications Fund	\$5,400
Milliman, Inc.	Ronda Ross	Recommendation to approve Statement of Work (SOW) from Milliman, Inc. to perform actuarial services related to forfeitures under the school corporation's VEBA plans. This SOW is governed by a Consulting Services Agreement executed November 2024.	Operations	\$6,000 max
EnergyCAP, LLC	Tony Giansi	Recommendation to renew license agreement with EnergyCAP, LLC for continued use of their EnergyCAP Professional Software. This software monitors our actual energy use and cost through energy conservation. The software collects our data and sorts by building, utility, actual cost, and cost avoidance.	Operations	\$7,212.99

WDT/crr

Cc: Dr. Larry Huff, Superintendent

Page 2 of 2



ELKHART
COMMUNITY SCHOOLS

ACCOUNT BALANCES/INVESTMENT DETAIL
August 2025

CASH:

Petty Cash	\$	500.00
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BANK ACCOUNTS:

Everwise Credit Union	\$	3,026,133.60
Lake City Bank – Accounts Payable		(2,141,254.67)
Lake City Bank – Payroll Account		(18,616.32)
Lake City Bank – Flex Account		81,298.56
Lake City Bank – Merchant Account		-
Lake City Bank – Prepaid Lunch		81,430.66
Lake City Bank – Deposit Account		22,064,685.24

INVESTMENTS:

Certificate of Deposit		-
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\$ 23,094,177.07



MONTHLY FINANCIAL UPDATE

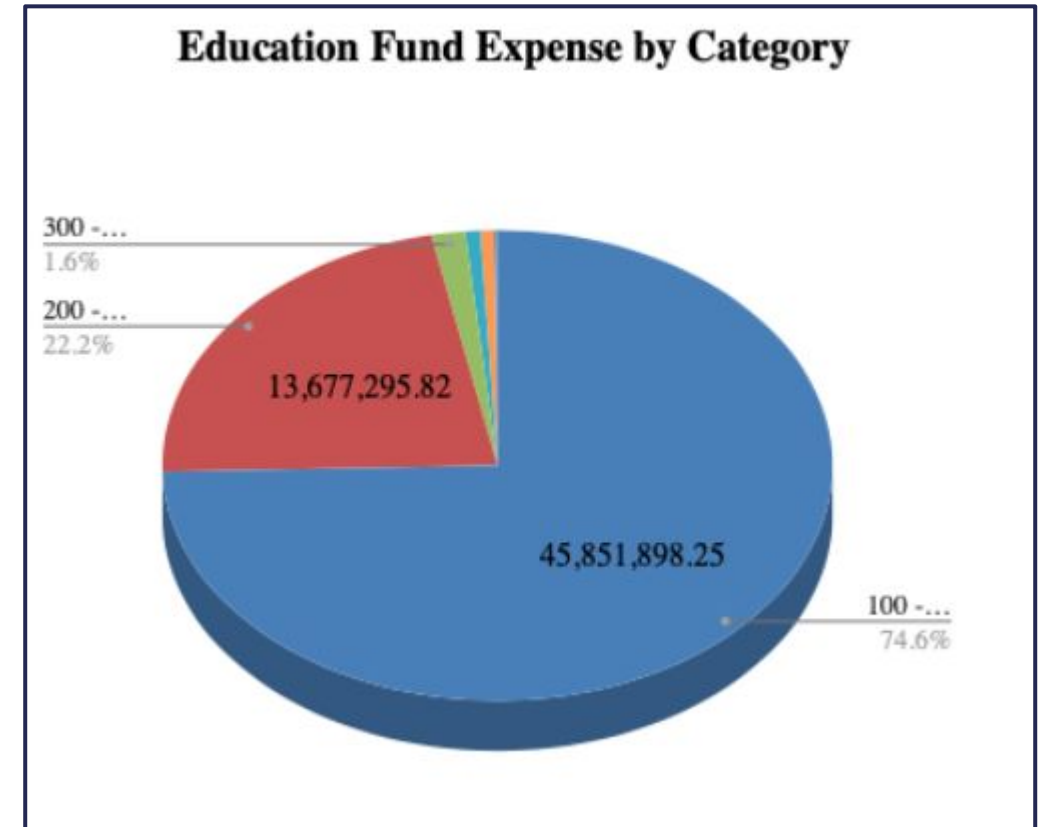
Ronda Ross, CPA

Board Meeting

9/23/2025

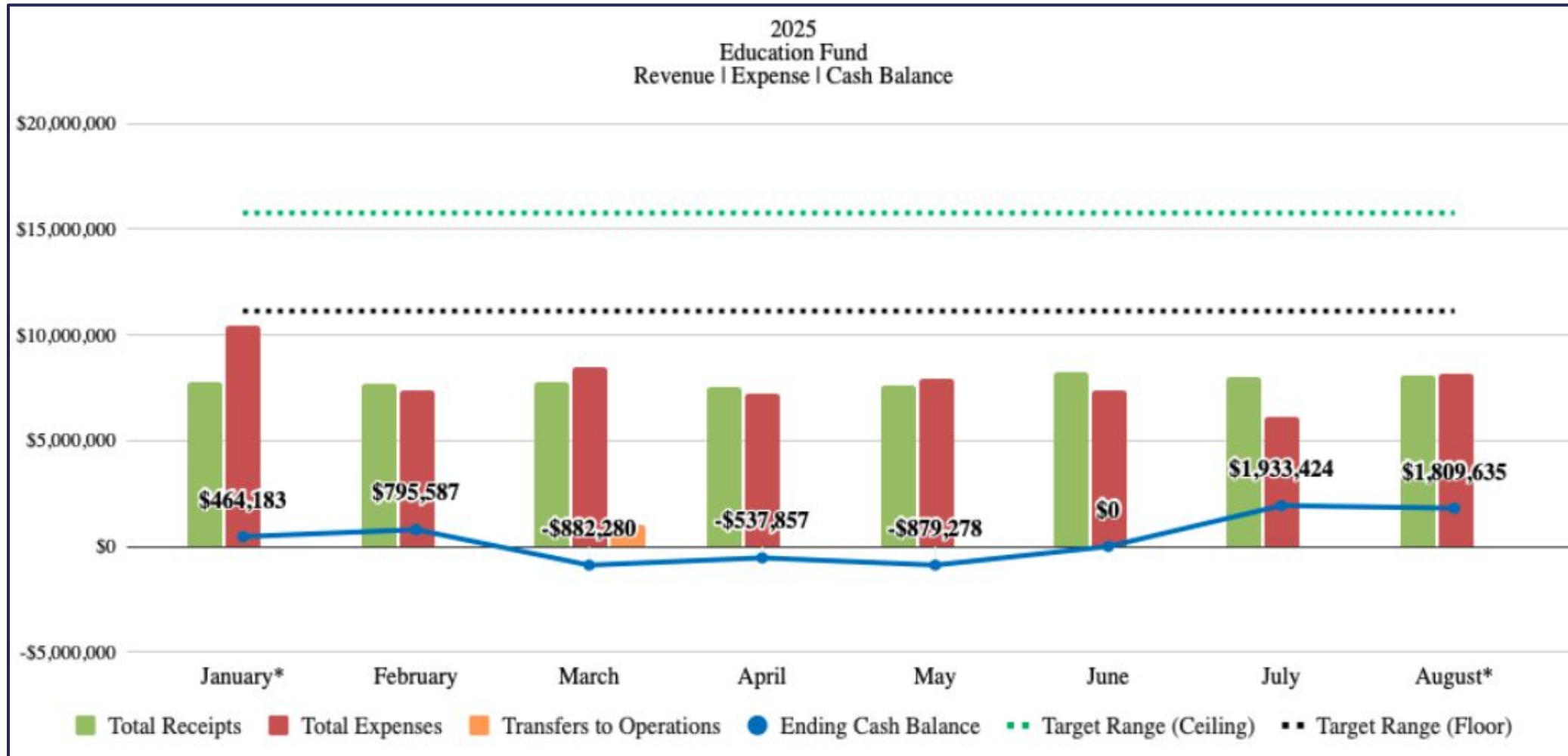
EXPENDITURES - Education Fund

	<u>August*</u>	<u>Total</u>	<u>Remaining Budget</u>	<u>Remaining %age</u>
<i>Expenses</i>				
100 - Wages	6,217,014.21	45,851,898.25	20,355,261.75	31%
200 - Benefits	1,625,942.16	13,677,295.82	6,164,720.18	31%
300 - Professional Svcs	34,690.14	1,002,425.38	1,897,249.62	65%
400 - Purchased Property Svcs		-	-	0%
500 - Other Purchased Svcs	1,172.45	447,861.16	101,985.84	19%
600 - Supplies	44,000.32	402,553.26	861,439.57	68%
600 - Curricular Materials	83,257.97	92,922.06	(52,336.89)	-129%
700 - Property		-	7,425.00	100%
800 - Other	1,901.61	8,909.42	29,470.58	77%
900 - Transfers	179,365.38	1,646,426.00	272,832.54	14%
Total Expenses	8,187,344.24	63,130,291.35	29,638,048.19	32%
Net Revenue (Expense)	(123,789.66)	(300,854.11)		
Transfers to Operations		1,000,000.00	8,000,000.00	
Ending Cash Balance	1,809,634.83			



We are spending ~ 97% on salaries and benefits. A 10% decrease would move us in the right direction.

CASH FLOW - Education Fund

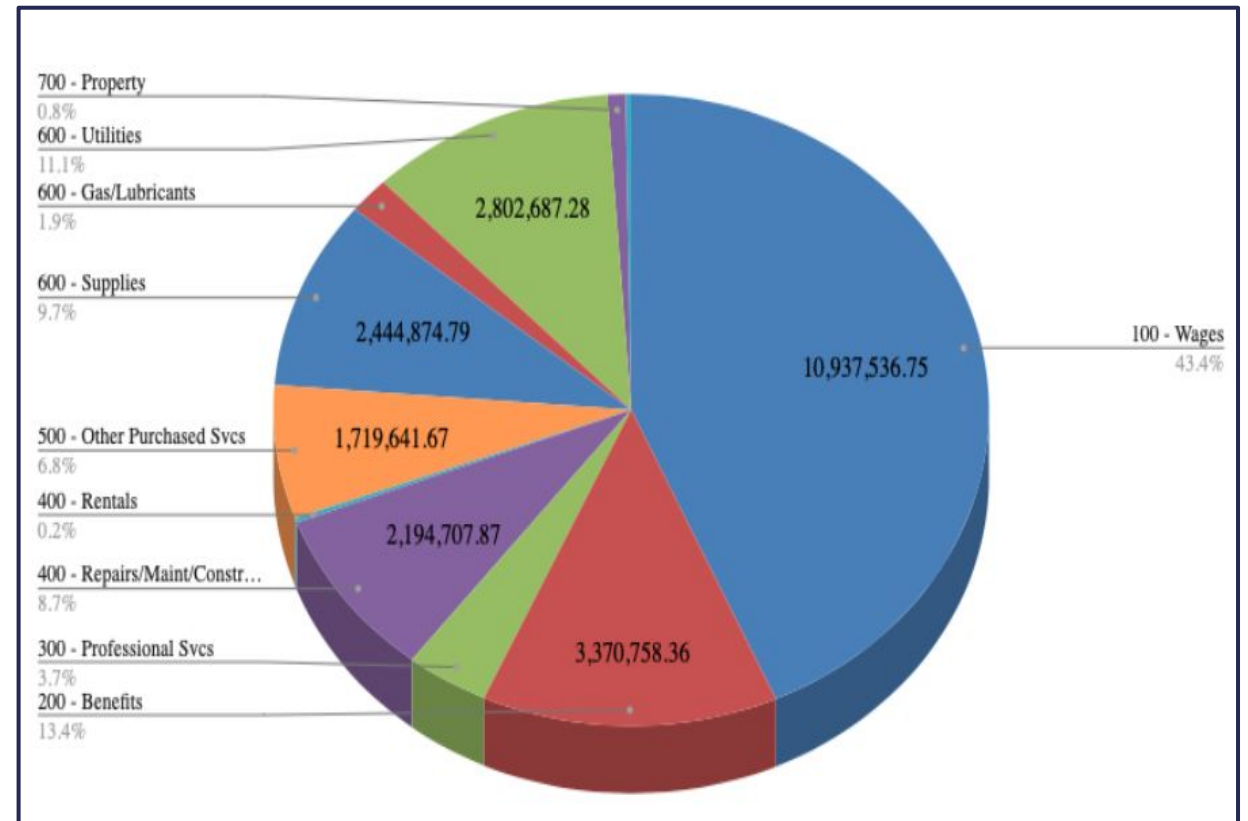


EXPENDITURES - Operations Fund

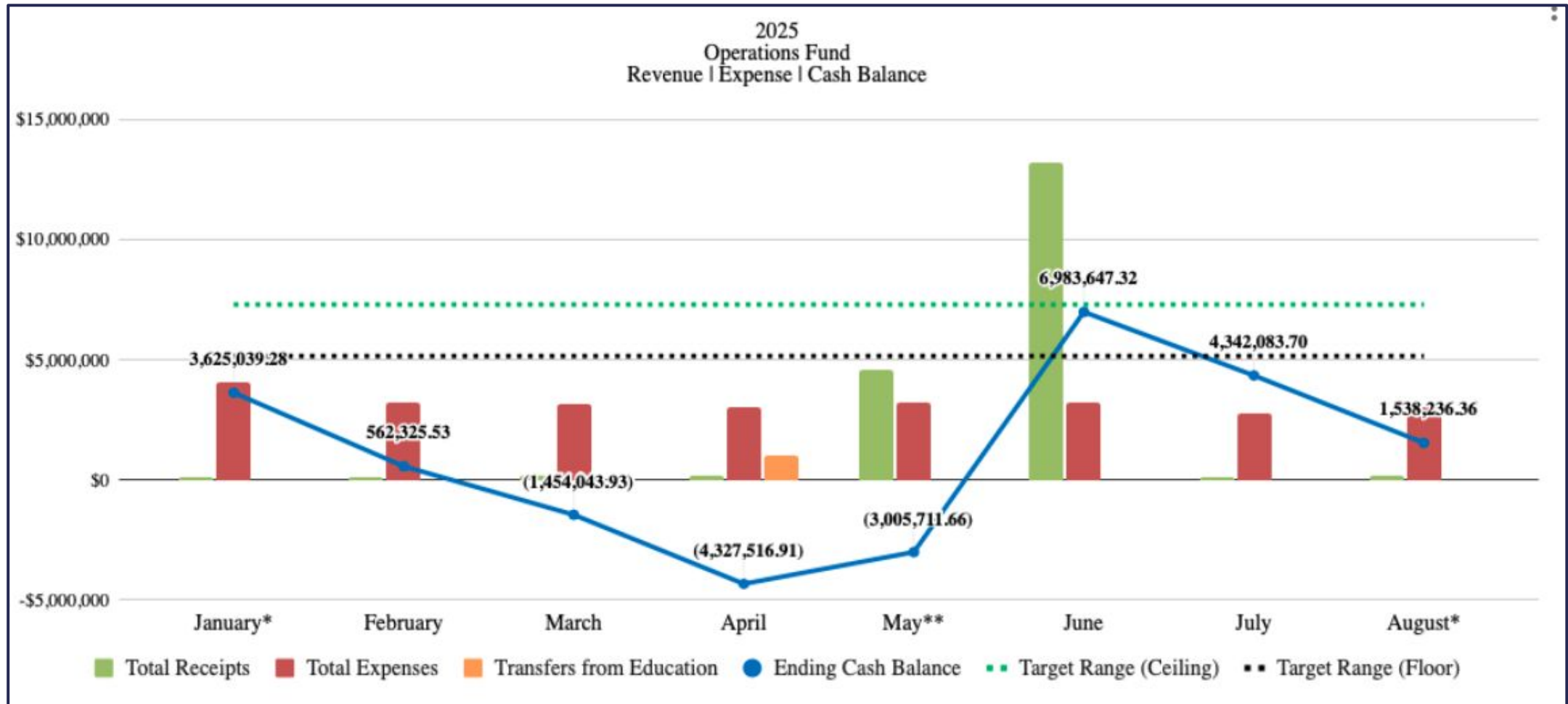
August 2025

Total Expenditures To-Date (%)

	<u>August*</u>	<u>Total</u>	<u>Remaining Budget</u>	<u>Remaining %age</u>
<i>Expenses</i>				
100 - Wages	1,434,547.12	10,937,536.75	6,351,463.25	37%
200 - Benefits	424,902.02	3,370,758.36	2,046,135.64	38%
300 - Professional Svcs	33,066.08	945,453.88	1,137,378.44	55%
400 - Repairs/Maint/Construction	447,987.76	2,194,707.87	1,491,170.44	40%
400 - Rentals	1,627.50	58,541.64	7,458.36	11%
500 - Other Purchased Svcs	44,891.38	1,719,641.67	969,615.52	36%
600 - Supplies	183,663.50	2,444,874.79	2,989,649.36	55%
600 - Gas/Lubricants	4,047.69	470,447.45	474,552.55	50%
600 - Utilities	349,411.69	2,802,687.28	1,442,312.72	34%
700 - Property		206,323.31	(145,347.62)	-238%
800 - Other	11,902.46	63,985.24	49,476.76	44%
900 - Transfers	57,932.83	463,462.64	413,603.02	47%
Total Expenses	2,993,980.03	25,678,420.88	17,227,468.44	40%
Net Revenue (Expense)	(2,803,847.34)	(6,035,550.51)		
Ending Cash Balance	1,538,236.36			



CASH FLOW - Operations Fund

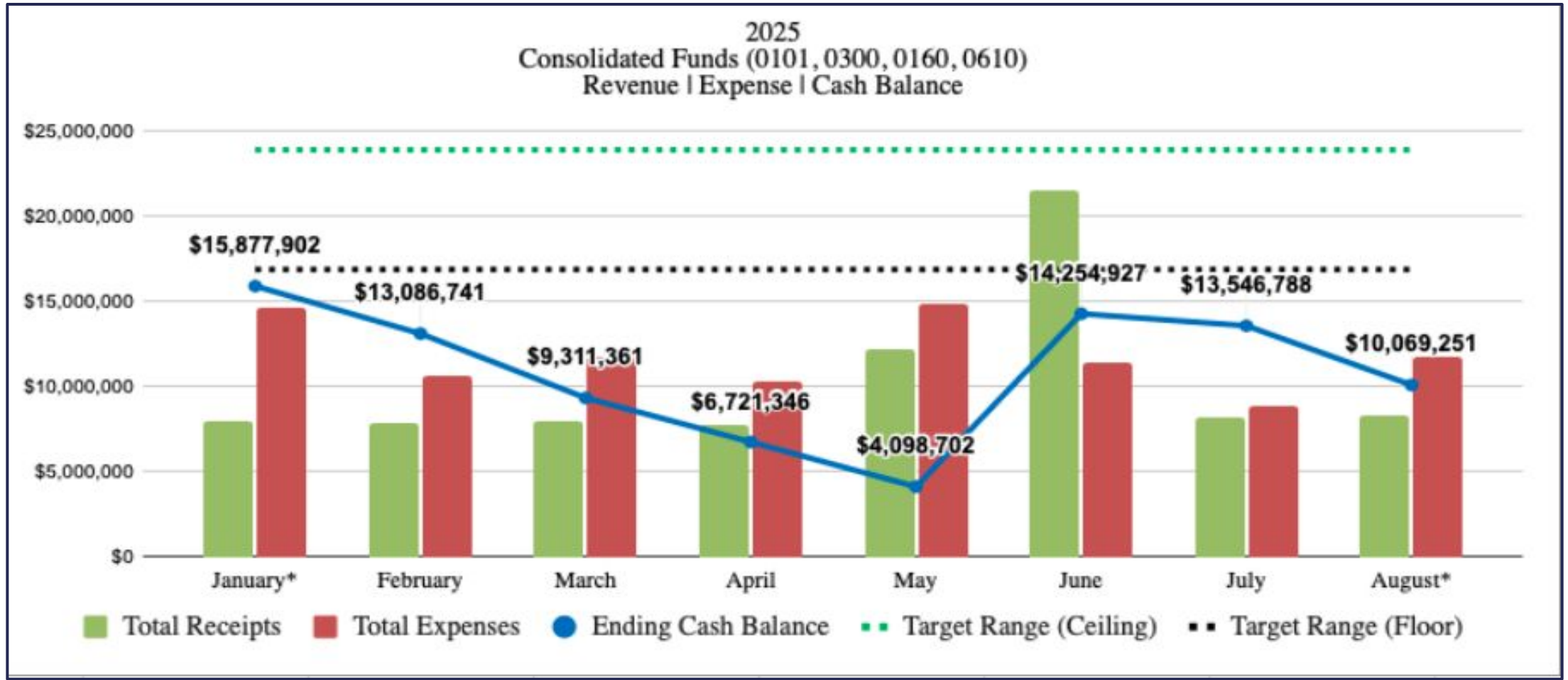


RAINY DAY FUND

Beginning Cash Balance	7,983,412.00
Transfer to Ed. Fund (June)	(712,412.00)
Sp.Ed Purchased Srvcs.	(549,900.01)
August 2025 Cash Balance	6,721,099.99



CASH FLOW - Consolidated Funds*



* Education, Operations, Oper. Ref. & Rainy Day

CASH FLOW - Projections*

	2023	2024	2025	2026
Beginning Cash Balance	27,290.7	24,212.1	14,581.8	3,640.6
<u>Cash Inflow</u>				
Revenues	117,403.1	119,590.1	120,014.9	122,962.6
Transfer In	9,953.8	9,636.7	9,827.3	-
Total Cash Inflow	127,356.9	129,226.8	129,842.2	122,962.6
<u>Cash Outflow</u>				
Expenditures	(118,065.6)	(128,088.9)	(133,228.0)	(135,616.7)
Transfer Out	(12,369.8)	(10,768.2)	(7,555.4)	(4,097.1)
Total Cash Outflow	(130,435.4)	(138,857.1)	(140,783.4)	(139,713.7)
Surplus (Deficit)	(3,078.5)	(9,630.4)	(10,941.2)	(16,751.2)
Ending Cash Balance	24,212.1	14,581.8	3,640.6	(13,110.6)
Ending Cash Balance + Rainy Day	33,003.3	22,565.5	10,911.9	(5,839.3)

* Education, Operations, Oper. Ref. & Rainy Day_Projected as of July 2025

SAVINGS Initiatives

- Curriculum - ending some contracts, negotiations of better pricing
- Administration and Building Level - staff reductions
- Assessment and Right Sizing of some Added Pay and Extended Contract Allocations
- Overtime and Comp. Time controls
- Timeclock Software
- Food Services Management Contract - Chartwells
- Special Education - significant recuperation of support costs
- Contract Review Cycle - ensure contract value





INSURANCE UPDATE

Ronda Ross, CPA

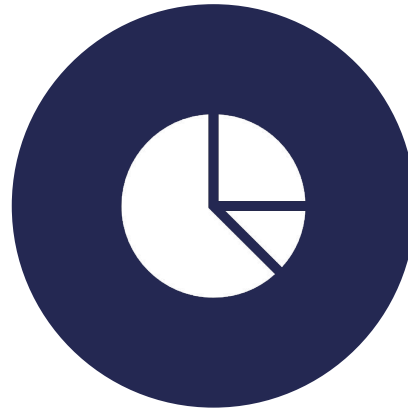
Board Meeting

9/23/2025

INSURANCE PLAN UPDATE



SUMMUS &
MARATHON COLLAB



84.1%
LOSS RATIO



COMMUNICATION
PROCESS
IMPROVEMENTS

INSURANCE PLAN UPDATE

- For August, our insurance expense was higher than revenue.
- Overall the **plan is performing better** at this point in time over last year.

Loss Ratio Comparison Year To Date		
	2024	2025
January	112.5	68.9
February	101	84.6
March	58	67.3
April	88.8	75.6
May	128.7	105.1
June	104.6	48.3
July	145.8	115.2
August	111.7	107.5
Loss Ratio	106.4	84.1

2024 vs. 2025

