Irvington Community Schools, Inc.
Board of Governors Meeting
Wednesday, August 26, 2026
6:00–7:30PM
Irvington Community Middle School
The Irvington Way. . . "Be Respectful, Be Responsible, Be Safe, Be Involved, Be Focused"

Meeting Minutes

I. Opening Items – Heather Rodriguez

A. Call the meeting to order:
   i. Called to order at 6:02 PM.
B. Record attendance:
   i. Present: Heather Rodriguez (Board Chair), Keith Young (Vice Chair), Eric Serrano (Board Secretary), Erica (Finance Committee), Madison Monfreda, Dr. Rachel Maldonado (CEO).
   ii. Absent: Chloe Edwards, Justin Hagen (Quorum established).
C. Approve minutes from 6/24/26 meeting:
   i. Reviewed June meeting minutes (noting no meeting was held in July); approved unanimously via roll call vote.
D. Public Comments
   i. The sign-in sheet was checked under the new meeting format; no public speakers signed up.
E. Eastside Community Action
   i. Megan and Rex presented an update regarding the proposed DC Blocks data center at Sunburst Commerce Center

II. Finance Committee Report – Eric Young

A. Erica Discussed completion of OEI-mandated I-9 forms and onboarding Dr. Maldonado onto the financial management systems.
B. Reviewed Irvington's internal financial policies, processes, and deeper operational financials.

III. Academic Committee Report – Keith Young

A. Met on the 12th of the month
B. Focus areas include strengthening Tier-1 instruction, pacing guides, curriculum maps, professional development on small-group instruction, lesson internalization, and intentional use of student achievement data.
C. Reviewed recent iLearn results alongside newly completed iReady and NWA testing data.

IV. Governance Committee Report - Eric Serrano

A. Met earlier in the month with Dr. Maldonado and Sherianne to discuss policy revamps, new OAI initiatives, job description reviews, and alignment with organizational needs.

B. Touched on ongoing board recruitment efforts.

V. Advancement Committee Report – Maddie McFadden

A. Scheduling conflict- did not meet. New meeting times will be the second Thursday of the month from 5-6pm at the high school in the conference room if available.

VI. CEO Report – Dr. Rachel Maldonado

A. **Financial Summary (Fiscal Year Ending June 30, 2026):**

- **Enrollment:** Original budget projected 925 students, ending short at ~833 (spring count 818). Current fiscal year budgeted for 817, currently tracking at 777.
- **June Performance:** Monthly revenue was approximately $785,000 against expenses of $1.37 million, resulting in a deficit of over $500,000 driven by year-end entries, full-year authorizer fees, and final fiscal year closeout billings.
- **Full-Year Results:** Total revenue was $11.17 million (budgeted at $13.08 million) against total expenses of $14 million (budgeted at $13 million), producing a full-year deficit of $2.85 million.
- **Wages & Benefits:** Finished at $8.33 million against a budget of $7.96 million ($370,000 overage). While base salaries and wages finished under budget by $49,000, overages occurred in benefit lines and substitute staffing costs. Leadership is working to restructure benefit vendors effective January 1st to offset costs.
- **Other Cost Drivers:** Business services impacted by substitute teacher costs; food costs at $284,000 over budget; entertainment expenses at $42,000; and legal fees at over $43,000.
- **Cash Position:** Ended June at $1.1 million (down from $2.5 million the previous year).

B. **Authorizer Ratios & Sustainability:**

- **Debt-to-Asset Ratio:** Originally calculated at 1.1, but after review with accounting, was improved to **1.27**, successfully meeting OEI expectations for the renewal process.
- **Sustainability Plan:** A 5-year projected sustainability plan (developed with leadership team members Mr. Ashmore, Miss McGaw, and Miss McCloskey) has been prepared for OEI renewal. Projections show surpluses exceeding $300,000 each year except year 5 (when grant funding phases out).
- **Grants:** Exploring a $2M per school CSP (Charter Schools Program) grant with the state.

C. **Three-Pronged Approach for Financial Turnaround:**

1. **Program & Operational Review:** Addressing over-servicing in special education allocations, freezing certain unneeded position backfills, and enforcing strict financial controls on purchase orders, credit cards, and spending.
2. **Staffing & Absorption:** Managing veteran/aging staff cost increases by strategically absorbing roles and adjusting part-time staffing across school buildings as needed.
3. **Grants & Tax Strategies:** Leveraging external grant funding and local tax levy opportunities.

VII. CAO Report – Rosemary McCloskey

A. **Marketing & Enrollment Campaign:** Convening a stakeholder and family marketing task force on September 1 to execute an aggressive enrollment and retention campaign. Campaign efforts will be organized into four working buckets to build momentum ahead of the October 1 count day and realize targeted gains by the February count day.

B. **Beginning-of-Year (BOY) Testing:** Testing is completed across all campuses: Acadience reading and i-Ready math at ICES; i-Ready math and NWEA reading at ICMS; and NWEA reading and math at IPA.

C. **Charter Renewal Update:** Compiling state and authorizer workbook data from PowerSchool in coordination with administrative staff; renewal project tracking board is actively updated.

D. **ILEARN Data:** Final results are under embargo until September 1, 2026. Multi-tiered intervention funded through year one of the Lilly grant reduced the proportion of students requiring intensive Tier 3 support from 70% down to 30%. Strengthening Tier 2 support this year aims to restore the school's historical distribution to the ideal benchmark (80% Tier 1, 15% Tier 2, 5% Tier 3) ahead of the 2030 target.

VIII. ICES Report – ICMS Report – Katie Walsh

A. **Attendance Initiatives**:

i. Implemented monthly school-wide assemblies combining character traits, social-emotional learning, and attendance education.

ii. Instituted classroom and individual reward tiers for reaching 95% attendance goals, supported by a corporate partnership funding 30 assembly raffle prizes.

iii. Introduced Friday morning hallway dance parties to combat chronic Friday tardiness.

a) Results: Overall attendance surpassed the 91% goal, averaging 92% the previous week; kindergarten recorded the highest overall attendance, earning a popsicle party.

IX. ICMS Report – Jennifer Roberts

A. **Assessments & Intervention**:

a. Concluding i-Ready and NWEA assessments.

b. Conducting data analysis to restructure advisory and math intervention courses to satisfy updated state intervention mandates. Completed Acadience screening with staffing support from ICES.

B. **Attendance & Community Engagement**:

a. Launched targeted intervention check-ins with historically truant students and families.

b. Partnered with University Church and the Soulful Project to introduce student community service initiatives.

IX. IPA Report

A. **NWEA Testing & Academic Trends**:

i. Testing is nearly finalized, with 58 students remaining. Cohort analysis shows sustained growth over time, with 31% of freshmen performing at or above grade level compared to 57% of juniors.

B. **Athletics**:

i. Girls' volleyball and flag football seasons are underway; game schedules and alerts are managed via Eventlink.

C. **Cell Phone Policy**: Smooth implementation of the new school-wide restrictive cell phone protocol, with teachers noting immediate improvements in classroom engagement.

X. Closing Items

A. **Board Terms & Leadership Transitions**:

i. The initial two-year terms for Board Chair Heather Rodriguez and Vice Chair Keith A. Young expire in October. Nominations and officer elections will take place at the September meeting (with board members eligible to serve up to three consecutive two-year terms).

ii. **Data Center Case Update (Ratification Vote)**:

a) Maddie Monfreda introduced a motion to formally ratify the Board Chair's prior action authorizing the school to join the petition for judicial review initiated by Eastside Community Action.

b) Roll Call Vote: Maddie Monfreda (Aye), Erica Young (Aye), Keith A. Young (Aye), Heather Rodriguez (Yes), Eric Serrano (Yes). Action: Motion carried unanimously; Chair's action ratified.

iii. **CEO Job Description**:

a) Revisions remain underway within the Governance Committee and will be brought forward for review at the next meeting.

iv. **Board Member Recruitment**: Applications for new board seats will open soon; the Governance Committee will lead the community recruitment campaign.

v. **Adjournment**: A motion to adjourn was made by Keith A. Young and seconded by Maddie Monfreda. Roll Call Vote: Eric Serrano (Yes), Heather Rodriguez (Yes), Keith A. Young (Yes), Erica Young (Yes), Maddie Monfreda (Yes). Action: Motion passed unanimously; meeting adjourned at 6:44 PM.

Next Board Meeting Wednesday September 23rd, 6 p.m.
Irvington Community Elementary School