

The Board of School Trustees of Madison Consolidated Schools conducted a Preliminary Determination Hearing and Regular Board Meeting on Wednesday, April 9, 2025, at the Administration Building, 2421 Wilson Avenue, Madison, Indiana, at 6:00 p.m.

The following members of the Board of School Trustees were present:

Mr. John Wallace, President
Mr. David Storie, Vice-President
Mr. Dustin Bentz, Secretary
Mrs. Jodi Yancey, Member
Mr. Mike Scott, Member

The following Central Office Administrators were present:

Dr. Teresa Brown, Superintendent
Mrs. Tara McKay, Assistant Superintendent
Mr. Jay Roney, Director of Facilities
Mrs. Janet McCreary, Director of Curriculum, Instruction, and Assessment
Mrs. Danica Houze, Chief Financial Officer
Ms. Shannon Allman, Director of Human Resources
Mrs. Lori Slygh, Assistant Director of Programs
Mrs. Ashley Schutte, Communications Coordinator
Mr. Josh Taylor, Technology Director

CALL TO ORDER

PLEDGE OF ALLEGIANCE

STUDENT RECOGNITION:

1. **WINTER ALL-STATE ATHLETES**

Girls Basketball

Juliana Davis

HBCA District 4 All-Star

ICGSA – 1st Team All-State

IBCA – All State Honorable Mention

Mylee McQueary

ICGSA – 1st Team All-State

Coach: Adam Dennis

Girls Wrestling

IHSGWCA Academic All-State

Maylie Skinner

Coach: Sam Johnson

Boys Wrestling

IHSWCA Academic All-State

William Livingston

Zane Skinner

Coach: Phil Wimpee

2. **ELEMENTARY STATE SCIENCE BOWL TEAM MEMBERS**

Elementary State Science Bowl Team Members

Anderson Elementary School

Placed 6th at State

Adalena Cumbie
Teegan Williamson
Nathanial Hamm
Oliver Zolton
Kayden Middeler
Serenity Williams
Amari Perry
Cooper Ashcraft
Coach Karla Thornton

Deputy Elementary School

Placed 8th at State

Holly Houze
Sophie Caswell
Trenton Longville
Scarlett Milano
Bently Johnson
Tinley Crim
Joseph Sommer
Cecilia Ross
Coach: Kristi Fulton

Lydia Middleton Elementary School

Placed 7th at State

Audrey Butler
Oliver Eaglin
Brody Fisher
Cade Gray
Kealia Gray
Niyah Perry
Emelia Meacham
Lincoln Traylor
Grady Hall
Brock Vladimirovs
Coach: Angel Traylor

3. **UNIFIED STATE BOWLING CHAMPIONSHIP TEAM MEMBERS**

Unified State Bowling Championship

Placed 18th at State

Faith Innamorato
HaileyLyn Innamorato
Maddie McAlister
Andrew Pietrykowski
Syliva Singleton

Jessie Ruble
Abby Stallard
Max Way
Rand Ewing
Tamia Harris
Gracey Kincaid
Peyton Obertate
Peighton Mundt
Savannah Petro
Avery Johnson
Aeryonna Dews
Caleb Kincaid
Kennedy Rowlett
Dellah Gibson
Ruby Willoughby
Lily Wester
Rachel Couch
Paislee Chambers
Rylee Vaughn
Jayden Scroggins
Jaxson Chandler
Talan Rose
Ethan Kronemier
Tyler Hook

Madison Consolidated High School received the Most Giving High School Award for the 2023-2024 School Year!

Coaches: Amy Long, Megan Sprong, Lori Palmer, Sierra Shouse, Sarah Webster

PRELIMINARY DETERMINATION HEARING

CONVENE PRELIMINARY DETERMINATION HEARING

HOLD FIRST PRELIMINARY DETERMINATION HEARING ON THE PROJECT

Mr. Wallace called the preliminary determination hearing to order. Mr. Wallace asked each board member to signify by saying present: Mr. Scott, Mrs. Yancey, Mr. Bentz, Mr. Storie and Mr. Wallace.

Mr. Wallace welcomed everyone and introduced members of the Board and speakers:

Mr. Scott, member
Mrs. Yancey, member
Mr. Bentz, secretary
Mr. Storie, vice-president
Mr. Wallace, president
Dr. Brown, Superintendent
Mr. Jason Tanselle, Baker Tilly Municipal Advisor
Ms. Kristin McClellan, Ice Miller, Bond Counsel
Mr. Kyle Miller, Architect, Schmidt Associates
Mr. Richard Roll, CEO, eSolve

Mr. Wallace said the next item on the agenda is for the Board to hold a preliminary hearing on the proposed project. He said if anyone was interested in speaking at the hearing, please make sure and have signed the sign-in sheet

which should include your name and address. Mr. Wallace said after a presentation by the administration and its advisors, there would be an opportunity for the public to make comments about the project. He asked that each person limit their comments to three (3) minutes and that the topic be limited to the proposed project under consideration.

Mr. Wallace said Notice of this Preliminary Determination Hearing was published as legally required.

Mr. Wallace said at this time I will ask that Ms. Kristin McClellan; Bond Counsel explain the purpose of this hearing.

Ms. McClellan, Bond Counsel said Pursuant to Indiana Code 6-1.1-20-3.5, a school corporation must hold two public hearings and adopt a resolution to preliminarily determine to issue bonds or enter a lease for a project which has a total project cost in excess of certain thresholds.

Ms. McClellan said these public hearings and the future consideration of resolutions are the very beginning of the legal process. She said to please note that no Board action is legally required at this hearing, rather, this hearing is solely to hear public comment regarding the project.

Mr. Wallace said we will now hear from Dr. Brown about the process of determining and communicating the project to the community and the need for the project.

Dr. Brown stated the following: “Good evening, Tonight, we stand before you not just to present a project, but to share a story—a story of our community, our children, and our unwavering commitment to their future. This year, we’ve dedicated ourselves to aligning every action with our district’s heart: student achievement, valuing every individual, and a relentless pursuit of staff and student well-being. It’s this very heart that brings us to the critical issue at hand: the need for a comprehensive Early Learning Center.

Imagine our dedicated teachers, the very backbone of our educational system, facing the heartbreaking choice between their passion for teaching and the impossible reality of inaccessible childcare. We’ve witnessed firsthand the loss of valuable educators, driven away not by a lack of dedication, but by a lack of support. This isn’t just a district problem; it’s a community crisis.

The data paints a vivid picture. Our successful \$750,000 grant, awarded in winter 2024, wasn’t just a win; it was a lifeline, allowing us to launch a pilot program of three birth to three classrooms that immediately filled to capacity, proving the desperate need. Our community survey echoed this urgency: 58 respondents reported a collective loss of 158 workdays in a single month due to childcare issues. Moreover, 120 out of 349 respondents anticipate needing childcare within the next two years. Families are driving 50 miles to find high-quality birth-3 childcare, highlighting the stark reality of our county’s childcare desert. Brighter Futures Indiana identifies 1,119 children under six in our county who may be in need of care. And a recent housing study funded by Madison Economic Development Commission projects 630 new housing units by 2030, signaling a future surge in young families. However, our elementary schools do not have the space to accommodate any growth in enrollment or additional programs. We are at capacity in our schools as we identified in our 2023 facility study.

But amidst these challenges, we see an opportunity. An opportunity to build upon our proven success. Our existing preschool program isn’t just good; it’s transformative, with students consistently outperforming their peers by 20-30% on key assessments. We have the knowledge, the passion, and the data to create something truly exceptional. We envision an Early Learning Center, a beacon of hope, born from the vacant EO Muncie site, a place currently representing disrepair and a safety concern. This center will be more than just classrooms; it will be an oasis of growth, providing 23 nurturing classroom spaces for children from birth to five. It will consolidate our successful preschool model, currently serving 182 children in 13 classrooms, expanding access to high-quality care for our youngest learners and freeing up much needed room in our current elementary schools.

This isn't just about bricks and mortar; it's about building futures. It's about ensuring our children have the best possible start, and that our dedicated staff can thrive in their careers. It's about investing in a community where every child has the opportunity to thrive.

And here's the most remarkable part: we can achieve this without placing an additional burden on our taxpayers. Upcoming debt repayments in 2026 and 2031 create a unique window of opportunity, allowing us to make a tax-neutral investment in our community's future.

We've seen the transformative power of our preschool program, and we know our children deserve the best. We have a site, a need, and a path to success. We urge you to join us in writing the next chapter of our district's story—a story of hope, opportunity, and unwavering commitment to our youngest learners. Let's create a legacy they will carry with them for generations.”

Mr. Wallace said we would now hear from Jason Tanselle, Municipal Advisor, about how the proposed project would be financed, as well as information about the effect on the typical property taxpayer.

Jason Tanselle, Baker Tilly provided financial information as shown in resolutions (hard and soft construction costs of issuance, to equal total project costs; principal and estimated interest, annual lease rental, interest rates, tax rate increase & impact) on how the proposed project will be financed, as well as information about effect on the typical property taxpayer.

Schedule of Existing Annual Debt Service/Lease Rental Payments

Payment	First Mortgage Bonds, Series 2019	First Mortgage Bonds, Series 2020	GO Bonds of 2020	First Mortgage Bonds, Series 2021	GO Bonds of 2022	GO Bonds of 2023	Total Annual Payment
2025	\$732,000	\$717,000	\$1,565,700	\$897,000	\$585,200	\$751,750	\$5,248,650
2026	733,000	714,000		901,000	707,900	446,875	3,502,775
2027	733,000	716,000		900,00	707,300	447,250	3,503,550
2028	730,000	716,000		898,000	705,600	451,375	3,500,975
2029	732,000	717,000		900,000			2,349,000
2030				898,000			1,614,000
2031				900,000			900,000
Totals	\$3,660,000	\$4,296,000	\$1,565,700	\$6,294,000	\$2,706,000	\$2,097,250	\$20,618,950

Summary of Proposed Financing
Proposed Maximum Parameters and Estimates

Maximum Borrowing Amount:	\$28,000,000
Proceeds Available for Project:	\$27,110,000
Maximum Repayment Term (1):	20 Years per Bond Issue
Estimated Total Interest Expense (2):	\$18,009,250
Maximum Annual Debt Service/Lease Rental Payment (2):	\$5,395,000
Estimated Increase Over 2025 Total Tax Rate (3):	\$0,0000
2025 Debt Service Fund Tax Rate (4):	\$0.3622
2025 Debt Service Fund Levy (4):	\$4,644,517
Current and Proposed Annual Debt Service/NAV:	0.41%
Direct and Overlapping Debt/NAV:	6.68%

- (1) Assumes Bonds dated October 15, 2025. The Bonds will have a maximum term not to exceed 20 years. The maximum term of the lease is 22 years.
- (2) Estimated interest costs are based upon an assumed 5.0% interest rate. The maximum allowable interest rate is 6.0%. Actual interest rates received at the time of sale could vary materially from those assumed

- in this analysis.
- (3) The 2025 certified total tax rate of the School Corporation is \$0.9558 per the Department of Local Government Finance. Based upon the 2025 certified net assessed value for the School Corporation of \$1,282,307,197 with no growth assumed in 2026 and thereafter. Assumes a financial institutions/license excise factor of 5.753%.
- (4) Per the Department of Local Government Finance.

Maximum Borrowing Amount:	\$28,000,000
Maximum Repayment Term per bond Issue (1):	20 Years
Total Estimated Interest Expense (2):	\$18,009,250
Estimated Increase Over 2025 Total Tax Rate:	\$0.0000

Mr. Wallace thanked everyone who participated in the hearing. He said we appreciate your time and interest in the project and the future of our community. Mr. Wallace said please note that this is just the first step in the legal process. He said no Board action is legally required at this hearing but rather, this hearing is solely to hear public comments. Mr. Wallace said the Board will continue to work with the administration and its professionals to look for efficiencies to conserve tax dollars while meeting our educational needs. He said the Board would hold a second public hearing in this Board room on April 16, 2025, at 6:00 p.m.

PUBLIC COMMENTS

Mr. Wallace opened the public hearing. He said to remember if you would like to speak, please sign in on the sheet which is located at the back of the boardroom. Mr. Wallace said we ask that you state your name and address, limit your comments to the proposed project and financing, keep any comments to three (3) minutes, and avoid being repetitive, if possible. Mr. Wallace asked for the sign-in sheets and began calling the names of those who are interested in speaking?

Natia Guldela, addressed the Board on behalf of Royer Corporation and the Williams family, “I have two successful sons that are MCS graduates.

I am speaking tonight to voice our enthusiastic support for the childcare investment planned by Madison Consolidated Schools.

I want to begin by stating that our community is incredibly blessed to have Dr. Teresa Brown leading Madison Schools. Her vision and energy are rare. She has surrounded herself with a superlative staff. The childcare programming, she was able to implement at the junior high in such a short period of time is miraculous. We feel she deserves our full support as she tackles this key issue for our community.

Royer stands ready to help. We realize the critical need. We believe the investment needs to be made by the community. We have encouraged our employees to complete the childcare survey developed by the schools by posting the posters advertising the survey in our facilities, as well as posting the survey on our employee platform.

Royer has already enjoyed the positive outcomes of the excellent childcare provided by MCS for their employees. One of our key employees is married to a MCS teacher. They have utilized the childcare located at the Junior High this year for their infant son. His dad describes his experience as “totally awesome. Our son is always happy to arrive and happily reaches for Miss Tracy every morning. The facility is beautiful and always spotless. The staff is highly professional and we get thorough paperwork daily describing his activities. I leave relaxed and ready to work.”

We believe that high quality, reliable childcare will help attract and retain high quality employees, as it has already attracted high quality teachers. Madison is currently benefiting from energetic city and community leadership that is helping to bring many new amenities to our area including (hopefully), a state-of-the-art community center to serve

all ages. These new amenities, along with comprehensive childcare led by the schools, will take Madison and Jefferson County to the next level and improve the quality of life for everyone. We enthusiastically support Dr. Brown and her excellent staff, as well as this school board in their efforts. We urge all of our citizens to do the same.”

Rick Roll, eSolve, addressed the Board on behalf of Dr. Holly Robinson, Dr. Diamond Harris, and the Infants in BLOOM team: “BLOOM believes that there could not be a better investment than in our infants and toddlers. This investment will pay dividends not only in our schools but throughout our community. Research and experience continue to confirm that our relationships and care in the first years lay the foundation not only for that child’s life but can be passed on through our DNA to future generations. Early infancy is a time of rapid brain and behavioral development. This period is VERY sensitive to environmental conditions. Providing stable and safe care can build a brain capable of loving and learning and even mitigate long-term negative consequences. Secure attachment is linked to a range of positive social, emotional, and cognitive developmental outcomes.

Stress on the parents of infants – including lack of access to good care for their children – also has immediate consequences on the infant brain and overall development.

Addressing infant mental health through a center such as this one can dramatically reduce the overall rate of depression, alcoholism, suicide, IV drug abuse, and domestic violence – reducing the need for future law enforcement efforts. Studies show that a baby can develop lifelong mistrust of the world within the first 3 months of life if their care is unreliable.

By investing in early childhood, we can also support our local industry by providing a solution to the number one barrier women note to working.”

Mr. Tony Steinhardt, Deputy Mayor, thanked Dr. Brown and the Board for their leadership regarding the need for childcare in Madison. He said the new facility would help attract and retain top talent for our community. He said in an employment group he attends the number one issue discussed is the need for childcare. Mr. Steinhardt said Madison is projected to grow. He said exciting things are coming our way.

Mr. Wallace asked if anyone else would like to speak? He said, if so, please state your name and address and sign the sign-in sheet after you are done speaking.

ADOURN PRELIMINARY DETERMINATION HEARING

Mr. Wallace adjourned the Preliminary Determination Hearing.

CONVENE CALL TO ORDER

ANDERSON ELEMENTARY SCHOOL PRESENTATION

Principal Shelley Marshall, Assistant Principal Adam Jones, Lydia Reardon, Behavioral Coach and Jessie Zurat, Reading Coach gave the following presentation:

Anderson Elementary 8 Houses, 1 Family.....The Beginning of our New Journey

Our Journey for 2024-2025

Areas of Focus as a school with LOTS of “New”

- Strengthening our School Culture
- Refining our Systems

- Aligning our arrows to the District

We used this areas of Focus to help shape our school goals.

1. safety and well-being
2. academic achievement & growth
3. recruiting and retention

Celebrations

Strengthening our School Culture

- Coming together as a Team
- 100% of our staff have participated in one or more of our whole school activities
- with our students through our HOUSE program
- Penny Wars through HOUSE
 - Our students gave a portion of this money to a HOUSE school in North Carolina, which was devastated by Hurricane Helene
- Providing lots of engaging opportunities for our students both inside and outside the classroom

Strengthening our School Community

- Book Blast Opportunity
 - Books Earned: 3,327
 - Money Raised: \$2,062.98
 - Shopping Sprees: 11 teachers earned \$100 and 1 teacher earned \$200
 - Every student eared at least 1 book!

Celebrating students' successes

- Science Bowl placed first in the district and sixth in the state
- Robotics, Math Bowl, Spell Bowl, Gardening Club and Running Club
 - Anderson has its 1st Robotics Team this year!
 - Students have learned to build robots and how to code!
- The Anderson Archery Team is heading to Nationals!
- Celebrating our staff achievements

Refining our systems and aligning our arrows

- Much more intentional with academics, Tier I, Tier II, and Tier III – This has happened through our MTSS, PLC process and Coaching Cycles
- Refining our dismissal procedure

School Goals

1. Proactive Behavior Support System

- Implement a sustainable, proactive behavior program rooted in **TBRI and Boys Town practices**
 - Target Outcomes:
 - 30% reduction in office-level referrals
 - 85% of Restart Room visits resolved with successful same-day return to class.

2. Academic Achievement Growth

- Increase **IREAD-3** (Grades 2-3) and **ILEARN Math** (Grades 3-4) proficiency by 10%.
- Driven by **data-0informed instruction**, targeted interventions, and aligned with the district's mission for literacy and math excellence.

3. Staff Recruitment & Retention

- Boost **staff retention by 20%** and fill **100% of open positions** by Fall 2025.
- Focus on enhanced recruitment, onboarding, professional development, and staff engagement strategies.

Goal #1

Student Well Being & Supporting Positive Behavior

By the end of the 2026-2027 school year, our school will implement a sustainable, proactive support program grounded in **TBRI** and **Boys Town** practices to address student dysregulation and promote positive behavior. The goal is **to reduce office-level behavior referrals by 30%** compared to the previous school years and to ensure that **at least 85% of students who visit the Restart Room successfully return to class** without further incident that same day.

Restart: A Fresh Start for Everyone

The Restart Program is more than a behavior intervention - it's a relationship-centered approach that builds classroom community, supports emotional regulation, and keeps students connected to learning.

By focusing on restoration over removal, Restart helps students:

- Reflect on their behavior
- Regain emotional control
- Practice new skills
- Re-enter the classroom with purpose and support.

Goal #2

Student Academic Achievement and Growth

By the end of the 2024-2025 school year, Anderson Elementary will increase the percentage of students passing and/or achieving proficiency on the IREAD-3 for 2nd and 3rd and ILEARN Math for 3rd and 4th assessments by at least 10%.

- **Progress Tracking:** Progress will be monitored through progress checks, quarterly benchmarks, classroom assessments, and intervention data.
- **Instructional Strategies:** Teachers will use targeted interventions, small groups, and data-driven strategies to close achievement gaps.
- **Alignment with Mission:** Raising IREAD and ILEARN scores supports the corporation's mission to build strong literacy and math skills.
- **Measuring Success:** The goal will be measured by spring 2025 state assessments, with ongoing progress monitoring.

3rd Grade IREAD

2022-2023	75%
2023-2024	73.1%
2024-2025	59.2-89%

IREAD

3rd Graders on their First Attempt

2023-2024	33% - 22 students
2024-2025	59.7% - 49 students

IREAD

2nd Grade IREAD Pass Percentage

2023-2024	26% - 21 students
2024-2025	37% - 33 students

ILEARN Math Percentile (Compared to Similar Schools Across the State)

2021-2022	35 th Percentile
2022-2023	44 th Percentile
2023-2024	59 th Percentile

While our focus goal #2 is on 2nd-4th grade, we know that this academic achievement starts with a strong foundation in earlier grades, not just those grades.

How we Support and Grow ALL Anderson Students

- Providing Solid, consistent Tier I instruction beginning at the Pre-School Level
- Providing Tier II and Tier III interventions on a consistent basis K-4th grade

Goal #3

Staff Recruitment and Retention

By the end of the 2024–2025 school year, our school will increase staff retention **by 20%** and fill **100% of open instructional and support positions by the beginning of the 2025- 2026 school year** by implementing targeted recruitment strategies, enhancing onboarding processes, ongoing professional development, and increasing staff support and engagement initiatives.

How we support & Grow Anderson Staff and connect with the Community:

- Continue to be an active participant of **CUB Fest** focused on values-based messages and community impact
- Continue to implement a structured **new hire program** and **mentorship programs** within our building to support new staff
- Implement a quarterly **TBRI survey** to assess regulation of staff and students, and to gather feedback for leadership action
- Create and promote **professional growth opportunities** through **coaching cycles**, **PLCs**, and **PD** aligned with staff goals
- Recognize and celebrate staff contributions through **weekly** recognition at PLCs and **monthly** recognition at staff meetings

What Staff Recruitment, Growth and Retention Looks Like at Anderson Elementary

- Building interview panels to hire knowledgeable and quality candidates to Anderson's staff
- Literacy, STEM, Behavioral, TBRI, and College and Career Readiness coaching cycles created a partnership with teachers to build collaboration, engagement, and data driven conversations.
- Literacy and STEM coaching cycles have also led to hallway and classroom transformations
- Building a school community and celebrate our school and teachers during CUB Fest, Spring Fling, and Fall Festival, and book initiatives with coaching cycles, Book Blast, and Book Fairs

Who PLCs are Aligned to our Goals and Making Positive Change

How we Support and Grow Anderson Staff and Connect with the Community:

- They have increased collaboration and collegiality among teachers.
- They have improved our instruction as teachers have shared best practices
- Our teachers are learning to use and analyze student data to drive instruction
- Interventions are becoming much more targeted
- An increasing shared focus on student achievement; “our students” rather than “my students”
- There has been an increase in collaboration and collegiality among teachers
- Tier I instruction is improving as teachers have examined best practices & sharing with each other on “what works”

- Our teachers are learning to use and analyze student data to drive instruction
- Interventions are becoming much more targeted
- An increasing shared focus on student achievement; “our students” rather than “my students”

What do our Staff Members say about PLC’s:

A positive collaborative work environment through student center coaching, weekly PLCs, and grade level meetings

- “Our coaches make the environment fun and more engaging during our coaching cycle. They have helped me as a teacher to see different and new approaches to teaching.”
- “PLCs have strengthened teamwork among teachers, allowing them to share strategies, analyze data, and develop consistent instructional approaches. With teachers working alongside their peers and our literacy coach, student benefit from consistent expectations, targeted interventions, and differentiated instruction.”
- “We love our grade level PLCs to be able to plan together and use data driven decision making as a team.”
- “I enjoy our building PLCs because we have the time to collaborate and talk about important things together.”
- “PLCs are a great use of time to be proactive, generate new ideas, build relationship with our team, and work together in meaningful ways each day.”
- “I really like begin a part of coaching cycles to collaborate with other teachers and co-teaching together. It is nice to check in to see what else I can be doing to support my students.”
- “The pacing guides we have been creating at district grade level meetings have been really helpful to know what to teach, when to teach it, and hold us accountable to collect the data we need to make informed decisions.”

Our Future Plans at Anderson

Our Next Steps to Meet our Goals

- Refine and strengthen our Tier I instruction in all areas
- Prioritize staff self-care and deepen our TBRI and BoysTown Knowledge
- Expand student centered coaching
- Share the work of our behavior coach with other schools
- Review and refine school-wide procedures
- Provide professional development opportunities to all staff
- Continue building a strong, positive school culture

MADISON CONSOLIDATED HIGH SCHOOL PRESENTATION

Principal Ronnie Lawhead, Assistant Principals Dan Grill, Angelia Upchurch, Brandon Frye and teachers Kenny O’Brien and Cortney Arrowood gave the following presentation:

**MCHS
NOW!**

Celebrations

Culture

- Sources of Strength
 - 58 Active Students
 - 19 Adult Leaders
- Polar Plunge
 - 34 Students
 - 10 Adults
 - \$8,000 raised
- Student Council

- Student Athletic Council
- Pep Club
- Unified Bowling

MCHS Goals

- Reduce failure rates in core courses by 10%
- Create a baseline for student engagement data
- Maintain an employee retention rate of at least 90%

Reduce Failure Rates in Core Courses by 10% through targeted interventions, data analysis, and personalized student support. Progress will be measured quarterly using grade reports.

Create a Baseline for Student Engagement Data so to provide all students with viable access to curriculum resources by the end of the academic year 24-25. Engagement will be measured through student surveys, participation rates, and a classroom observation 25-26 with the goal of a 10% increase.

Maintain an Employee Retention Rate of at Least 90% by the end of the school year through professional development opportunities, mentorship programs, and faculty satisfaction surveys conducted twice per year.

**IMPROVE
DEVELOP
TRAINING
MOTIVATE
COACHING
INSPIRE**

Driving Success: Our Goals in Action

- MTSS
- TBRI
- PLC
- Instructional Rounds

Multi-Tiered System of Supports (MTSS)

Purpose and Focus

- Student Support
- Teacher Support

Root Causes of the Issues

Three Pillars

- Academic Support
- Attendance Support
- Behavior Support

Attendance and Behavior Support

- Partnership with Probation and Judge Mote
- JCASP has been a tremendous help
- Admin/Counselor teams work with students with behavior modification the goal

Attendance & Behavior Supports (MTSS)

2024-2025 U All

5-9 absences	67	209
10-14 absences	12	57
15+ absences	25	34
2023-2024	U	All
5-9 absences	120	239
10-14 absences	33	76
15+ absences	45	62

Attendance & Behavior Support

Action Codes	24-25	23-24	22-23
ASD	89	19	54
OSS	20	54	144
AOS (JCASP)	13		
Expulsion	4	0	9
ALT to SUSP	87	74	253
Lunch Detention	24	39	121

Academic Support

- Collaboration of Students, Admin, Counselors, and Teachers
- Proactive Interventions Based on Data
- MTSS Student Meetings
- Lunch Study Tables
- Teachers have reported that students are becoming more proactive in completing missing work
- The system creates accountability while also providing structured support
- Limited Failure Rate Data
 - Began late in Term 2
- Term 2-courses failures dropped by 3.7%
- Term 2 and Term 3 Connections
 - 305+ MTSS Meetings
 - Student, Teacher, Counselor, Administrator
- Work to do
- Showing Promise
- Fall & Spring Testing Days
 - Community Service – 18
 - Career Prep – 30/6
- AP Successes
- Increase in Qualified Scores

Purpose

Provide **teacher support** and **student support** while addressing the **root causes** of student challenges.

Trust-Based Relational Interventions (TBRI)

Training & Implementation

- Teacher support
 - All Staff
 - New Teachers
 - Targeted Groups
- Student support

- Embedded
 - Targeted
- Root of the issues
 - Connections

Student & Teacher Needs

- Teacher support
 - Nurture Groups
- Student support
 - Sensory Room
 - Nurture Groups
- Root of the issues
 - Whole Student

Professional Learning Community (PLC)

Purpose

- District-wide initiative to collaborate on student learning, lesson effectiveness, and skill development.
- Helps teachers identify specific students, lessons, and skills that need attention.

How PLCs Work

- Data-driven Decision Making
- Collaborative & Shared Strategies
- Intervention Planning

Impact of PLCs

- Proactive problem-solving
- Collaboration Among Teachers
- Better Student Outcomes

Grassroots PD

- From Marzano's Research Team
- Teacher Led and Driven
 - Makes teachers better
 - Teachers observe other teachers
 - Positive impact

Select-Alternative Learning

- The Individual Student

Benefits

- 2024 Seniors
 - Receiving Interventions in Select: 59
 - Total Credits Earned at MCHS: 682
 - Total of those credits in Select: 280
 - Total Average Periods in Select: 2.52
- 16 Honor students
- 5 General Diploma (3 were 5th year seniors)
- One 5th year senior did not graduate due to lack of Pathway
- 2 withdrew to Homeschool

- 2025 Data:
- Grade Level focus has shifted due to success in credit recovery last year
 - 24 Seniors
 - 48 Juniors
 - 21 Sophomores
 - 19 Freshmen
- Total Credits scheduled at MCHS: 1664
 - Total of those credits in Select: 797

The Future of MCHS

Onward & Upward

- Heading in the right direction
 - Strengthening PLCs
 - Expanding student-led initiatives
 - Supporting the whole student
 - Prioritizing the quality of life beyond the diploma
- Building on the Select Program (Tier 2 MTSS Support)
 - Sooner rather than later
- Target Students
- Response to Teacher Feedback

Keep Getting Better

- Enhancing PLCs & MTSS Implementation
- Prioritizing Self-Care & Emotional Awareness (TBRI)
- Developing & Retaining Young Teachers
- Breaking Down Walls at the Secondary Level
- Focusing on Instruction & Maximizing Instructional Time

Our Focus is on the Quality of Life Beyond the Diploma

CONTENT AGENDA

Upon the recommendation of Dr. Brown and a motion by Mr. Scott, seconded by Mrs. Yancey, the Board voted, 5-0, and the motion carried to approve the Consent Agenda.

APPROVAL OF AGENDA – APRIL 9, 2025, REGULAR MEETING

APPROVAL OF MINUTES OF THE MARCH 10, 2025, WORK SESSION AND EXECUTIVE SESSION AND MARCH 12, 2025, REGULAR BOARD MEETING

APPROVAL OF PAYMENT OF CLAIMS

APPROVAL OF FINANCIAL REPORT

APPROVAL OF CONSTRUCTION PAYMENT

1. Koch Mechanical, Inc. Pay App #2261/1254-2 HS – HVAC Upgrades \$18,525.00

APPROVAL OF PERSONNEL REPORT

Employment(s)

District

Mark True – School Resource Officer - \$63,860.00 (205 days) – effective April 30, 2025

Shawe Memorial High School

Katrena Colder – Instructional Support (Sped) – Part-time - \$18.00 per hour – effective April 14, 2025

Anderson Elementary School

Cherese Manns – Camp Invention Director - \$56.60 per hour – effective March 25, 2025

Maria Lee – Instructional Support – Title I - \$19.00 per hour – effective April 7, 2025

Kaydee Teltow – After School Tutor - \$35.00 per hour -effective March 26, 2025

Patti Frazier – After School Tutor - \$35.00 per hour – effective March 26, 2025

Alyssa Brawner - After School Tutor - \$35.00 per hour – effective March 26, 2025

Haley Storey - After School Tutor - \$35.00 per hour – effective March 26, 2025

Amanda Hedrick - After School Tutor - \$35.00 per hour – effective March 26, 2025

Haley Montiel - After School Tutor - \$35.00 per hour – effective March 26, 2025

Marissa Lacey - After School Tutor - \$35.00 per hour – effective March 26, 2025

Cherese Manns - After School Tutor - \$35.00 per hour – effective March 26, 2025

Deputy Elementary School

Katie Sowers – After School Tutor - \$35.00 per hour – effective March 31, 2025

Amanda Laufer – After School Tutor \$35.00 per hour – effective April 1, 2025

Lydia Middleton Elementary School

Amy Long - After School Tutor - \$35.00 per hour – effective March 27, 2025

Jackie Shaffer - After School Tutor - \$35.00 per hour – effective March 27, 2025

Melody Russell - After School Tutor (Substitute) - \$35.00 per hour – effective March 27, 2025

Tiffini Mundt - After School Tutor (Substitute) - \$35.00 per hour – effective March 26, 2025

Rykers' Ridge Elementary School

Velvett Hill - After School Tutor - \$35.00 per hour – effective March 27, 2025

Jodi Kiefer - After School Tutor - \$35.00 per hour – effective March 27, 2025

Kira Lasley – PreK Instructional Support - \$15.50 per hour – effective April 7, 2025

Madison Junior High School

Mary Creech – Early Childcare Center Cook (Summer) - \$21.00 per hour - effective May 30, 2025

Madison Consolidated High School

Brent Bennett – Volunteer Baseball Assistant Coach – effective March 12, 2025

Nikki Hollis – French Teacher - \$60,700.00 – effective August 4, 2025

Cortney Arrowood – Dual Credit Instructor - \$518.00 – effective August 6, 2024

Angela Elswick - Dual Credit Instructor - \$518.00 – effective August 6, 2024

Kenneth O'Brien - Dual Credit Instructor - \$518.00 – effective August 6, 2024

Denise Gillette - Dual Credit Instructor - \$518.00 – effective August 6, 2024

Krista Lee - Dual Credit Instructor - \$518.00 – effective August 6, 2024

Kristin Fish - Dual Credit Instructor - \$518.00 – effective August 6, 2024

Jeremy Huff - Dual Credit Instructor - \$518.00 – effective August 6, 2024

Emeka Koren - Dual Credit Instructor - \$518.00 – effective August 6, 2024

Amanda Briggs - Dual Credit Instructor - \$518.00 – effective August 6, 2024

Debi Brim - Dual Credit Instructor - \$518.00 – effective August 6, 2024

Shelby Ison - Dual Credit Instructor - \$518.00 – effective August 6, 2024
Ryan Lamb - Dual Credit Instructor - \$518.00 – effective August 6, 2024
Kelly Neal - Dual Credit Instructor - \$518.00 – effective August 6, 2024
Laura Ratcliff - Dual Credit Instructor - \$518.00 – effective August 6, 2024

Resignation(s)

Deputy Elementary School

Jennifer Amburgey – Kindergarten Teacher – effective March 25, 2025

Lydia Middleton Elementary School

Stella Felts – Instructional Support – effective March 28, 2025

Rykers' Ridge Elementary School

Kenton Mahoney – Principal – effective March 21, 2025

Madison Junior High School

Clint Kernen – 7th grade Head Volleyball Coach – effective April 4, 2025

Madison Consolidated High School

Mike White – Boys Cross Country Assistant Coach – effective March 31, 2025

Change of Position/Change of Rate

Bus Garage

Cody Tedford – from Bus Aide to Bus Driver and from \$17.00 per hour to \$22.50 per hour – effective March 7, 2025

Anderson Elementary School

Daniel Uebel – Instructional Support - from \$15.00 per hour to \$16.25 per hour – effective March 10, 2025

Rykers' Ridge Elementary School

Jackie Thurston – from Assistant Principal at MJHS to Interim Principal and from \$82,400.00 to \$84,460.00– effective March 5, 2025

Madison Junior High School

Brandon Frye – from Dean of Students at MCHS to Interim Assistant Principal – effective March 3, 2025

Unpaid Leave Request(s)

Bus Garage

Dena Imel-Webster – Bus Driver – requesting unpaid leave effective March 3-7, 2025
Kelley Furst – Bus Driver – requesting unpaid leave effective March 4-5, 2025
Sheila Cosby – Bus Aide – requesting unpaid leave effective February 27, 2025 (1/2 day)
Robin Gray – Bus Driver – requesting unpaid leave effective January 26, 2025
Liz Gatewood – Bus Aide – requesting unpaid leave effective February 25, 2025

Anderson Elementary School

Lynsi Monroe – PreK Teacher – requesting unpaid leave effective February 26, 2025
Alex Conley – Instructional Support – requesting unpaid leave effective March 4 & 6, 2025
Alex Conley – Instructional Support – requesting unpaid leave effective February 26, 2025

Melissa Pike – Custodian – requesting unpaid leave effective March 3, 2025
Melissa Pike – Custodian – requesting unpaid leave effective February 24-25, 2025
Shaylee Moran – Custodian – requesting unpaid leave effective February 28, 2025 (1/2 day)
Markt Austin – Instructional Support – requesting unpaid leave effective March 7, 2025
Katelyn Ford – Administrative Clerk – requesting unpaid leave effective March 5-6, 2025 (1 ½ days)
Paula Zimmerman – Instructional Support – requesting unpaid leave effective February 24-25, 2025
Carrie Whitehead – Instructional Support – requesting unpaid leave effective March 6, 2025
Natalie Bear – Kindergarten Teacher – requesting unpaid leave effective March 3, 2025 – May 29, 2025
Cheyanne Hendren – Behavior Instructional Support – requesting unpaid leave effective February 13, 2025
Melissa Pike – Custodian – requesting unpaid leave effective March 6, 2025
Jenna Carney – Intense Instructional Support – requesting unpaid leave effective March 6-7, 2025
Marissa Puckett – Intense Instructional Support – requesting unpaid leave effective March 10, 2025
Cheyanne Hendren – Behavior Instructional Support – requesting unpaid leave effective February 13, 2025
Cheyanne Hendren - Behavior Instructional Support – requesting unpaid leave effective April 1, 2025
Cheyanne Hendren - Behavior Instructional Support – requesting unpaid leave effective February 28, 2025
Doris Konkle – Interventionist – requesting unpaid leave effective March 24, 2025
Libby Herbert – Instructional Support – requesting unpaid leave effective March 13, 2025
Alisha Guzman – PreK Instructional Support – requesting unpaid leave effective March 12, 2025
Alex Conley – Instructional Support – requesting unpaid leave effective March 13-14, 2025
Alex Conley – Instructional Support – requesting unpaid leave effective March 31, 2025, April 1, 2025 and April 4, 2025
Carrie Whitehead – Instructional Support – requesting unpaid leave effective March 28, 2025
Ginger Sutherland – Instructional Support – requesting unpaid leave effective March 27-28, 2025
Lynsi Monroe – PreK Teacher – requesting unpaid leave effective March 31, 2025
Tiffany Lichlyter – Instructional Support – requesting unpaid leave effective March 24, 2025 and March 28, 2014
Krista Clifton – Instructional Support – requesting unpaid leave effective March 28, 2025

Deputy Elementary School

Katie Sowers – Early Childhood Specialist – requesting unpaid leave effective March 10-11, 2025 and March 14, 2025

Lydia Middleton Elementary School

Tina Shimfessel – LPN – requesting unpaid leave effective February 28, 2025 – March 2, 2025
Kiersten Mahoney – PreK Teacher – requesting unpaid leave effective March 31, 2025
Kiersten Mahoney – PreK Teacher – requesting unpaid leave effective April 24-25, 2025
Carol Rampy – Hearing Impaired Specialist – requesting unpaid leave effective April 2, 2025
Tiffany Rutherford – Nurse – requesting unpaid leave effective March 28, 2025

Rykers' Ridge Elementary School

Kylee Ashbury – Instructional Support – requesting unpaid leave effective February 28, 2025
Kylee Ashbury – Instructional Support – requesting unpaid leave effective March 7, 2025
Christina Boley – Instructional Support – requesting unpaid leave effective March 5, 2025
Brittany DeLucio – PreK Instructional Support – requesting unpaid leave effective February 10, 2025

Madison Junior High School

Troy Armstrong – Custodian – requesting unpaid leave effective March 6, 2025
Teresa Dean – Cafeteria Cook – requesting unpaid leave effective March 31, 2025 – May 30, 2025
Hope Bird – Nurse – requesting unpaid leave effective March 26-27, 2025
Deborah Minks – Lead Childcare Teacher – requesting unpaid leave effective March 31, 2025

Madison Consolidated High School

Bonnie Maddex – requesting unpaid leave effective March 12-14, 2025 and March 24-25, 2025
Kylie Liddle – Counselor – requesting unpaid leave effective March 24-28, 2025
Shareen Kring – Counselor – requesting unpaid leave effective March 13, 2025
Cortney Arrowood – ELA Teacher – requesting unpaid leave effective April 1, 2025
Ron Snipes – Cafeteria Cook – requesting unpaid leave effective April 29-30, 2025
Emily Miller – Cafeteria Cook – requesting unpaid leave effective April 11, 2025
Allison Bear – Custodian – requesting unpaid leave effective March 25, 2025

Termination

Bus Garage

John Hoffman – Bus Aide – effective March 21, 2025

APPROVAL OF DONATION(S)/GRANTS

District

1. The Community Foundation donated \$420.00 to the Food for Students Fund.
2. The Community Foundation donated \$800.00 to the PreK Program Endowment.

Madison Consolidated High School

1. Alcorn Sage Schwartz & Magrath donated \$250.00 for the After Prom.
2. Royer Corporation (Roger and Jane Williams) donated \$10,000.00 to the Athletic Department to be used to support MCHS joining the Mid-Southern Conference.
3. The Community Foundation donated \$4,500.00 to the Special Education Department.

APPROVAL OF FIELD TRIP REQUEST(S)

1. We have an overnight field trip request from HS Science Olympiad Coach Shelby Greene to take 12 science Olympiad students to Purdue North West on April 4-5, 2025 to participate in the State Science Olympiad State Competition.
2. We have a request from HS Band Director, Hannah Johnston, to take concert band, advanced band, and winterguard students to perform at King's Island, on May 3, 2025. The students weren't able to participate in the ISSMA contest on April 12th due to scheduling issues. Ms. Johnston is working on an alternative performance/feedback opportunity as King's Island allows bands to perform in the morning, then spend the afternoon in the park.

Dr. Brown introduced and welcomed new SRO Mark True. She said Officer True comes with a wealth of knowledge as he has been an Indiana State Policeman for 25 years this June. Lead SRO Cody Teltow said Officer True has been a member of the SWAT team for 19 years. He said he was very excited to have Officer True as an SRO for Madison Schools. Mr. Storie said Officer True helped Arvin Sango with training.

PUBLIC COMMENTS

There were no public comments.

ACTION

APPROVAL TO PURCHASE DEVICES

Upon the recommendation of Dr. Brown and a motion by Mr. Storie, seconded by Mr. Bentz, the Board voted, 5-0, and the motion carried to purchase devices:

2025 Student Device Purchase

We need to purchase 450 Chromebooks, and 475 iPads along with cases and warranty for the next school year. This purchase will replace aging devices that are on the 4-year refresh schedule.

**This year's Chromebook cost will be:
\$239,796.00 from Electronic Strategies Inc.**

**This year's iPad Cost will be:
\$315,540.00 from Apple** (This cost will be \$15,025 cheaper if we continue Secured Tech Solutions, which is our existing 3rd party warranty provider instead of purchasing AppleCare).

SECOND READING AND ADOPTION OF MCS POLICY 5223 – RELEASED TIME FOR RELIGIOUS INSTRUCTION

Upon the recommendation of Dr. Brown and a motion by Mrs. Yancey, seconded by Mr. Storie, the Board voted, 5-0, and the motion carried to approve MCS Policy 5223 – Released Time for Religious Instruction.

APPROVAL OF MEMORANDUM OF UNDERSTANDING BETWEEN MCS AND BOYS AND GIRLS CLUB OF JEFFERSON COUNTY

Upon the recommendation of Dr. Brown and a motion by Mr. Bentz, seconded by Mr. Scott, the Board voted, 5-0, and the motion carried to approve the Memorandum of Understanding Between MCS and Boys and Girls Club of Jefferson County to provide extended summer learning opportunities for students. The Boys & Girls Club of Jefferson County received a grant that will provide students with five weeks of instruction and summer care, free of charge.

APPROVAL OF MEMORANDUM OF UNDERSTANDING BETWEEN MCS AND HIGGINS PERFORMANCE CONSULTING

Upon the recommendation of Dr. Brown and a motion by Mr. Storie, seconded by Mr. Bentz, the Board voted, 5-0, and the motion carried to approve the Memorandum of Understanding Between MCS and Higgins Performance Consulting. Dr. Lucy laCour Higgins will provide sport and performance psychology consulting services to Madison Consolidated High School student-athletes and coaching staff. The services shall include, but not be limited to: Individual and group psychological coaching related to sports performance as described in the Memorandum of Understanding.

Consultation with coaches to enhance team dynamics and athlete mental preparation.

Other related services as mutually agreed upon by MCS and the Sports Psychologist.

The MCHS Athletic Department agrees to compensate Dr. Higgins for up to 3 hours a week for 36 weeks during the academic year. The fees associated with the consulting services are outlined below in the service agreement and will be paid from the MCHS Athletic Department who is seeking grants, corporate sponsorships, and/or fundraising to cover the outlined fees.

Compensation MCS Athletic Department agrees to compensate the Sport Psychologist at a rate of \$50 per one hour, \$40 for 45 minutes, or \$30 for 30 minutes for up to 3 hours per week for 36 weeks during the academic year. The total compensation for these contracted services shall not exceed \$6,000 per academic year.

With prior approval from the Athletic Director, individual teams and coaches within MCS Athletic Department may request additional consultation services beyond the contracted hours. Any such additional services shall be subject to the Sport Psychologist's availability and shall be paid for from the budget of the requesting team.

REPORTS

STUDENT REPRESENTATIVE

Miss Emma Wynn was absent from the meeting due to play practice.

OPEN PUBLIC COMMENTS

There were no open public comments.

BOARD MEMBER COMMENTS

Mr. Scott said he loves student recognitions.

Mr. Scott thanked Anderson Elementary and MCHS for their presentations.

Mr. Scott said he applauded the high school for the student community service days.

Mr. Scott thanked to public comments regarding the Early Learning Center. He reminded the audience this project will be tax neutral.

Mr. Scott sent hugs and prayers for those affected by the flood.

Mrs. Yancey thanked Mrs. Marshall and Mr. Lawhead for the presentations. She said school presentations are special to her. She said she loves to have explanations on programs and what is occurring in the schools.

Mrs. Yancey said student recognitions are a good thing.

Mrs. Yancey thanked those who spoke in support of the early learning center.

Mrs. Yancey said it was a long night but a positive night.

Mr. Bentz echoed his fellow board member comments.

Mr. Bentz said he liked the teacher led initiative.

Mr. Bentz said the flood victims are in his thoughts and prayers.

Mr. Bentz said he was glad to see the partnership with the Boys and Girls Club providing students with five weeks of instruction and summer care free of charge. He said the Boys and Girls Club of Jefferson County had applied for a grant.

Mr. Bentz said the MOU for the sports psychology program is a really big opportunity for our athletes and coaches.

Mr. Storie thanked the High School and Anderson for their presentations.

Mr. Storie said the students who attended the meeting should get extra, extra credit.

Mr. Wallace said exciting things are occurring at MCS.

Mr. Wallace thanked everyone for attending the meeting.

Mr. Wallace thanked Mr. John Schutte, Cub Enterprises Coordinator, for his part in the Cub Industries project. He said the open house was very nice.

Mr. Wallace thanked Ashley Schutte for the brochure that highlighted MCS.

SUPERINTENDENT REPORT

Dr. Brown reminded the Board and audience:

- *Hadestown* will be performed this weekend
- Executive Session – Saturday, April 12th from 9:00 a.m. – noon
- 4.0 Breakfast – Thursday, April 17th at 8:00 a.m.
- MJHS Dramatics will present The Wizard of Oz Youth Edition – April 24-26, 2025
- Alumni Hall of Fame Induction – Friday, April 25th – 8:30 a.m.
- Custer Contest – Thursday, April 17th at 6:00 p.m.

Dr. Brown commended Mr. Schutte for the Cub Manufacturing open house.

Dr. Brown congratulated Mr. Lawhead on graduating from IPLI. She said high school teachers Kenny O’Brien and Cortney Arrowood attended.

Dr. Brown thanked the High School and Anderson teams for sharing their work.

Dr. Brown asked the families and staff impacted by the flood to reach out as we want to support them in anyway we can.

Mr. Wallace said:

- The Board will meet in Executive Session on Saturday, April 12, 2025, from 9:00-noon.
- The Board will conduct a Special Meeting (Public Hearing) on Wednesday, April 16, 2025, at 6:00 p.m.
- The Board will conduct a Work Session on Thursday, May 8, 2025, at 4:30 p.m.
- The next scheduled Regular meeting of the Board of School Trustees will be Wednesday, May 14, 2025.

ADJOURNMENT

Mrs. Yancey moved to adjourn the Regular Meeting, seconded by Mr. Scott, the Board voted, 5-0, and the meeting was adjourned.

Secretary
BY: ps

ATTEST:
