APPROVED

Pan American Academy Charter School

Minutes

Board Meeting

Date and Time
Monday May 18, 2026 at 4:30 PM

Directors Present
A. Feuer-Edwards (remote), D. Coffman (remote), J. Becker (remote), J. Garcia (remote), N. Flores (remote), N. Reyes (remote), T. Delgado-Bickley (remote)

Directors Absent
H. Nuñez

Guests Present
B. Eglin (remote), D. Russotto (remote), J. Rivera (remote), L. Kelly (remote), M. McIntosh (remote), R. Burgos (remote), R. Lugo (remote), W. Jackson (remote)

I. Opening Items

A. Call the Meeting to Order

N. Flores called a meeting of the board of directors of Pan American Academy Charter School to order on Monday May 18, 2026 at 4:33 PM.

B. Public Testimony

C. School Connections

McIntosh provided an update on the SAC Committee's discussions and feedback. Committee members celebrated the continued focus on student safety, improvements to student support systems, increased staff engagement in strengthening school culture, and ongoing efforts to better align grading practices with the school's values. The

committee also identified several challenges, including the need for greater procedural consistency, improved staff access to critical student information, clearer grading expectations for students with IEPs, recurring operational concerns, more defined communication timelines, and enhanced emergency dismissal protocols following an unexpected fire drill. To address these concerns, leadership reminded staff of existing resources available through SAC, including the Employee Reference Guide, which is now linked in the weekly staff communication bulletin. Additionally, the committee discussed reframing how SAC responds to staff concerns to improve communication, transparency, and overall effectiveness.

D. Fiesta Fusion Recap

Mrs. Mason de Gomez provided a recap of the 3rd Annual Fiesta Fusion, held on May 15. This year's theme, *"Experience the World in One Place,"* celebrated global cultures through cuisine and performances representing all seven continents. Mrs. Mason de Gomez shared videos highlighting student performances and the event's success in bringing together students, families, staff, and community partners. Appreciation was extended to Board Members D. Coffman, H. Nunez, and N. Reyes for attending and engaging with families, vendors, and partners throughout the event. Special recognition was also given to DEIB Taskforce Chairs Mrs. Velez and Ms. Blagmon for their leadership and efforts in planning and executing a successful and well-attended celebration.

II. Action Items

A. Policies & Amendments

B. Contracts

N. Flores made a motion to Program Support - Dual Language Programming.
A. Feuer-Edwards seconded the motion.
The board **VOTED** to approve the motion.
N. Flores made a motion to APPROVE Dex+Co Custodial Services Contract.
D. Coffman seconded the motion.
The board **VOTED** to approve the motion.
N. Flores made a motion to APPROVE Cigna Health Benefits Renewal.
T. Delgado-Bickley seconded the motion.
The board **VOTED** to approve the motion.

III. Governance

A. Approve Minutes

N. Flores made a motion to approve the minutes from Board Meeting on 04-20-26.
D. Coffman seconded the motion.
Abstentions: J. Garcia and A. Feuer-Edwards

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

B. Committee Updates

Governance: N. Flores provided an update on the CEO evaluation process and shared the timeline available to board members through BoardOnTrack. He discussed the CEO contract renewal process, emphasizing the importance of establishing a robust and formalized system. Flores noted that he has consulted with the BoardOnTrack Governance Coach to help guide the development of the process. A modified timeline was proposed, with plans to engage additional board members and committees in the work. An abbreviated version of the process will be implemented this year as a foundation for future evaluations. Flores invited feedback from board members as the evaluation and contract renewal protocols continue to be developed and refined.
Advancement: A.Feuer-Edwards shared that the committee reflected on the past year and identified the establishment of the Advancement Committee's infrastructure as a key accomplishment. The committee welcomed new board member T. Delgado-Bickley and celebrated achieving 100% board participation in committee efforts. Feuer-Edwards also recognized Mrs. Mason de Gomez and D. Coffman for their work in systematizing donor recognition and contribution tracking, helping to create a more structured and sustainable process. Looking ahead, the committee plans to focus on fostering a stronger culture of giving and philanthropy by encouraging meaningful engagement and helping community members connect their passions to the mission of Pan American Academy. Many of these discussions will continue during the upcoming July Board Retreat. N. Flores thanked the committee for its efforts in increasing board involvement and highlighted the value of developing a framework and calendar of events to help prioritize and coordinate board engagement opportunities.

IV. Finance

A. Monthly Report

Eglin presented the financial statements for April 2026. Key metrics are healthy and strong included current ratio of approximately 2.26 (standard ≥1.1), days cash on hand at 111.32 days (requirement: 45 days), a debt ratio of 0.67 (requirement: <0.85), a total margin of 6.48% year to day, standard anything about 0%, and a debt service coverage ratio of 3.41x (requirement: 1.15x). Revenues above budget and operating expenses are below budget.

B. Financial Forecast

Eglin reviewed the final fiscal year forecast with the Board. Operating expenses related to salaries and wages are projected to be approximately $51,845 below budget, while taxes and benefits are forecasted to be approximately $2,362 above budget. Contracted services are expected to exceed budgeted amounts, primarily due to costs associated with Special Education programming. To support a positive year-end financial position, adjustments were made to reduce curriculum pre-purchases, resulting in favorable

budget impacts. Eglin also reported that the organization currently maintains a cash balance equivalent to 81 days of cash on hand, exceeding the required covenant. Total revenue for the 12-month period is forecasted at approximately $19 million, which is only $38,000 below budget and reflects performance that is essentially on target with budgeted revenue expectations.

V. Development

A. Grants, Partnerships, Fundraising

Russotto provided an update on current grant opportunities and funding requests. The organization is still awaiting a decision from the Hilda & Preston Davis Foundation. The funding request submitted to the Gordon Charter Foundation was not approved, while another grant application was partially successful, resulting in a $10,000 award, though not at the full amount requested. Russotto also shared that the organization remains in communication with the McLean Family Foundation in preparation for its upcoming board meeting and is optimistic about the potential outcome of that funding request.

Russotto reported that Mason de Gomez the school was awarded the Amy Krouse Rosenthal Foundation 2026 Book Grant, which will provide a copy of *I Wish You More* for every Kindergarten through 4th grade student at the annual Back-to-School Party. She also shared that the most recent grant application submitted was the City Neighborhood Celebration Grant, which would support activities associated with the Back-to-School Party, including the design and installation of a memorial mural. The proposal was submitted as part of the celebration of the United States' 250th anniversary, with a funding request of $65,000.

VI. School Report

A. School Report

Russotto provided an overview of the organization's Performance Improvement Plan (PIP) process, noting a desire to reframe the concept to remove the negative perceptions often associated with PIPs. The goal is to emphasize growth, coaching, and continuous improvement while recognizing progress employees make through the process. Russotto highlighted the importance of trust in school leadership's feedback and an employee's willingness to engage in the work necessary for improvement. She also noted that a strong process is in place and that there is value in increasing awareness and understanding of the work being done to support employee development.

L. Kelly added that PIPs serve as an accountability measure for both employees and employers. She explained that formal PIPs are implemented only after informal coaching, training, and mentoring efforts have not resulted in the desired improvement. Supervisors have received training on the appropriate implementation of PIPs to ensure consistency and effectiveness. She emphasized the importance of the Board holding the school

accountable for the fair and consistent administration of the process, ensuring that all requirements are met while maintaining transparency, equity, and appropriate support through coaching and mentoring.

N. Flores added that this overview was to ensure a better understanding of the PIP process especially for newer board members.

VII. School Safety and Security

A. Restricted Parents

Russotto provided the Board with an overview of the procedures related to restricting parents from accessing the school campus. He explained that when a parent engages in inappropriate behavior on campus, the school first addresses the issue through a warning or reminder of expectations and a review of the Parent Code of Conduct. If the behavior continues or escalates, the school may impose a campus restriction. Parents are notified of the restriction through both a phone call and a certified letter outlining the decision and expectations moving forward. Staff members are also informed of any restrictions to ensure that established procedures are followed consistently and that the safety and orderly operation of the school are maintained.

VIII. Executive Session

A. Human Resources

The board entered into executive session at 6:04pm to discuss personnel matters. The board exited executive session at 6:40pm.

IX. Closing Items

A. Action Items

N. Flores made a motion to APPROVE New Hires.
D. Coffman seconded the motion.
The board **VOTED** to approve the motion.
N. Flores made a motion to APPROVE Personnel Salaries.
A. Feuer-Edwards seconded the motion.
The board **VOTED** to approve the motion.

B. Adjourn Meeting

There being no further business to be transacted, and upon motion duly made, seconded and approved, the meeting was adjourned at 6:41 PM.

Respectfully Submitted,
N. Flores