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Strategic Goal #1: Student Achievement – Performance Measures

FAST (Formative Assessment System for Teachers)
MAP/NWEA (Measures of Academic Progress)
Iowa Assessments/Smarter Balanced Assessments
ACT (American College Test)
NGSS (Next Generation Science Standards)

Graduation rates
Retention rates
Summer School Success & Attendance
Iowa School Report Card

Next Steps/Strategy – Teaching & Learning/Curriculum

1. Ensure implementation of Iowa Core is done with fidelity at all grade levels/buildings
2. Prepare for anticipated 2016-17 implementation of Smarter Balanced Assessment
3. Prepare for anticipated 2016-17 implementation of Next Generation Science Standards
4. Prepare for anticipated implementation of Iowa School Report Card

2017-18 School Calendar: As we begin to prepare for the 2017-18 school year, we will be making some changes in the process used to gather feedback from the staff and community regarding the school calendar. In lieu of a separate Calendar Committee the following process will be used:

- Draft calendar(s) will be created by Shannon Bisgard, Associate Superintendent, and shared with principals in October.
- Principals will share the draft calendar(s) with staff and parent organizations to gather feedback.
- Staff will be able to provide feedback on calendar options.
- Mr. Bisgard will review the feedback and then meet with principals, Teaching & Learning, Teacher Leadership, and Cabinet to discuss feedback and potential changes or revisions.
- One proposed calendar will be brought forward to the Board in December for approval.

The reason for this change in process is simply because the State of Iowa has declared that school cannot start until August 23rd on any given school year. The State's determination limits the district in making many decisions in regard to the school calendar. So, the formation of a separate committee is unnecessary as feedback can be gathered in a more efficient and direct manner.

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Strategic Goal #2: Learning Environments – Performance Measures

Student well-being data points (Gallup)

Facilities Plan (1-3 years)

Safety/security evaluation

Facilities Plan (10 year)

Architect evaluation tool

Technology evaluation/planning

Next Steps/Strategy – Facilities Planning & Preventative Maintenance

1. Short-Term: Early Childhood/Preschool, Four Oaks/ATLAS, and use of current space and continued growth
2. Facilities Plan (1-3 years): establish a plan and form a boundary committee for current/future growth
3. Facilities Plan (10 years): establish a committee/funding structure for identified projects

Westfield Parking Lot Replacement Project: The project will be completed during the summer of 2017 with a start date in June 2017. Design includes 141 parking stalls (current lot has about 100). Current engineering estimate for the project is between \$800,000 and \$900,000; which will be paid from the SAVE Fund.

Proposed timeline for the Westfield parking lot replacement project:

- 9/15/2016 - Finance Committee meeting review
- 9/26/2016 - Establish public hearing and advertisement for bids at board meeting
- 10/10/2016 - Public hearing and approve final plans at board meeting (issue bid documents next day)
- 10/25/2016 - Pre-bid meeting
- 11/2/2016 - Receive bids
- 11/7/2016 - Approve bids at board meeting

Westfield Addition: Target date to begin moving current classrooms into new addition is January 2017.

- Brickwork completed by 10/7
- Window installation completed by 10/28
- Roof work completed by 10/7
- Heating, air conditioning, electrical, and roof drains operational by 10/21
- Steel stud work and drywall completed by 10/3
- Painting completed by 11/18
- Ceiling grid and panels installed by 11/25
- Door hardware, casework, cabinets, electrical, and restroom fixtures completed by 12/16

High School Remodel Update:

As of 9/19, the following areas are complete and operational with only punch list items remaining: corridors, restrooms (excluding south classroom 1st and 2nd floors), classroom E section (rooms 158-162), exterior, area F, media center, south and north additions, and weight/fitness/wrestling area. Areas currently under construction are: old weight room, restroom, and corridors; classroom stack #1 (four classrooms) to be completed by 9/26; lecture hall/conference room scheduled for completion by 12/9; and nurses' office (former administrative offices).



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Strategic Goal #3: Staff Development – Performance Measures

Workers Compensation claim history

Teacher Quality course offerings/participation

Teacher Leadership

Affirmative Action Plan

Current/future professional development

Technology Survey (BrightBytes)

Next Steps/Strategy – Staff Development

1. Create a 3-5 year professional development plan
2. Workforce strategies

MIIP (Metro Interagency Insurance Program): The first meeting of 2016-17 was held on September 7th. Reports and discussion included:

- [Fund balance for MIIP entities and LM](#): LM continues to have a healthy balance (the highest within MIIP).
- [Enrollment by plan](#): Our most popular plan continues to be the PPO Choice. HMO Basic participation is up; we are seeing more interest in this plan and will likely discuss considering an HSA option this year. Cedar Rapids is also interested in offering an HSA.
- Telehealth: LM is the only entity that offers a telehealth option through TelaDoc. It has been very successful and we have very high participation and good ROI as the claims do not run through Wellmark. Wellmark is now offering a telehealth option. It is not as robust as TelaDoc and claims will run through the plan.
- Potential RFP for Vendor: The Board discussed the option to seek proposals for potential TPA's. After discussion, it was decided that instead of sending out proposals for TPA's, the Board would rather discuss other potential savings avenues.
- FYI: Trend at this time is 9.5% for Wellmark book of business.

Early Childhood Professional Development: On October 5th, the Early Childhood staff will be fortunate enough to spend the day with Kate Werling, Consultant on School Readiness. Kate's focus with the Linn-Mar staff and our two community partners, Rockwell Collins and Hand in Hand, will be on Creative Curriculum. Kate will be sharing some foundational work on the background of Creative Curriculum and how to use the system/kit to its potential. Kate will also be discussing with the staff how GOLD can drive instruction for individual students, small groups, and large groups.

Safety Update: The Safety Steering Committee met on September 13th ([meeting minutes](#)). The committee reviewed the educational assistant training held on August 18th, safety snippets, the safety survey from last spring, and claims data. There is the potential that, due to Linn-Mar employee's safety practices, the district could have significant savings in premiums upon renewal this year.

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Strategic Goal #4: Community Engagement – Performance Measures

<i>Volunteer data</i>	<i>School Board visits</i>
<i>Communication survey data</i>	<i>Parent Universities</i>
<i>Dine Around sessions</i>	<i>Strategic Planning</i>
<i>Coffee Conversations</i>	<i>Website Development</i>
<i>Lunchtime Learning sessions</i>	<i>Participation in community coalitions</i>
<i>PTO visits</i>	

Next Steps/Strategy – Community Engagement

1. Create a strategic plan
2. Enhance two-way communication with internal and external stakeholders
3. Updated website with emphasis on communication

Board Visit to Indian Creek: The Board of Education held the first school visit of the year with Indian Creek Elementary staff on September 16th. During the visit information was shared about several great programs and initiatives including Special Education, innovation spaces, and PBIS.

Strategic Planning:

- Strategic Plan Document: The Board of Education is scheduled to see a preview of the Strategic Plan document (which will ultimately be printed and shared throughout the community) at the October 10th work session. As we get closer to completion of the plan, the Board can also expect to see dramatic changes in the Administration Report. The changes in the Admin Report will reflect strategic alignment with the goals and indicators elucidated within the Strategic Plan.
- Face-to-face:
 - An open community forum was held on September 19th
 - A team of district administrators is visiting with the staff from buildings to solicit feedback and take questions. Visits have been held at Linn Grove, Indian Creek, Novak, and Wilkins. Future meetings are scheduled at Westfield, Echo Hill, Bowman Woods, Oak Ridge, and Excelsior.
 - Associate Superintendent Bisgard met with the High School Student Advisory on 9/15.
 - Superintendent Shepherd and a small team of district administrators are also conducting dine around sessions as another opportunity for staff to share feedback and ask questions.
- Digital: The Thoughtexchange survey is running concomitant for those unable to participate in the face-to-face opportunities. Here is the survey timeline:
 - The *Share Step* has concluded with 797 parents, staff, and community members sharing a total of 2,340 thoughts; and 141 students sharing a total of 325 thoughts.
 - *Moderating* has concluded as well. This was a period of time for editing and clean-up.
 - *Star Step* was open from 9/14 through 9/21: Participants were invited by email to prioritize thoughts by assigning stars.



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- *Analysis* is occurring now (9/22 through 10/2): Thoughts and ideas are being reviewed by a team of analysts. Themes and graphics will be created to assist in developing understanding of the results.
- *Discover* (10/3-onward): Reports and results will be shared with identified focus groups and then shared with the broader community. Reports and results can be customized for both internal and external use and shared through the Linn-Mar website.

New Website Progress: Administration is working with Juicebox to determine a roll-out date. Templates already built (these include the responsive versions as well): Home, Interior, Alert, Calendar, Highlights, News Landing, News Interior, 404, and Teacher Sites. Currently working on templates for each building. Templates for the Virtual Backpack, directory, and work to link all the templates will begin soon.

Technology Advisory: The September 20th meeting included a review of the high level Strategic Plan goals and discussion on the restructuring plan, technology projects in process, and the [Future Ready Schools](#) initiative.

Special Education Advisory: The Special Education Advisory met on September 21st with the main focus centering on the beginning stages of planning for the March 7th parent night event. The team discussed building on the district theme of making connections (#LMConnections) and thought this would be a great opportunity for families to make community-family-school connections. The evening will include breakout sessions as well as informational booths for families to visit.

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Strategic Goal #5: Resources – Performance Measures

Prepare/operate General Fund that maintains 7% solvency ratio and unspent balance ratio
Prepare annual General Fund budget that includes a contingency reserve of 0.2% of budgeted expenditures

Develop a funding model and allocation of resources that supports strategic priorities
Comprehensive Annual Financial Report (CAFR)
Monthly financial reporting package

Next Steps/Strategy – Resources

1. Internal cost control (investments)
2. Plan for the future (resource investment)
3. Build deeper community partnerships

2015-16 LEP Allowable Cost Report and Request for Allowable Growth: The Limited English Proficiency (LEP) Cost Report is an annual report whereby district LEP expenditures are reconciled against LEP revenues. With the growing number of LEP students, coupled with no new revenues, LEP is another underfunded mandate the district has each year. In 2015-16, Linn-Mar realized a LEP deficit of \$122,865, compared to \$165,746 from a year ago.

As a result of this deficit, the Board can authorize a request to the SBRC for allowable growth in order to include the deficit amount as part of the district's spending authority. Then, during the certified budget process, the Board can decide whether or not to levy property taxes to recoup the actual dollars that were underfunded. This process is similar to the Special Education deficit discussed at the September 12th board meeting. Therefore, administration is recommending the Board approve the SBRC application requesting allowable growth in the amount of \$122,865.49, for the negative LEP balance in 2015-16.

Finance/Audit Committee Meeting Notes - September 15, 2016:

- Committee reviewed the 2015-16 Certified Annual Report (CAR) at the individual fund level. Revenues, expenditures, and fund balance amounts were compared to the previous year and any notable fluctuations were explained.
- Committee also reviewed the following reports that were due to the Iowa Department of Education by September 15th: Special Education Supplement, Transportation Report, and Facilities, Elections, and Sales Tax.
- Rick Ironside, Executive Director of Support Services, updated the Board on the ongoing capital projects (HS renovation, Westfield addition, and Oak Ridge cafeteria), and reviewed the upcoming Westfield parking lot project. See the facilities section on page 2 for more information.

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Achievements and Honors:

2016 National Merit Scholarship Semifinalists: High School Seniors Nathan Bellows, Jennifer Jenks, Nolan Jessen, Cameron Kraklio, Jacob Lam, Alan Liang, Finlan Rhodes, and Kyle Tupper were named semifinalists in the 2016 National Merit Scholarship Program. Congratulations to these eight seniors on their achievement and good luck in 2017!

Award of Excellence: Junior Sarah Velazquez received an Award of Excellence certifying her successful completion of the Congress of Future Medical Leaders. Four students from around Iowa were invited to participate in the Congress that hosted over 8,000 people from around the world. Congratulations, Sarah!



KCRG Athlete of the Week: Junior Drew Brandel is the newest KCRG-TV9 Athlete of the Week. Drew shot a 75 during the MVC Mississippi Division Golf Meet that tied him for medalist honors. Great job, Drew!



LMHS Orchestra Students Perform at Paramount Theatre: Senior Violinists Morgan Francis and Ji Yeon In; and Junior Violinists Whitney Guthrie, Sydney Walther, and Kathy Zhou were selected to perform alongside the internationally renowned touring group, The Piano Guys. The event took place at the Paramount Theatre in Cedar Rapids on September 22nd. Congratulations to these talented musicians!

2017 National Merit Scholarship Program: Linn-Mar Seniors Marion Cagnard, Donald Fejfar, Nick House, Ji Yeon In, Sarah Jones, Jackson Kane, Tracy Lansing, Scott Laubengayer, Benjamin Steinbach, and Jordan Turner were named Commended Students in the 2017 National Merit Scholarship Program. The seniors were among 34,000 students being recognized nationwide for their exceptional academic promise. The students placed in the top 5% of more than 1.6 million students who entered the 2017 competition by taking the Preliminary SAT (PSAT) exam.

Girls' Soccer Team Honored: The Eastern Iowa Association of Fundraising Professionals selected the Linn-Mar Girls' Soccer Team as winners of the 2016 Youth Philanthropist Award for their combined efforts with Cedar Rapids Kennedy in their Kickin' Cancer Campaign. Great job!



2018 State Large Group Speech Contest: The Iowa High School Speech Association has selected the district to host the State Large Group Speech Contest for the Southeast District of Iowa in February 2018. Students from 100 schools will compete during the event. Congratulations to the district's Speech and Communications programs for achieving the honor to host this event.

Sports Updates: Congratulations to all the Linn-Mar sports for their dedication and drive. Recent achievements include Girls' Volleyball defeating Waterloo West winning all three sets and achieving their 14th win, Boys' Golf setting a record of 44-9, the second-most wins in the State and putting them 4th as a team in the Class 4A rankings, Boys' Cross Country finished 11th out of 31 teams at the Heartland Invitational hosted at ISU and the Girls' Team placed 8th out of 28 teams, and Girls' Swimming & Diving scored a dual victory over City High with a score of 97-89; placing them 14th in the State.