

DUBUQUE COMMUNITY SCHOOL DISTRICT

NOTICE OF PUBLIC MEETING

You are hereby notified that the Board of Education of the Dubuque Community School District will meet on the 24th day of October, 2022, at the Forum, 2300 Chaney Road, Dubuque, Iowa.

DUBUQUE COMMUNITY SCHOOL DISTRICT
2300 Chaney Road
Dubuque, Iowa

Date Posted: October 21, 2022

By: _____
Carolyn Mauss, Board Secretary

Strategic Plan Update Session October 24, 2022

5:00 p.m.

- I. Call to Order and Roll Call
- II. Closed Session (p. 2)
 - A. Iowa Code 21.5 (1)(i)-Professional Development -Superintendent

5:30 p.m.

- I. Reconvene the Meeting
- II. Approve Agenda (p. 1 & 3)
- III. Adopt Resolution Approving the Terms of the Offer to Buy Real Estate and Acceptance and Authorize the Board President and Secretary to Execute the Offer on Behalf of the Board for Fulton Property (p. 4-12)
- IV. District Strategic Plan Review (p. 13-17)
- V. Other Items
- VI. Adjournment

MISSION

To develop world-class learners and citizens of character in a safe and inclusive learning community.

Closed Session

Recommendations:

√ I move that the Board of Education enter closed session as permitted by Iowa Code 21.5 (1) (i) to evaluate the professional competency of an individual whose appointment, hiring, performance or discharge is being considered when necessary to prevent needless and irreparable injury to that individual's reputation and that individual requests a closed session [roll call vote]

[Closed Session]

√ I move that the Board of Education reinstate the rules of order and return to regular session [roll call vote]

Agenda

Recommendation:

- ✓ I move that the Board of Education approve the agenda as submitted

Resolution

Recommendation:

✓ I move that the Board of Education adopt the resolution approving the terms of the Offer to Buy Real Estate and Acceptance and authorize the President and the Secretary to execute the offer on behalf of the Board to the Dream Center

RESOLUTION APPROVING THE SALE BY PRIVATE SALE OF
DISTRICT PROPERTY LOCATED AT 2540 CENTRAL AVENUE, DUBUQUE, IA

Whereas on September 2, 2022, the Board of Education of the Dubuque Community School District, in the Counties of Dubuque and Jackson, state of Iowa, a.k.a. Dubuque Community School District, adopted a resolution setting the date, time and place for public hearing on the proposed sale of District real property located at 2540 Central Avenue, Dubuque, IA, as September 14, 2022, at 5:30 PM, at the Forum, 2300 Chaney Road, Dubuque, Iowa; and

Whereas on September 3, 2022, more than 10 days and less than 20 days before such public hearing, notice of the public hearing was published in the Telegraph Herald, a newspaper of general circulation published in the City of Dubuque, County of Dubuque and State of Iowa, proof of which notice is attached hereto and incorporated in this Resolution by this reference; and

Whereas a public hearing was held on September 14, 2022, pursuant to the above-described resolution and notice; and

Whereas pursuant to the above-described resolution, notice and public hearing, the Board entered into an Offer to Buy Real Estate and Acceptance with the Dream Center for the real property of the District located at 2540 Central Avenue, and legally described as:

Lots Numbers Two-hundred-thirty-one (231) and two-hundred-thirty-two (232) in Davis Farms Addition to the City of Dubuque, Iowa, according to the plat thereof recorded in deed Record "K" page 618 of Dubuque County records;

Now, therefore, be it RESOLVED:

1. That the sale of real property located at 2540 Central, described as Lots Numbers Two-hundred-thirty-one (231) and two-hundred-thirty-two (232) in Davis Farms Addition to the City of Dubuque, Iowa, according to the plat thereof recorded in deed Record "K" page 618 of Dubuque County records, to the Dream Center according to the terms of the attached Offer to Buy Real Estate and Acceptance is hereby approved.
2. That the President and Secretary of the Board of Education are authorized and directed to sign the Offer to Buy Real Estate and Acceptance on behalf of the District, and upon performance by the Dream Center as provided therein and payment of the balance of the purchase price to execute and deliver to it a Warranty Deed conveying to it the above-described District- owned real property, and otherwise to take such action on behalf of the District as may be reasonably necessary to complete the sale hereby authorized.

Carolyn B. Mauss, Secretary

**STATE OF IOWA
DUBUQUE COUNTY**

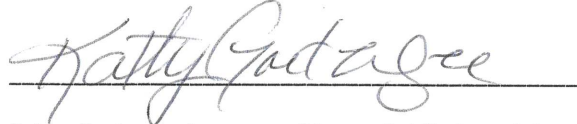
SS:

CERTIFICATE OF PUBLICATION

I, Kathy Goetzinger, a Billing Clerk for Woodward Communications, Inc., an Iowa corporation, publisher of the Telegraph Herald, a newspaper of general circulation published in the City of Dubuque, County of Dubuque and State of Iowa; hereby certify that the attached notice was published in said newspaper on the following dates:

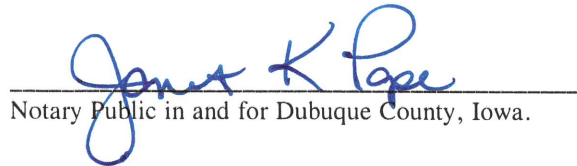
09/03/2022

and for which the charge is 6.33



Subscribed to before me, a Notary Public in and for Dubuque County, Iowa,

this 6th day of September, 2022



Notary Public in and for Dubuque County, Iowa.



The Dubuque Community School District Board of Directors will conduct a public hearing on September 14th, at 4:30 p.m. at the Forum, 2300 Chaney Road, Dubuque, Iowa, concerning the proposed sale of District property located at 2540 Central Avenue, Dubuque, Iowa.

1t 9/3



OFFER TO BUY REAL ESTATE AND ACCEPTANCE (NONRESIDENTIAL)

TO: the Dubuque Community School District, (SELLERS)

The undersigned BUYERS hereby offer to buy and the undersigned SELLERS by their acceptance agree to sell the real property situated in Dubuque, Iowa, locally known as Fulton Elementary School, 2540 Central Avenue and legally described as:

Lots Numbers Two-hundred-thirty-one (231) and two-hundred-thirty-two (232) in Davis Farms Addition to the City of Dubuque, Iowa, according to the plat thereof recorded in deed Record "K" page 618 of Dubuque County records

together with any easements and appurtenant servient estates, but subject to any reasonable easements of record for public utilities or roads, any zoning restrictions customary restrictive covenants and mineral reservations of record, if any, herein referred to as the "Property," upon the following terms and conditions provided BUYERS, on possession, are permitted to use the Property for educational

1. PURCHASE PRICE. The Purchase Price shall be \$500,000.00 and the method of payment shall be as follows: \$10,000.00 with this offer, to be deposited upon acceptance of this offer and held in trust by the law firm of Fuerste, Carew, Juergens & Sudmeier, P.C. as earnest money, to be delivered to the SELLERS upon performance of SELLERS' obligations and satisfaction of BUYERS' contingencies, if any; and the balance of the Purchase Price, as follows: in full at Closing
2. REAL ESTATE TAXES. Sellers shall pay Sellers shall pay real estate taxes prorated to the date of closing and any unpaid real estate taxes payable in prior years. Buyers shall pay all subsequent real estate taxes. and any unpaid real estate taxes payable in prior years. Buyers shall pay all subsequent real estate taxes.

Unless otherwise provided in this Agreement, at closing SELLERS shall pay BUYERS, or BUYERS shall be given a credit for, taxes from the first day of July prior to possession to the date of possession based upon the last known actual net real estate taxes payable according to public records. However, if such taxes are based upon a partial assessment of the present property improvements or a changed tax classification as of the date of possession, such proration shall be based on the current levy rate, assessed value, legislative tax rollbacks and real estate tax exemptions that will actually be applicable as shown by the assessor's records on the date of possession.

3. SPECIAL ASSESSMENTS.

A. SELLERS shall pay in full at time of closing all special assessments which are a lien on the Property as of the date of acceptance, _____.

~~B. IF "A" is stricken, then SELLERS shall pay at time of closing all installments of special assessments which are a lien on the Property and, if not paid, would become delinquent during the calendar year this offer is accepted, and all prior installments thereof.~~

C. All charges for solid waste removal, sewage and maintenance that are attributable to SELLERS' possession, including those for which assessments arise after closing, shall be paid by SELLERS.

D. Any preliminary or deficiency assessment which cannot be discharged by payment shall be paid by SELLERS through an escrow account with sufficient funds to pay such liens when payable, with any unused funds returned to SELLERS.

E. BUYERS shall pay all other special assessments or installments not payable by SELLERS.

4. RISK OF LOSS AND INSURANCE. SELLERS shall bear the risk of loss or damage to the Property prior to closing or possession, whichever first occurs. SELLERS agree to maintain existing insurance and BUYERS may purchase additional insurance. In the event of substantial damage or destruction prior to closing, this Agreement shall be null and void; provided, however, BUYERS shall have the option to complete the closing and receive insurance proceeds regardless of the extent of damages. The property shall be deemed substantially damaged or destroyed if it cannot be restored to its present condition on or before the closing date.
5. POSSESSION AND CLOSING. If BUYERS timely perform all obligations, possession of the Property shall be delivered to Buyers on November 1, 2022, and any adjustments of rent, insurance, interest and all charges attributable to the SELLERS' possession shall be made as of the date of possession. Closing shall occur after the approval of title by BUYERS and vacation of the Property by SELLERS, but prior to possession by BUYERS. SELLERS agree to permit BUYERS to inspect the Property within 24 hours prior to closing to assure that the premises are in the condition required by this Agreement. If possession is given on a day other than closing, the parties shall make a separate agreement with adjustments as of the date of possession. This transaction shall be considered closed:

A. Upon the delivery of the title transfer documents to BUYERS and receipt of all funds then due at closing from BUYERS under the Agreement.

~~B. (If "A" is stricken) Upon the filing of the title transfer documents and receipt of all funds due at closing from BUYERS under the Agreement.~~

6. FIXTURES. Included with the Property shall be all fixtures that integrally belong to, are specifically adapted to or are a part of the real estate, whether attached or detached. The following items shall not be included: none
7. CONDITION OF PROPERTY. The property as of the date of this Agreement, including buildings, grounds, and all improvements, will be preserved by the SELLERS in its present condition until possession, ordinary wear and tear excepted. SELLERS make no warranties, expressed or implied, as to the condition of the property.

A. BUYERS acknowledge that they have made a satisfactory inspection of the Property and are purchasing the Property in its existing condition.

~~B. (If "A" is stricken) Within three days after the acceptance of this Agreement, BUYERS may, at their sole expense, have the property inspected by a person or persons of their choice to determine if there are any structural, mechanical, plumbing, electrical, environmental, or other deficiencies. Within this same period, the BUYERS may notify in writing the SELLERS of any deficiency. The SELLERS shall immediately notify the BUYERS in writing of what steps, if any,~~

~~the SELLERS will take to correct any deficiencies before closing. The BUYERS shall then immediately in writing notify the SELLERS that (1) such steps are acceptable, in which case this Agreement, as so modified, shall be binding upon all parties; or (2) that such steps are not acceptable, in which case this Agreement shall be null and void, and any earnest money shall be returned to BUYERS.~~

8. ABSTRACT AND TITLE. SELLERS, at their expense, shall promptly obtain an abstract of title to the Property continued through the date of acceptance of this Agreement, within 30 days of closing, and deliver it to BUYERS' attorney for examination. It shall show marketable title in SELLERS in conformity with this Agreement, Iowa law, and title standards of the Iowa State Bar Association. The SELLERS shall make every reasonable effort to promptly perfect title. If closing is delayed due to SELLERS' inability to provide marketable title, this Agreement shall continue in force and effect until either party rescinds the Agreement after giving ten days written notice to the other party. The abstract shall become the property of BUYERS when the Purchase Price is paid in full. SELLERS shall pay the costs of any additional abstracting and title work due to any act or omission of SELLERS, including transfers by or the death of SELLERS or their assignees. Unless stricken, the abstract shall be obtained from an abstracter qualified by the Guaranty Division of the Iowa Housing Finance Authority.
9. SURVEY. If a survey is required under Iowa Code Chapter 354, or city or county ordinances, SELLERS shall pay the costs thereof. BUYERS may, at BUYERS' expense prior to closing, have the property surveyed and certified by a registered land surveyor. none If the survey shows an encroachment on the Property or if any improvements located on the Property encroach on lands of others, the encroachments shall be treated as a title defect.
10. ENVIRONMENTAL MATTERS.

A. SELLERS warrant to the best of their knowledge and belief that there are no abandoned wells, solid waste disposal sites, hazardous wastes or substances, or underground storage tanks located on the Property, the Property does not contain levels of radon gas, asbestos, or urea-formaldehyde foam insulation which require remediation under current governmental standards, and SELLERS have done nothing to contaminate the Property with hazardous wastes or substances. SELLERS warrant that the property is not subject to any local, state, or federal judicial or administrative action, investigation or order, as the case may be, regarding wells, solid waste disposal sites, hazardous wastes or substances, or underground storage tanks. SELLERS shall also provide BUYERS with a properly executed GROUNDWATER HAZARD STATEMENT showing no wells, private burial sites, solid waste disposal sites, private sewage disposal system, hazardous waste and underground storage tanks on the Property unless disclosed here: none

~~B. BUYERS may at their expense, within N/A days after the date of acceptance, obtain a report from a qualified engineer or other person qualified to analyze the existence or nature of any hazardous materials, substances, conditions or wastes located on the Property. In the event any hazardous materials, substances, conditions or wastes are discovered on the Property, BUYERS' obligation hereunder shall be contingent upon the removal of such materials, substances,~~

~~conditions or wastes or other resolution of the matter reasonably satisfactory to BUYERS. However, in the event SELLERS are required to expend any sum in excess of \$0.00 to remove any hazardous materials, substances, conditions or wastes, SELLERS shall have the option to cancel this transaction and refund to BUYERS all earnest money paid and declare this Agreement null and void. The expense of any inspection shall be paid by BUYERS. The expense of any action necessary to remove or otherwise make safe any hazardous material, substances, conditions or waste shall be paid by SELLERS, subject to SELLERS' right to cancel this transaction as provided above.~~

11. DEED. Upon payment of the Purchase Price, SELLERS shall convey the Property to BUYERS by Warranty Deed, free and clear of all liens, restrictions, and encumbrances except as provided in this Agreement. General warranties of the title shall extend to the time of delivery of the deed excepting liens and encumbrances suffered or permitted by BUYERS.
12. Intentionally omitted.
13. Intentionally omitted.
14. STATEMENT AS TO LIENS. If Buyers intend to assume or take subject to a lien on the Property, SELLERS shall furnish BUYERS with a written statement prior to closing from the holder of such lien, showing the correct balance due.
15. USE OF PURCHASE PRICE. At time of settlement, funds of the Purchase Price may be used to pay taxes and other liens and to acquire outstanding interests, if any, of others.
16. Intentionally omitted.
17. REMEDIES OF THE PARTIES.
 - A. If BUYERS fail to timely perform this Agreement, SELLERS may forfeit it as provided in the Iowa Code (Chapter 656), and all payments made shall be forfeited; or, at SELLERS' option, upon thirty days written notice of intention to accelerate the payment of the entire balance because of BUYERS' default (during which thirty days the default is not corrected), SELLERS may declare the entire balance immediately due and payable. Thereafter this Agreement may be foreclosed in equity and the Court may appoint a receiver.
 - B. If SELLERS fail to timely perform this Agreement, BUYERS have the right to have all payments made returned to them.
 - C. BUYERS and SELLERS are also entitled to utilize any and all other remedies or actions at law or in equity available to them, and the prevailing parties shall be entitled to obtain judgment for costs and attorney fees.
18. NOTICE. Any notice under this Agreement shall be in writing and be deemed served when it is delivered by personal delivery or mailed by certified mail, addressed to the parties at the addresses given below.
19. GENERAL PROVISIONS. In the performance of each part of this Agreement, time shall be of the essence. Failure to promptly assert rights herein shall not, however, be a waiver of such rights or a waiver of any existing or subsequent default. This Agreement shall apply to and bind the successors in interest of the parties. This Agreement shall survive the closing. This Agreement contains the entire agreement of the parties and shall not be amended except by a written instrument duly signed by SELLERS and BUYERS. Paragraph headings are for convenience of reference and shall not limit or affect the meaning of this Agreement. Words and phrases herein shall be construed as in

the singular or plural number, and as masculine, feminine, neutral or other gender according to the context.

20. NO REAL ESTATE AGENT OR BROKER. Neither party has used the service of a real estate agent or broker in connection with this transaction.
21. CERTIFICATION. Buyers and Sellers each certify that they are not acting, directly or indirectly, for or on behalf of any person, group, entity or nation named by any Executive Order or the United States Treasury Department as a terrorist, "Specially Designated National and Blocked Person" or any other banned or blocked person, entity, nation or transaction pursuant to any law, order, rule or regulation that is enforced or administered by the Office of Foreign Assets Control; and are not engaged in this transaction, directly or indirectly on behalf of, any such person, group, entity or nation. Each party hereby agrees to defend, indemnify and hold harmless the other party from and against any and all claims, damages, losses, risks, liabilities and expenses (including attorney's fees and costs) arising from or related to my breach of the foregoing certification.
22. INSPECTION OF PRIVATE SEWAGE DISPOSAL SYSTEM. Seller represents and warrants to Buyer that the Property is not served by a private sewage disposal system, and there are no known private sewage disposal systems on the property.
23. ADDITIONAL PROVISIONS.

Buyers agree to purchase the property as-is without further contingencies

ACCEPTANCE. When accepted, this Agreement shall become a binding contract. If not accepted and delivered to BUYERS on or before October 25, 2022, this Agreement shall be null and void and all payments made shall be returned immediately to BUYERS. If accepted by SELLERS at a later date and acceptance is satisfied in writing, then this contract shall be valid and binding.

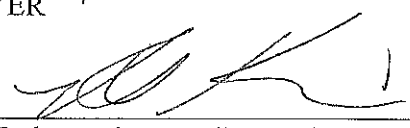
Accepted _____
SELLER

Kate Parks, President of the Board of
Dubuque Community School District

Address : 2300 Chaney Road, Dubuque, IA
52001

Telephone: _____

Dated 10/13/2022
BUYER



The Dubuque Dream Center, Inc.

Address : 11600 White Street, Dubuque, IA, 52001







Telephone: (563) 845-7591

STRATEGIC PLAN >>>> 2018-2023

2022-2023 Priority Initiatives

PRESENTED: OCTOBER 2022

STATUS UPDATE KEY:

-  OPERATIONAL
-  COMPLETED
-  SIGNIFICANT PROGRESS
-  STEADY PROGRESS
-  SOME PROGRESS
-  CANCELLED







STATUS REPORT

>> PROGRESS POINTS



Student Achievement and Development

-  01 Increase student connections through the addition of new, varied extracurricular activities, with emphasis on the addition of culturally relevant activities, clubs and organizations.
 - >> Planning is actively underway to create a Black Student Union at Hempstead High School and Dubuque Senior High School, with a goal of launching the groups by mid-school year.
 - >> An inventory of current extracurricular activities is underway to assess offerings at the middle and high school levels to determine next steps.
-  02 Explore district/community partnerships that provide strong early childhood programming while also addressing community childcare needs as part of the BELIEF grant.
 - >> A childcare work group has been formed and is meeting monthly to discuss legislation and opportunities for lobbying for childcare support programs.
 - >> The work group includes broad community stakeholder representation at the table including: City of Dubuque, Dubuque Early Childhood, Community Foundation of Greater Dubuque, St. Mark's Youth Enrichment, Child Care Resource of Northeast Iowa, Dubuque Area Chamber of Commerce, Northeast Iowa Community College, Greater Dubuque Development Corp. and Dubuque Initiatives.
 - >> The process also includes exploration of innovative ways to deliver childcare and early childhood education to meet community needs.
 - >> District staff attended a preschool partnership meeting in June through Keystone Area Education Agency, which brought forth ideas in working with community partners.
 - >> A visit is being planned to Oelwein Community School District, which has developed a collaboration that may serve to generate additional ideas for Dubuque.
-  03 Provide professional development for staff that increases the sense of belonging in the classroom, providing students with an optimal learning environment.
 - >> Secondary teachers attended the Secondary Symposium on August 16, which offered teachers choice of four sessions from 89 sessions focused on the Optimal Learning Environment and Multi-Tiered System of Supports (MTSS).
 - >> Intercultural communication professional learning is underway across the district.
 - >> Elementary educators have and will continue to participate in differentiation professional learning, which is centered around the learning environment and growth mindset.
 - >> Elementary Educational Support Leaders are participating in Elevate Training, which addresses the Optimal Learning Environment.
-  04 Expand the VERTEX Initiative with additional career and college readiness experiences for students.
 - >> Additional development of college and career pathway plans has been underway.
 - >> Pathway plans are developed in: Auto/Diesel Technician, Business, Computer Science, Construction, Early Childhood, K-12 Teacher Education, Information Technology, Nursing, Welding Registered Apprenticeship.

TOGETHER.

WE inspire.

WE teach.

WE engage.

WE learn.

WE challenge.

WE empower.

WE live.

WE rise.

WE succeed.

Together, we shape a future of success.

FOR ALL.



05

Support furthering each school's Multi-Tiered Systems of Support (MTSS) work as outlined in its school plan across all tiers and including academics, attendance, and social-emotional behavior health.

- » The Secondary Symposium in August included professional learning sessions on MTSS.
- » Staff from four secondary schools and the district office attended the PLC (Professional Learning Communities) at Work Institute in Des Moines on Sept. 21-23.
- » All elementary schools are using Social, Academic, and Emotional Behavior Risk Screener (SAEBRS) and Second Step curricular materials for the universal tier in social-emotional behavior health (SEBH), which meets the state's required standard. Counselors and principals also participated in training for tier II/III supports and will continue this work.
- » Elementary educators received professional learning around SEBH tier I support.
- » Elementary educators are receiving ongoing training in the i-Ready screener and diagnostic to determine each student's instructional needs in both reading and math.
- » Elementary educators are receiving ongoing professional learning in the new English Language Arts curricular materials from Harcourt Houghton Mifflin.
- » Differentiation professional learning is embedded in each district-led session to help establish learning pathways to meet all student's needs.



06

Review and possibly modify graduation requirements to allow for additional student choice connected to career pathways or college.

- » A team of high school teachers and administrators is in the process of reviewing graduation requirements of the district and comparing them to those of other Urban Education Network and Mississippi Valley Conference schools.
- » The review includes scheduling, requirements, and graduation rates over time as well as connections to career pathways.
- » The group's first meeting was October 13.



07

Finalize a preK-12 computer science guiding philosophy and add new computer-science opportunities at all levels.

- » The state-required vision statement has been completed and submitted to the Iowa Department of Education.
- » Coding has been added to the learning experience for all third-grade students in fall 2022.
- » Exploration is underway to add AP Computer Science Principles to the high school course offerings.



08

Enhance, promote and streamline reporting, staff training and student education/supports related to issues of bullying and harassment.

- » Every building has administrators who are trained to conduct bullying and harassment investigations with updated training modules provided by the Department of Education.
- » The district's 'Say Something' webpage provides resources for students, staff and families. It is linked from the homepage of each school website and is advertised in schools by welcome signs, new smaller QR-code posters and through school-based communications.
- » A bullying lesson along with corresponding video is being conducted with all secondary students in October.
- » A Second Step bullying prevention unit taught by the school counselor is being piloted at two elementary schools.



Community Engagement



- 09 Develop and implement a Parent Organization Network to enhance parent/family organizations in schools.
 - » The Parent Organization Network held its first meeting on October 12.
 - » The group developed topics for future meetings and plans to meet every other week beginning in November to collaborate and learn from each other.
- 10 Re-invigorate school/business partnerships and mentoring programs in the post-COVID landscape.
 - » The mentoring program has built on existing business partnerships to recruit new mentors from McGraw Hill, Kunkel & Associates, John Deere, Emmaus Bible College, University of Dubuque and Loras College.
 - » A new partnership has been created with Cottingham and Butler, and the district has trained 30 new mentors from the organization.
 - » There are 86 mentors returning to mentor the same student, and the district has trained 90 new mentors for this school year.
 - » Work is underway to establish the baseline of current business partners across district schools to inform a re-launch of a more formal business partnership program.
- 11 Reconnect and reengage families to their school communities, recognizing this engagement positively impacts school attendance and achievement.
 - » Ongoing work is underway with the Jule public transit system to meet transportation needs for students and families.
 - » Each elementary school has hosted orientation meetings and open houses to re-engage with families.
 - » Before school care has been established at 9 of the 12 elementary schools for grades K-5 through partnerships with school principals, paraprofessionals, Dubuque Leisure Services, Y-Care, and the Foundation for Dubuque Public Schools, with financial support from grant funding.
- 12 Launch the ACHIEVE Parent Portal to engage families in the Individualized Education Program (IEP) process in new ways.
 - » All teachers, administrators and nurses are currently using the ACHIEVE system on the staff side.
 - » The Iowa Department of Education is working on building the Parent Portal of ACHIEVE, which is not yet completed.
 - » As part of the ACHIEVE Governance Council, our district gives input in the design and roll out of the Parent Portal.
 - » With the Parent Portal still being completed by the state, the district's current work is to ensure that current staff are proficient in the system, in order to support our parents when the portal is launched.
 - » The district has started planning for the training parents will need when the system is launched.



Effective Resource Management



- 13 Engage a study committee in the planning process to develop a two middle school model.

- » INVISION Architecture was hired to complete a middle school consolidation study.
- » The firm has developed and met with multiple different focus groups including students, staff, parents, community business and governmental officials as well as community citizens.
- » INVISION expects to complete the study and present the results to the Board by the end of the calendar year.



- 14 Explore feasibility of a learning management system and augmented 1:1 computing environment at the elementary level.

- » Analysis needs to be conducted to consider the direct and indirect factors needed to implement an age-appropriate learning management system (LMS) and an augmented 1:1 computing environment.
- » Factors to consider for an LMS include, but are not necessarily limited to, whether the district's current system would be appropriate for elementary school, the types of curricular offerings involved, grade levels of student users, staffing and financial implications and more.



- 15 Ensure alignment with financial targets to ensure expenditures are maximized to support strategic goals.

- » The district continues to review and monitor the current financial needs as compared to funding levels.
- » The completion of the certified enrollment will provide an indication of future funding levels to help determine and prioritize spending decisions to maintain financial targets as set within the strategic plan.



- 16 Enhance district cybersecurity efforts and staff training to best protect district data.

- » The district conducts rolling, daily phishing tests to simulate some of the highly used phishing email types and tactics to provide awareness and help district staff identify and exercise caution when handling suspicious email messages.
- » The district provides monthly cybersecurity awareness training to all staff consisting of brief training videos and assessments from our cybersecurity awareness provider.
- » The district recognizes that another authentication factor, besides a password, is needed for our staff to authenticate themselves when accessing their email and cloud storage remotely. The district has enforced multi-factor authentication (MFA) for staff to provide an extra layer of security.
- » The district promotes the usage of complex passwords containing multiple types of characters (numbers, upper- and lower-case letters, and symbols) for staff to create a strong password. Additionally, the district subscribes to a password manager service for staff to use to generate and remember different, complex passwords for each of their accounts.



Employee Excellence

- 17 Develop a staff retention plan that explores incentives, systems of care and enhanced staff recognition programs.

 - » Research is underway exploring companies that conduct a complete analysis of current positions, titles and compensations.
 - » The district is collaborating with schools in the Iowa Urban Education Network (UEN), which are also exploring similar efforts.
- 18 Enhance staff recruitment efforts with a focus on generating a more diverse applicant pool for open positions.

 - » The district has created a new Human Resources and Equity Specialist position, which will be responsible for staff recruitment.
 - » The district is enhancing its efforts with HBCU Careers, which is focused on reaching students attending Historically Black Colleges and Universities as they undergo their job search.
- 19 Develop systems to grow career paths and leadership opportunities within the district, with a focus on grow-your-own programming.

 - » The district continues to collaborate with staff members and local colleges/ universities to support programming that leads to a teaching degree.
 - » Six of paraprofessional staff in the district are currently taking courses in one of these programs and the district is working to support their efforts.
 - » Twelve staff members hired last year to be year-long, full-time substitutes have now been hired in the district as full-time teachers.
 - » The district is supporting a staff member who is hired as a registered behavior technician as she finishes her degree to become a special education teacher with an in-demand "Strat II ID" license.