

**URBANDALE COMMUNITY SCHOOL DISTRICT  
BOARD OF DIRECTORS' MEETING  
MONDAY, SEPTEMBER 12, 2016  
BOARD MEETING, ORGANIZATIONAL MEETING AND WORK SESSION – 6:00 P.M.  
KAREN ACRES ELEMENTARY - 3500 74TH STREET  
CHRIS GUNNARE, PRESIDENT**

*Our Mission: teach all/reach all*

*Our Vision: Urbandale will be a school district that brings learning to life for everyone.*

*UCSD School Board Mission: To partner with stakeholders to teach all and reach all through governance of Board Policy and Operating Protocol.*

*Urbandale is a national leader in **CHARACTER COUNTS!**, endeavoring at all times to promote and model the principles of trustworthiness, respect, responsibility, fairness, caring and citizenship. In conducting tonight's meeting, we expect that all participants will act in a respectful manner consistent with these principles*

**AGENDA**

**KAREN ACRES ELEMENTARY - 3500 74TH STREET**

- I. **Call To Order and Roll Call**
- II. **Motion to Appoint a Secretary: Pro Tempore of the Board for the Evenings Meetings**
- III. **Approval of Agenda**
- IV. **Communication from the Public – School Community Relations (1001)**
- V. **Report of the Superintendent of Schools**
  - A. Policy Update Proposal for Board Policy 306 - Succession of Authority
- VI. **Report of the President**
  - A.
- VII. **Consent Agenda Items - Business Procedures (801)**
  - A. Approval of August 15, 2016 Board Meeting Minutes
  - B. Approval of Open Enrollment
  - C. Approval of Personnel Report
  - D. Approval of Job Description and Position
  - E. Approval of Field Trips, Overnight Travel, or Out of State Travel
  - F. Approval of Contracts and Agreements
    - a. Facility Use Agreement with Aldersgate United Methodist Church for the temporary use by Karen Acres during the completion of the renovation project.

- b. MMIT Copier Maintenance Agreement for Karen Acres
- c. Forecast5 Customer Agreement
- G. Approval to Publish Asset Disposal Procedure
- H. Authorization to Pay Bills and Approve the Karen Acres Project Payment Authorization.

**VIII. Discussion of Other Matters**

A.

**IX. Adjournment**

**15 Minute Recess**

**ORGANIZATIONAL MEETING AGENDA**

**I. Organizational Meeting of Board of Directors**

**A. The Superintendent of Schools Will Serve As the President: Pro Tempore of the Board**

**B. Call the Meeting to Order and Roll Call**

**C. Election of the President of the Board of Directors**

- 1. Nomination(s)
- 2. Election
- 3. Oath

**D. Election of Vice President of the Board of Directors**

- 1. Nomination(s)
- 2. Election
- 3. Oath

**II. Report of the President**

**III. Discussion of Other Matters**

**IV. Adjourn**

**WORK SESSION AGENDA**

**I. Call to Order and Roll Call**

**II. Updates**

- Time Card System
- Board Goals

- Administrator-Board Gallup Survey (Data and Follow-up Comments)
- Additions/Deletions/Modifications (goals, strategies, measurements)
- Superintendent Evaluation Process for 2016-17

**III. Meeting Evaluation Form**

**IV. Adjourn**

**URBANDALE COMMUNITY SCHOOL DISTRICT  
 BOARD OF DIRECTORS' MEETING  
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**AGENDA**

**KAREN ACRES ELEMENTARY - 3500 74TH STREET**

**I. Call To Order and Roll Call**

Name	Present	Absent	
Aaron Applegate		_____	_____
Aldrich Cabildo		_____	_____
Graham Giles		_____	_____
Chris Gunnare		_____	_____
Katherine Howsare		_____	_____
Cate Newberg		_____	_____
Tanya Ruden		_____	_____

**II. Motion to Appoint a Secretary: Pro Tempore of the Board for the Evenings Meetings**

BE IT RESOLVED that the Board of Directors appoint Superintendent Steve Bass as acting Board Secretary for the meetings held on Monday, September 12th, 2016.

Motioned by \_\_\_\_\_ Seconded by \_\_\_\_\_

Board Action:



III. **Approval of Agenda**

BE IT RESOLVED that the Board of Directors approve the Agenda for the Board meeting being held on Monday, September 12, 2016.

Motion by: \_\_\_\_\_ Seconded by: \_\_\_\_\_

Board action:

IV. **Communication from the Public – School Community Relations (1001)**

The Board of Directors encourages public input and will provide a time at the beginning of the regular monthly meeting for that purpose. Persons seeking to address the Board may contact the office of the Superintendent of Schools to be placed on the agenda, or they may request the opportunity to address the Board at the regularly scheduled monthly meeting. If several persons seek to address the Board, the President of the Board of Directors will determine how much time will be available to each speaker.

V. **Report of the Superintendent of Schools**

A. Policy Update Proposal for Board Policy 306 - Succession of Authority- *Special Report #1*

Superintendent, Steve Bass, will review the proposed changes to Board Policy 306 to reflect the new title for the Associate Superintendent.

BE IT RESOLVED that the Board of Directors approves the updates to Policy 306.

Motioned by \_\_\_\_\_ Seconded by \_\_\_\_\_

Board Action:

VI. **Report of the President**

A.

VII. **Consent Agenda Items - Business Procedures (801)**

The following routine items are submitted for approval, but any item may be extracted for discussion and voted on separately at the Board's discretion:

- A. Approval of August 15, 2016 Board Meeting Minutes - *Special Report # 2*
- B. Approval of Open Enrollment - *Special Report # 3*
- C. Approval of Personnel Report - *Possible Addendum Available at Board Meeting*
- D. Approval of Job Description and Position - *Special Report # 4*
- E. Approval of Field trips, Overnight Travel, or Out of State Travel (nothing submitted for the 9/12/16 meeting)
- F. Approval of Contracts and Agreements
  - a. Facility Use Agreement with Aldersgate United Methodist Church for the temporary use by Karen Acres during the completion of the renovation project. - *Special Report # 5*
  - b. MMIT Copier Maintenance Agreement for Karen Acres - *Special Report # 6*
  - c. Forecast5 Customer Agreement - *Special Report # 7*
- G. Approval to Publish Asset Disposal Procedure - *Special Report # 8*
- H. Authorization to Pay Bills and Approve the Karen Acres Project Payment Application. - *Special Report # 9 & # 10*

BE IT RESOLVED that the Board of Directors approves Consent Agenda Items A-H.

Motioned by \_\_\_\_\_ Seconded by \_\_\_\_\_

Board Action:

VIII. **Discussion of Other Matters**

A.

IX. **Adjournment**

BE IT RESOLVED that the Board of Directors adjourned the Board meeting at \_\_\_\_\_ P.M..

Motion by: \_\_\_\_\_ Seconded by: \_\_\_\_\_

Board action:

**15 Minute Recess**

**ORGANIZATIONAL MEETING AGENDA**

**I. Organizational Meeting of Board of Directors**

**A. The Superintendent of Schools Will Serve As the President: Pro Tempore of the Board**

**B. Call the Organizational Meeting to Order and Roll Call**

Name	Present	Absent
Aaron Applegate	_____	_____
Aldrich Cabildo	_____	_____
Graham Giles	_____	_____
Chris Gunnare	_____	_____
Katherine Howsare	_____	_____
Cate Newberg	_____	_____
Tanya Ruden	_____	_____

**C. Election of the President of the Board of Directors**

1. Nomination(s)
2. Election
3. Oath

**D. Election of Vice President of the Board of Directors**

1. Nomination(s)
2. Election
3. Oath

**II. Report of the President**

**III. Discussion of Other Matters**

**IV. Adjournment**

BE IT RESOLVED that the Board of Directors adjourned the Organizational Board meeting at \_\_\_\_\_ P.M..

Motion by: \_\_\_\_\_ Seconded by: \_\_\_\_\_

Board action:

## WORK SESSION AGENDA

### I. Call to Order and Roll Call

Name	Present	Absent	
Aaron Applegate		_____	_____
Aldrich Cabildo		_____	_____
Graham Giles		_____	_____
Chris Gunnare		_____	_____
Katherine Howsare		_____	_____
Cate Newberg		_____	_____
Tanya Ruden		_____	_____

### II. Updates

- Time Card System
- Board Goals
  - Administrator-Board Gallup Survey (Data and Follow-up Comments) - *Special Report # 11*
  - Additions/Deletions/Modifications (goals, strategies, measurement) - *Special Report # 12*
- Superintendent Evaluation Process for 2016-17 - *Special Report # 13*

### III. Meeting Evaluation Form

### IV. Adjournment

BE IT RESOLVED that the Board of Directors adjourned the Work Session at \_\_\_\_\_ P.M..

Motion by: \_\_\_\_\_ Seconded by: \_\_\_\_\_

Board action:

## 306 – SUCCESSION OF AUTHORITY

In the absence of the Superintendent, it shall be the responsibility of the **Associate Superintendent** ~~Director of Student Services~~ to assume the Superintendent's duties. In the absence of both the Superintendent and the **Associate Superintendent** ~~Director of Student Services~~, it shall be the responsibility of the other administrators and supervisors to assume the Superintendent's duties. The succession of authority to the Superintendent shall be dependent upon the area of concern.

If the absence of the Superintendent is temporary, the **Associate Superintendent** ~~Director of Student Services~~ shall assume only those duties and responsibilities of the Superintendent that require immediate attention. If the absence of the Superintendent will be a lengthy one, as determined by the Board, the Board shall appoint an acting superintendent to immediately assume the responsibilities of the Superintendent. References to "Superintendent" in this policy manual shall mean the "Superintendent or the Superintendent's designee" unless otherwise stated in the Board policy.

**Date of Revision: February 20, 2012**

Legal References: 279.8, 279.20, 279.23, 280.14, Code of Iowa; 281 I.A.C. 12.4

**URBANDALE COMMUNITY SCHOOL DISTRICT  
BOARD OF DIRECTORS' MEETING  
MONDAY, AUGUST 15, 2016 – 5:30 P.M.  
URBANDALE CITY HALL - 3600 86th STREET  
CHRIS GUNNARE, PRESIDENT**

**Call to Order and Roll Call**

President Chris Gunnare called the board meeting to order at 5:30 P.M. Upon roll call, the following members were present: Directors Aaron Applegate, Aldrich Cabildo, Chris Gunnare, Katherine Howsare, and Tanya Ruden. Director Graham Giles arrived later, and Vice President Cate Newberg was absent.

**Approval of Agenda**

Director Cabildo moved, and Director Applegate seconded the motion to approve the agenda as posted. Motion passed 5-0.

**Report of the Superintendent of Schools**

**Discussion and Approval of Revisions to the Board Policy 414 - Holidays**

Mark Lane, Associate Superintendent, proposed updating Board Policy 414 - Holidays to match current practice of including Martin Luther King Jr. Day as a paid holiday for eligible employees. Director Applegate moved, and Director Howsare seconded the motion to update Board Policy 414 as discussed. Motion passed 5-0.

Director Giles arrived at 5:35 P.M.

**Employee Gallop Poll Results**

Mark Lane, Associate Superintendent, reviewed the Employee Gallop Poll results, centered around employee engagement. Mr. Lane provided details on disaggregated survey results, action guides, and District Workforce Committee notes.

**Discussion and Approval of the Annual Contract with Employee and Family Resources**

Mark Lane, Associate Superintendent, presented information regarding the annual contract for both the Student Assistance Program and Employee Assistance Program. Director Howsare moved, and Director Giles seconded the motion to approve the annual contracts as presented. Motion passed 6-0.

**Approval of the Lease Agreement for Metro West Learning Academy**

Shelly Clifford, CFO, proposed renewal of a lease agreement for the MWLA building for a five-year period beginning with the 2016-2017 school year. Director Cabildo moved, and Director Giles seconded the motion to approve the lease agreement. Motion passed 6-0.

**Approval of the Updates to the District Handbooks**

Steve Bass, Superintendent of Schools, reviewed the proposed revisions to the Student Parent Handbook for the 2016-2017 school year. Director Applegate moved, and Director Cabildo seconded the motion to approve all proposed revisions as presented. Motion passed 6-0.

### **Approval of the 2016-2017 EL Lau Plan and Procedure Manual**

Dr. Keri Schlueter, Coordinator of Student Services, reviewed updates to the 2016-2017 Lau Plan and Procedure Manual and recommended approval. Director Howsare moved, and Director Giles seconded the motion to approve the revised Lau Plan and Manual as presented. Motion passed 6-0.

### **Karen Acres Ribbon Cutting Ceremony on September 12th at 5pm.**

Steve Bass, Superintendent of Schools, updated Directors on project completion; and shared details regarding a ribbon cutting ceremony, scheduled for September 12th at 5:00 P.M. at Karen Acres Elementary.

### **Report of the President**

Directors discussed topics covered at the recent IASB Financial Management Conference and shared information from sessions they attended. President Gunnare reminded Directors to register for the IASB Annual Conference in November.

### **Consent Agenda**

- A. Approval of July 11, 2016 Board Meeting Minutes
- B. Approval of Open Enrollment
- C. Approval of Personnel Report
- D. Approval of the Activities Job Descriptions and Evaluations Forms
- E. Approval of Boys Cross Country Overnight Trip July 16-21, 2017
- F. Approval of Contracts and Agreements:
  - Change Order for the Karen Acres Project, and
  - Polk County Early Childhood Agreement for the Preschool Programming Support for Low-Income Families
- G. Acceptance of July 2016 Financial reports
- H. Authorization to Pay Bills as submitted
- I. Approval of Payment on Karen Acres project

Director Giles moved, and Director Howsare seconded the motion to approve all consent agenda items as submitted. Motion passed 6-0.

### **Learning Together Activity**

Steve Bass, Superintendent, shared with Board members the July issue of *Board and Administrator*.

### **Meeting Evaluation Form**

Directors used Quality and Continuous Improvement tools to evaluate their meeting.

### **Adjourn**

Director Howsare moved and Director Applegate seconded the motion to adjourn the meeting at 7:50 P.M.. Motion passed 6-0.





Open Enrollment In  
 September 12, 2016

Urbandale Community School District  
 Submitted By Student Services

The following requests for open enrollment from another school district to attend the Urbandale Community School District in the 2016-2017 school year have been received:

<u>Student/Grade</u>	<u>Resident District</u>	<u>Reason For Request</u>
Dominick Belton, 7 <sup>th</sup>	Des Moines	Continuation
Dylan Cromer, 5 <sup>th</sup>	Waukee	Continuation
Hailey Cromer, 7 <sup>th</sup>	Waukee	Continuation
Kinsey Crouse, 12 <sup>th</sup>	Woodward – Granger	Good Cause
Sean Davis-Romore, 9 <sup>th</sup>	West Des Moines	Good Cause
Eva Fadelelmawla, 10 <sup>th</sup>	Des Moines	Transfer of Resident District
Gina Fadelelmawla, 8 <sup>th</sup>	Des Moines	Transfer of Resident District
Elijah Gunde, 7 <sup>th</sup>	West Des Moines	Good Cause
Walter Harris,	Des Moines	Good Cause
Hunter Hines, 5 <sup>th</sup>	SEP	Transfer of Resident District
Bailee Leonard, 6 <sup>th</sup>	Des Moines	Good Cause
Allen Mehmedovic, 6 <sup>th</sup>	Des Moines	Good Cause
Erna Mehmedovic, 10 <sup>th</sup>	Des Moines	Good Cause
Scout McAndrew, K	West Des Moines	Applied on Time
Jocelyn Naranjo, 7 <sup>th</sup>	Johnston	Continuation
Gillian Persampieri, 6 <sup>th</sup>	West Des Moines	Continuation
Caleb Rico, 3 <sup>rd</sup>	West Des Moines	Transfer of Resident District
Stephanie Rico, 6 <sup>th</sup>	West Des Moines	Transfer of Resident District
Devonte Smith,	Des Moines	Good Cause
Kayla Staples, 10 <sup>th</sup>	Johnston	Continuation
Gloria Tarpeh, 5 <sup>th</sup>	Des Moines	Continuation
Joshua Tarpeh, 2 <sup>nd</sup>	Des Moines	Continuation
Soneta Tarpeh, 7 <sup>th</sup>	Des Moines	Continuation
Samy Tayadirt, 2 <sup>nd</sup>	West Des Moines	Continuation
Sarah Tayadirt, 4 <sup>th</sup>	West Des Moines	Continuation
Gionni Twitty, 1 <sup>st</sup>	Johnston	Continuation
Andrea Velazquez, 4 <sup>th</sup>	Johnston	Continuation
Sabrina Vorpahl, 12 <sup>th</sup>	West Des Moines	Continuation
Zachary Vorpahl, 7 <sup>th</sup>	West Des Moines	Continuation

The following requests for open enrollment from another school district to attend the Urbandale Community School District in the 2016-2017 school year have been denied:

<u>Student/Grade</u>	<u>Resident District</u>	<u>Reason For Denial</u>
Bryan Morton, 11 <sup>th</sup>	Johnston	Lack of Space
Zoe Mujic, 1 <sup>st</sup>	West Des Moines	No Good Cause
Bradley Palmer, 4 <sup>th</sup>	Waukee	No Good Caus

Open Enrollment Out  
September 12, 2016

The following requests for open enrollment out from the Urbandale Community School District in the 2016-2017 school year have been received:

<u>Student/Grade</u>	<u>District Requesting</u>	<u>Reason For Request</u>
Sarah Ehrenfried, 7 <sup>th</sup>	CAM	Continuation
Randy Haynh, 10 <sup>th</sup>	Des Moines	Continuation
Caitlynn Powers, K	Boone	Applied on Time
Payne Ward, K	Des Moines	Continuation

## Urbandale Community School District Job Description

<b><u>Job Title</u></b>	Communications Manager
<b><u>Classification</u></b>	Classified/Administrative Services
<b><u>Immediate Supervisor</u></b>	Superintendent of Schools
<b><u>FLSA</u></b>	Non-exempt

### **PURPOSE OF POSITION**

Provide leadership and expertise in planning, development, and implementation of district communications, public relations, marketing, and media relations. Build understanding, connection and involvement in the mission, vision, and values of the district among school and community stakeholders.

### **QUALIFICATIONS**

(Skills, Knowledge, Abilities, Education, Certification/Licensure, Experience, Equipment)

#### A. Skills, Knowledge, and Abilities

1. Possesses skills, knowledge and experience in the design and execution of marketing, communications and public relations activities. Must possess strong creative, strategic, analytic, and organizational skills.
2. Demonstrate project management capabilities including the ability to establish priorities and allocate resources properly.
3. Experience developing and managing budgets.
4. Familiarity with school concepts, practices and procedures.
5. Demonstrated successful experience developing press releases, media relations, production of print and electronic materials and publications.
6. Advanced communication skills and techniques in conceptualization and creativity; integrates verbal, written, and design skills.
7. Well organized, detail oriented, with the ability to manage multiple projects and vendors as needed.
8. Works well with others, maintaining positive and effective communication with various departments.
9. Demonstrates initiative and ability to work without close supervision.
10. Has strong oral and written communication skills.
11. Such alternatives to the above qualifications as the supervisor or Board deem appropriate.

#### B. Education

1. Bachelor's degree in communications, marketing, public relations or journalism preferred.

#### C. Certification/Licensure

#### D. Experience

1. Minimum of three years experience in communications, marketing or public relations preferred.

#### E. Equipment

1. Operate assigned office equipment and use a variety of Internet, word processing, database management, publication and graphic design software application programs.

### **SUPERVISION OF OTHERS**

None

## **ESSENTIAL DUTIES AND RESPONSIBILITIES**

*The following duties are normal for this position. These are not to be construed as exclusive or all inclusive. Other duties may be required and assigned.*

1. Provide oversight and key messaging that aligns with the district's mission, vision and values.
2. Create, implement and measure the success of comprehensive marketing, communications and public relations programs that will enhance the district's image and position within community/stakeholders.
3. Provide communications and marketing support for the Urbandale Education Foundation as deemed appropriate by the district.
4. Responsible for editorial direction, design, production and distribution of all district publications; oversees the development of all district print and electronic materials.
5. Promote the district to local media to ensure regular media interest in the district; facilitate appropriate response to media requests.
6. Develop messaging and communications as needed for maintaining positive public relations; including press releases, district news articles on website, website content, social media, special events, etc.
7. Manage the development of videos (creating scripts, editing direction and creative direction) that share the Urbandale story, help build understanding and support for Continual Improvement, and highlight student achievement.
8. Manage the development of a photo library that the district can leverage on the website, in brochures, in presentations, and other promotional purposes.
9. Oversee and maintain district content on the district website; serve as the point-of-contact for ongoing updates, maintenance, and website enhancements; provide training to staff as needed.
10. Provide leadership and serve as the point-of-contact for directing and managing creative, design, and production partners.
11. Advise, review and/or develop communications for the Superintendent, Administrators, Board, and other district staff as requested.
12. Demonstrate cultural competence and behaviors consistent with UCSD core values, vision and mission.
13. Plan and coordinate events and programs to provide recognition for the district.
14. Serve on UCSD committees that would benefit by having a communications perspective.
15. Perform other duties as assigned.

## **PHYSICAL REQUIREMENTS**

1. Satisfactory health as certified by a competent medical authority every three years.
2. Requires eye/hand/arm coordination and dexterity of fingers and hands in keyboarding, calculating and fingering and grasping small objects normally weighing less than 10 lbs.
3. Occasional bending, stooping, kneeling and related physical activity.
4. Ability to work while standing, moving and/or walking.
5. Drug, tobacco, and alcohol free while working.
6. Must be able to see and hear within normal limits with or without corrective lenses or hearing aids.
7. Ability to operate a motor vehicle used to travel to meetings.

## **WORKING CONDITIONS**

1. Majority of work is performed remotely with regular meetings scheduled at school district locations.
2. Occasional exposure to body fluids, fumes, noise, and hazardous materials and emergency situations.

## **TERMS OF EMPLOYMENT**

1. At-will employee.
2. 12-month; salary/benefits established by the Board.
3. Per Board Policies and administrative guidelines.

4. Performance evaluated annually.

A signed copy of this job description should be placed in the employee's personnel file.

**Signature of Supervisor:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Signature of Employee:** \_\_\_\_\_ **Date:** \_\_\_\_\_

Urbandale Community School District is an Equal Opportunity/Affirmative Action Employer. The School District does not discriminate based on race, creed, color, religion, national origin, sex, age, or sexual orientation. In compliance with the Americans with Disabilities Act, the School District will provide reasonable accommodations to qualified individuals with disabilities and encourages prospective employees and position incumbents to discuss potential accommodations with the Employer.

## Facility Use Agreement - Aldersgate United Methodist Church

3600 75th St, Urbandale, Iowa 50322, United States

This is an agreement between **Aldersgate United Methodist Church**, hereinafter referred to as PROPERTY OWNER, and **Urbandale Schools**, hereinafter referred to as USER. PROPERTY OWNER reserves the right to ratify or change the agreement at any time as long as those changes have been clearly communicated in writing to USER at least 30 days before going into effect. PROPERTY OWNER also reserves the right to cancel all building/facility use agreements if the renting party has not met the requirements laid out in the Aldersgate *FACILITY USE POLICY*.

### GENERAL CONDITIONS AND AMOUNT OF FEE:

It is agreed between PROPERTY OWNER and USER, that the PROPERTY OWNER shall allow the USER access and the use of the facility, for the use of **Karen Acres Elementary School PE Classes**, as conditioned and described below, subject to all the policies and procedures of PROPERTY OWNER contained in the most recent Aldersgate *FACILITY USE POLICY*, in consideration of **\$ 4,875**, for the use of the following rooms, from **9:00am to 3:30pm**, for these 8 days: **August 26, 30 and September 1, 6, 8, 12, 14, 16, 20, 22, 26, 28, 30 of 2016**.

USER is allowed to use the following rooms for the activity event:

- **Family Life Center (Gym)**
- **Restroom access across from Gym – note: restroom showers & shower area is not to be used**

### SIGNAGE COVER/UNCOVER:

USER is allowed to cover all signage and areas previously discussed, for the rooms, dates and times rented, so that it is appropriate for their needs. Sign coverage must be temporary and must not mark or damage covered areas. USER must take down all covered signage and covered areas no later than 3:45pm of each day rented. Should any sign coverage be marked or damaged the USER may be charged for the repair or replacement of said signage.

### USER STORAGE USE:

USER is allowed to store items in the PROPERTY OWNERS storage room, across from the Gym, as long as the items are clearly marked belonging to Karen Acres. PROPERTY OWNER will not be responsible for any non-marked items in storage.

### EQUIPMENT AND PERSONNEL:

PROPERTY OWNER is not responsible to provide any special equipment or personnel unless the same has been specifically agreed to by the PROPERTY OWNER and the USER. Additionally, personnel employed by the PROPERTY OWNER are employed for the ministries of Aldersgate United Methodist Church. At no time should they be requested to do or complete the work of the USER.

### CLEANING:

PROPERTY OWNER is responsible to clean all rooms listed above.

### FIRE ALARM & FALSE FIRE REPORTS:

The PROPERTY OWNER facility has fire alarms and sprinklers designed to activate upon detection of smoke or heat. If the alarm sounds, evacuate the building and account for those in your party. When a fire alarm is deployed, the PROPERTY OWNER security company is contacted which triggers a safety protocol to make sure the occupants are safe. If it cannot immediately be determined that the fire alarm was false, the

## Facility Use Agreement - Aldersgate United Methodist Church

3600 75th St, Urbandale, Iowa 50322, United States

Urbandale Fire Department is called to respond. If the USER suspects a fire and the alarm does not sound, a fire alarm should be pulled as the facility is evacuated. If no alarm is sounded, the Fire Department should be called once everyone is safely outside the facility. Should a fire alarm pull be done by a USER's occupant, and the alarm turns out to be a false, prank, or illegal pull, and a fee (upwards of \$250) is initiated by the Urbandale Fire Department, PROPERTY OWNER will pass this fee onto the USER.

### INSURANCE:

The PROPERTY OWNER requires the USER to obtain general liability insurance with coverage limits of at least **\$300,000** in effect for the activity event(s). The USER agrees to name the PROPERTY OWNER as an additional insured on the USER's general liability insurance policy and shall provide proof of such additional insurance coverage to the PROPERTY OWNER prior to the date of the first activity event.

### LIABILITY:

The USER understands and agrees that neither the PROPERTY OWNER nor its trustees, representatives, employees, and agents may be held liable in any way for an occurrence in connection with any activity event which may result in injury, harm, or other damages to the USER members and guests, invited or not. Rather, the USER agrees that they alone shall be responsible for any property damage, personal injury or death that may occur during the use of the premises. Provided, however, the USER shall not be responsible for any damages, injury or death which may occur due to the negligence or actions of the property owner, its trustees, representatives, employees, and agents.

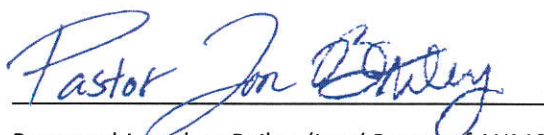
As part of the consideration for being allowed to use the facility, building and grounds as well as all appliances and fixtures during the activity event(s), the USER releases the PROPERTY OWNER, its trustees, employees, agents, or representatives from any claim for damages, injury or death which may occur while participating in the activity event(s). The USER further agrees to save and hold harmless the PROPERTY OWNER, its trustees, employees, agents, or representatives from any claim arising out of or participation in any form or fashion in the activity event(s).

The undersigned USER(s), state that they are authorized to sign this agreement, and also understands the terms herein are contractual and not mere recital, and that they are signing this document of their own free act and volition. The undersigned USER(s) further state and acknowledge that they have fully informed themselves of the content by reading it before signing it.

**\*\*By signing this document I agree with the terms as laid out above, that I have read and understand the Aldersgate FACILITY USE POLICY.**



Mark Lane, Associate Superintendent of HR and Operations (Urbandale Schools)



Reverend Jonathan Bailey (Lead Pastor of AUMC)

Chris Gunnare, UCSD Board of Directors, President (Urbandale Schools)

LuAnn Boom (Chair of Trustees, AUMC)

**URBANDALE COMMUNITY SCHOOL DISTRICT  
BOARD OF DIRECTORS MEETING  
September 12, 2016**

**AGENDA ITEM EXECUTIVE SUMMARY**

**Item:**

Consent Agenda, Item F (b). – Copier Maintenance Agreement

**Contact(s):**

Shelly Clifford, Chief Financial Officer

**Purpose:**

Karen Acres has purchased a new copier and a maintenance agreement is recommended for preventative maintenance, parts, labor, and toner.

**Recommendation:**

Administration recommends Board approval of the Contract with MMIT.

**Details:**

The vendor's standard agreement has been amended to shorten the term to just 4 months, because CFO Shelly Clifford has been working toward implementation of a District-wide solution for copier maintenance. Prior to January 1, the District plans to request proposals from multiple copier maintenance providers, including current vendors.

**Legal/Insurance Review:**

N/A

**Cost and Fund Account:**

Cost of the maintenance program (Copier Care 4) will be paid from Karen Acres' building budget allocation in General Fund.

**Documents:**

Special Report #6 – MMIT Maintenance Agreement





4201 NW Urbandale Drive  
 Urbandale, IA 50322  
 515-256-4000 ♦ 800-505-1999  
[www.mmitiowa.com](http://www.mmitiowa.com)

## MAINTENANCE AGREEMENT

B I L L T O	Company Name: Karen Acres Elementary School			S H I P T O	Company Name: Karen Acres Elementary School		
	Street Address: 3500 74th St.				Street Address: 3500 74th St.		
	City: Urbandale	State: Iowa	Zip: 50322		City: Urbandale	State: Iowa	Zip: 50322
	Contact Name:		PO#:		Contact Name:		
	Phone: 515-457-5701	Fax:			Phone: 515-457-5701	Fax:	
	E-mail Address:				E-mail Address:		

### Equipment Covered:

- MFP   
  Laser Printer   
  Color Printer   
  Fax   
  Other

ID#	Model / Item #	Equipment	Serial #	Location	Beginning Meter	Base Charge	Base Volume	Overage Rate
	MX-3570N							
	MX60NTBA							
	MX60NTCA							
	MXDE28							
	MX60NTMA							

See Schedule A (attachment for additional equipment)   
  See Schedule B (Attachment with Pricing)

### Maintenance Plan: Copier Care Plan 4

This contract will cover Parts, Labor, Consumables and Black & Color Toner. Customer will be responsible for application support, network support, paper and staples

### Monthly Service Contract Info:

Cloud Portal Office    # Lic    0

Contract Term: <b>36-mo</b>	Start Date: 9/1/2016	Billing Frequency:	<input checked="" type="checkbox"/> Monthly <input type="checkbox"/> Qtrly <input type="checkbox"/> Annually <input type="checkbox"/> Semi-A
Base Volume: Black 0    Color 0		Meter Reading Frequency:	<input checked="" type="checkbox"/> Monthly <input type="checkbox"/> Qtrly <input type="checkbox"/> Annually <input type="checkbox"/> Semi-A
Base Billing: Black 0.00    Color 0.06		Cloud Portal Mthly Chrg: \$0.00	Meter Reading Contact:
Excess Image Charge: Black 0.0049    Color 0.0550		Connectivity Assurance:	<input checked="" type="checkbox"/> Accepted <input type="checkbox"/> Declined    Monthly Charge: \$5.00

### Comments:

You have selected "Connectivity Assurance" which means support for installing drivers, maintaining scanning connectivity, and MFP software (i.e. SharpDesk) will be included for the device included in this equipment maintenance contract.

NEITHER PARTY MAY ASSIGN ANY OF ITS RIGHTS HEREUNDER WITHOUT THE EXPRESS WRITTEN CONSENT OF THE OTHER PARTY, WHICH MAY NOT BE UNREASONABLY WITHHELD, CONDITIONED, OR DELAYED. ASSIGNMENT DOES NOT EXTINGUISH ASSIGNOR'S LIABILITY TO THE NON-ASSIGNING PARTY. AN ASSIGNEE TAKES ON ALL INDEBTEDNESS INCURRED BY THE ASSIGNOR PRIOR TO THE DATE OF ASSIGNMENT, IN ADDITION TO ALL FUTURE DEPTS OWED BY THE ASSIGNEE TO THE NON-ASSIGNING PARTY GOING FORWARD. THE UNDERSIGNED WARRANTS THAT HE OR SHE HAS READ THE TERMS AND CONDITIONS ON THE REVERSE OF THE DOCUMENT AND IS AUTHORIZED TO ENTER INTO THIS AGREEMENT ON BEHALF OF THE ABOVE LISTED ORGANIZATION. THIS IS A NON CANCELLABLE AGREEMENT.

### Authorization:

Authorized Signature: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

MMIT / IMAGING TECHNOLOGIES Rep: \_\_\_\_\_ Title: \_\_\_\_\_ Date: \_\_\_\_\_

## 1. Explanation of Customer Care Plans

**MPS Bronze:** This contract will cover Mileage only. Customer will be responsible for parts, consumables, toner, application support, network support, paper and staples.

**MPS Silver:** This contract will cover Mileage and Labor. Customer will be responsible for parts, consumables, toner, application support, network support, paper and staples.

**MPS Gold:** This contract will cover Mileage, Labor and Parts. Customer will be responsible for consumables, toner, application support, network support, paper and staples.

**MPS Platinum:** This contract will cover Mileage, Labor, Parts, and Consumables. Customer will be responsible for toner, application support, network support, paper and staples.

**MPS Elite:** This contract will cover Mileage, Labor, Parts, Consumables, and Toner. Customer will be responsible for application support, network support, paper and staples.

**Copier Care 1:** This contract will cover Mileage, Parts and Labor. Customer will be responsible for consumables, toner, application support, network support, paper and staples.

**Copier Care 2:** This contract will cover Mileage, Parts, Labor, and Black Toner. Customer will be responsible for drums, application support, network support, paper and staples.

**Copier Care 3:** This contract covers Mileage, Parts, Labor, Consumables, and Black Toner. Customer will be responsible for color toner, application support, network support, paper and staples.

**Copier Care 4:** This contract will cover Mileage, Parts, Labor, Consumables and Black & Color Toner. Customer will be responsible for application support, network support, paper and staples

**Copier Care 5:** This contract covers Mileage, Parts, Labor, Consumables, Toner, and Paper. Customer will be responsible for application support, network support, and staples.

2. This agreement shall remain in effect for the entire contract term (excluding Cloud Portal Office Licenses and Connectivity Assurance if accepted). ~~If this agreement is to be cancelled written notice is required no more than 60 days and no less than 30 days prior to the contract renewal. At the end of the contract term this contract will automatically renew for 12 months and will renew annually thereafter. For this contract to be cancelled other than the renewal month the customer agrees to pay MMIT / IMAGING TECHNOLOGIES the monthly base billing times the number of remaining months left on the contract and increases if applicable. If this contract covers both black and color images and one or both have no monthly base billing MMIT / IMAGING TECHNOLOGIES will average the previous six months meter billings and the customer agrees to pay the meter average times the number of months left on the contract.~~

~~Customer agrees that on each 12 month anniversary of the agreement MMIT / IMAGING TECHNOLOGIES may increase both the minimum base payment and the excess per image charge by the amounts determined in our discretion, but not to exceed 10% of the then current base payment and excess image charge.~~

3. Customer Care Plans that include toner at no charge are based on up to 110% of manufacturer's estimated yield. Toner usage that exceeds that amount will be chargeable to the customer.

4. It is understood that this agreement does not include any major overhauls of the equipment. It also does not cover any repair of the equipment if damaged through neglect, abuse, accident, theft, acts of God, or any act by a third party other than an MMIT / IMAGING TECHNOLOGIES REPRESENTATIVE. MMIT / IMAGING TECHNOLOGIES agrees to obtain the written consent of the customer before performing any service requiring extra cost.

5. If the current equipment would be traded in on new equipment from MMIT / IMAGING TECHNOLOGIES, any of the unused portion of the yearly charge shall be pro-rated and applied toward the service agreement on the new equipment.

6. MMIT / IMAGING TECHNOLOGIES shall not be responsible for delays or inability to service or inspect this equipment caused directly or indirectly by strikes, accidents, embargoes, acts of God, or any other event beyond its control.

7. Consumables - Any consumable supplies provided to the customer as part of, or which are included in this service agreement remain the property of MMIT / IMAGING TECHNOLOGIES, and are not to be resold or used in equipment not covered by this service agreement. This includes any supplies provided to the customer in excess of the supplies installed in the covered equipment and stored at the customer location. Any supplies not returned to MMIT / IMAGING TECHNOLOGIES upon completion or cancellation of this agreement will be billed to the customer at current retail price.



**URBANDALE COMMUNITY SCHOOL DISTRICT  
BOARD OF DIRECTORS MEETING  
September 12, 2016**

**AGENDA ITEM EXECUTIVE SUMMARY**

**Item:**

Consent Agenda, Item F (c). – Forecast5 Analytics Customer Agreement

**Contact(s):**

Shelly Clifford, Chief Financial Officer  
Steve Bass, Superintendent

**Purpose:**

5Cast from Forecast5 is part of an analytical tool that allows us to compare our District with other schools with regard to finance, enrollment, and staffing.

**Recommendation:**

Administration recommends Board approval of the proposed agreement.

**Details:**

Forecast5 Analytics is a software suite geared toward public sector tasks and projects. The applications can be used individually, however, additional component modules create the ability to generate multi-dimensional output. The District currently has 5Sight analytics module, and this agreement would add the 5Cast module, for a three-year period. The two modules would create projections and comparisons with other districts in areas such as finance, enrollment, and staffing ratios.

**Legal/Insurance Review:**

None – the company is already vetted through the Iowa Association of School Boards.

**Cost and Fund Account:**

Regular total cost for the 5Cast module is \$10,000/year, but is discounted \$3,500/year with purchase of 5Sight module the District already has. Further discounted by \$1,050/year for multi-year purchase. Historically has been paid through General Fund, but is also an eligible expense from PPEL. The expense can be funded through either fund at the Board's discretion.

**Documents:**

Special Report # 7 – Forecast5 Customer Agreement



**CUSTOMER AGREEMENT**

This Customer Agreement is entered into by Forecast 5 Analytics, Inc., a Delaware corporation (“Forecast5”), and Customer (named below), and will commence on the Effective Date indicated below.

<u>Forecast5 Service</u>	<u>Service Description</u>	<u>Price</u>	<u>Discount</u>	<u>Total Cost</u>
4002001	5Cast - License Agreement (2 Users)	\$30,000.00	\$13,650.00	\$16,350.00
			Total Amount Due:	\$16,350.00

\*Subscriptions to each product include 1 Primary User. Additional Users may be added. Customer may redesignate its users upon written notice to Forecast5.

The above Services are provided pursuant to the Forecast5 Terms of Service (available at [www.forecast5analytics.com/about/termsofservice](http://www.forecast5analytics.com/about/termsofservice)), which are incorporated herein by this reference. Customer and Forecast5 may from time to time agree upon additional Services pursuant to a mutually agreed Work Order. All subscriptions (even if purchased after your Effective Date, such as Additional User subscriptions) will be coterminous and end on the applicable anniversary of your Effective Date.

**Customer acknowledges and agrees that if it provides access to the Services to another governmental unit or other third party, or uses the Services for the benefit of any such party, then it will be liable for, among other things, additional subscription fees for each such party at the applicable Forecast5 prices.**

At the request of the Customer, Forecast5 may provide opinions or representations with respect to the financial feasibility and/or fiscal prudence of assumptions and/or projections that Customer may select for inclusion in 5Cast financial projections, provided, however, that it is understood that the Customer is solely responsible for the decision and any associated risk of incorporating any particular assumption in its financial plan. Additionally, Forecast5 duties and responsibilities do not include giving any opinion or advice regarding the issuance of debt instruments.

RENEWAL DATE: **6/30/2019** (All subscriptions are for periods of 1 year, unless indicated otherwise).


Please see the following page for the signature line.

# FORECAST<sup>5</sup> ANALYTICS

Customer: **Urbandale,**

**FORECAST 5 ANALYTICS, INC.**

Signature: \_\_\_\_\_

Signature:  \_\_\_\_\_

Name: \_\_\_\_\_

Name: Michael R. English

Title: \_\_\_\_\_

Title: CEO

Date: \_\_\_\_\_

Address: 2135 CityGate Lane, 7th Floor  
Naperville, Illinois 60563

**MEMORANDUM**

DATE: September 8, 2016

FROM: Shelly Clifford, Chief Financial Officer

TO: Board of Directors

SUBJECT: Sale or Disposal of District surplus assets

The District's policy for the sale or disposal of District-owned assets is to publish notice two times, on consecutive weeks in the newspaper, to notify the public about the procedure by which the assets will be sold or disposed.

I recommend that the District request proposals from surplus vendors for any large groupings of IT assets identified for disposal. Other assets would be posted for sale on the GovDeals online auction site, the procedure previously approved by resolution of the Board of Directors.

If approved by the Board of Directors, the following public notice would be published in the Urbandale News on September 16<sup>th</sup> and September 23, 2016

**Public Notice for Sale or Disposal of Equipment**

Public notice is hereby given that the Urbandale Community School District, Urbandale, Iowa, will sell or dispose of certain District assets, beginning September 23<sup>rd</sup> by requesting buyers' proposals for the sale of District IT equipment, or by posting items for sale on the GovDeals internet-based auction site. The items may include laptops, i-pads, chrome books, classroom furniture, or other miscellaneous school equipment. The items will be posted on or after September 23, 2016 to the GovDeals website for auction. The site can be found at [www.govdeals.com](http://www.govdeals.com). Unsold items will be designated for disposal after the auction is concluded. For more information, contact Steve Richman at 515-457-5003.

This notice is given by order of the Board of Directors, Urbandale Community School District, Urbandale, Iowa.

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Board Secretary  
Urbandale Community School District  
in the County of Polk, State of Iowa

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1	<b>10 - GENERAL</b>		
2	ACE HARDWARE	Bulbs for PAC/626728	\$ 35.12
3	ACE HARDWARE	Duct Hose/626595	\$ 21.37
4	ACE HARDWARE	Electrical Supplies/626766	\$ 69.83
5	ACE HARDWARE	Hardware/626668	\$ 53.28
6	ACE HARDWARE	Hardware/6266726	\$ 55.96
7	ACE HARDWARE	Hardware/626678	\$ 3.45
8	ACE HARDWARE	Hardware to Assemble 9 Square Game at MS	\$ 19.49
9	ACE HARDWARE	Plumbing Items for KA/626768	\$ 18.17
10	ACE HARDWARE	Plumbing Items for Repairs/626762	\$ 33.57
11	ACE HARDWARE	Plumbing Supplies/626630	\$ 14.38
12	ACE HARDWARE	Plumbing Supplies/626673	\$ 9.38
13	ACE HARDWARE	Surge Strips for Ms. Justmans Office/626	\$ 41.98
14	AGPARTS-ASSETGENIE INC	11.6" WXGA 1366X768 MATTE 30 PIN CONNECT	\$ 570.00
15	AIR FILTERS SALES/SERVICES	Filter/186951	\$ 65.43
16	ALLEGRA (WAS THE PRINTING STATION)	100 year banners	\$ 237.96
17	ALLEGRA (WAS THE PRINTING STATION)	Color copies	\$ 99.20
18	ALLEGRA (WAS THE PRINTING STATION)	English Flyer	\$ 93.84
19	ALLEGRA (WAS THE PRINTING STATION)	Printing RG	\$ 128.28
20	ALLEGRA (WAS THE PRINTING STATION)	printing	\$ 358.78
21	ALLEGRA (WAS THE PRINTING STATION)	Printing A/O	\$ 1,137.10
22	ALLEGRA (WAS THE PRINTING STATION)	Printing A/O	\$ 2,711.18
23	ALLEGRA (WAS THE PRINTING STATION)	printing High School	\$ 3,931.35
24	ALLEGRA (WAS THE PRINTING STATION)	Printing HS	\$ 5,393.11
25	ALLEGRA (WAS THE PRINTING STATION)	Printing Jensen	\$ 101.43
26	ALLEGRA (WAS THE PRINTING STATION)	Printing Karen Acres	\$ 279.23
27	ALLEGRA (WAS THE PRINTING STATION)	Printing Metro West	\$ 42.00
28	ALLEGRA (WAS THE PRINTING STATION)	Printing Middle School	\$ 787.87
29	ALLEGRA (WAS THE PRINTING STATION)	Printing MS	\$ 164.00
30	ALLEGRA (WAS THE PRINTING STATION)	printing MS SPec Ed	\$ 200.01
31	ALLEGRA (WAS THE PRINTING STATION)	Printing Olmsted	\$ 756.59
32	ALLEGRA (WAS THE PRINTING STATION)	Printing Olmsted	\$ 539.26
33	ALLEGRA (WAS THE PRINTING STATION)	Printing Rolling Green	\$ 167.33
34	ALLEGRA (WAS THE PRINTING STATION)	Printing Valerius	\$ 3.28
35	ALLEGRA (WAS THE PRINTING STATION)	Printing Valerius	\$ 182.51
36	ALLEGRA (WAS THE PRINTING STATION)	Printing Webster	\$ 93.98
37	ALLEGRA (WAS THE PRINTING STATION)	Printing WEBster	\$ 148.20
38	ALLEGRA (WAS THE PRINTING STATION)	Spanish Flyers	\$ 31.26
39	ALLIED OIL & TIRE COMPANY-	Brake System Repairs to White Straight T	\$ 1,671.00
40	AMAZON.COM CORPORATE CREDIT	1.5" 3-ring binders	\$ 107.97
41	AMAZON.COM CORPORATE CREDIT	9V BATTERIES FOR PAC	\$ 73.95
42	AMAZON.COM CORPORATE CREDIT	AA BATTERIES FOR ACTIVITIES	\$ 17.19
43	AMAZON.COM CORPORATE CREDIT	ACT Prep Black Book	\$ 49.47
44	AMAZON.COM CORPORATE CREDIT	bike lock	\$ 35.88
45	AMAZON.COM CORPORATE CREDIT	Boone Combo Dryerase and Cork Board 36 X	\$ 128.26
46	AMAZON.COM CORPORATE CREDIT	Cameras and lenses for DMACC Photography	\$ 160.94
47	AMAZON.COM CORPORATE CREDIT	Cracking the ACT with 6 practice tests 2	\$ 36.00
48	AMAZON.COM CORPORATE CREDIT	Fiskars 12 inch durecut deluxe craft pap	\$ 26.00
49	AMAZON.COM CORPORATE CREDIT	Hanging Rack with adjustable pockets 29"	\$ 163.89

50	AMAZON.COM CORPORATE CREDIT	office supply caddy	\$ 77.94
51	AMAZON.COM CORPORATE CREDIT	Paper Mate Arrowhead pencil top erasers	\$ 9.98
52	AMAZON.COM CORPORATE CREDIT	ProTapes Pro Scenic 714 Crepe Paper 14 d	\$ 9.07
53	AMAZON.COM CORPORATE CREDIT	Psychology books and a TE for MWLA	\$ 48.46
54	AMAZON.COM CORPORATE CREDIT	Puffs Basic facial tissues pack of 24	\$ 39.96
55	AMAZON.COM CORPORATE CREDIT	SHIPPING	\$ 15.96
56	AMAZON.COM CORPORATE CREDIT	Shipping & Handling	\$ 4.98
57	AMAZON.COM CORPORATE CREDIT	Superflex Takes on Brain Eater...	\$ 26.00
58	AMAZON.COM CORPORATE CREDIT	Superflex Takes on Glassman...	\$ 24.00
59	AMAZON.COM CORPORATE CREDIT	Superflex Takes on One-Sided Sid...	\$ 25.00
60	AMAZON.COM CORPORATE CREDIT	Supplies	\$ 90.58
61	AMAZON.COM CORPORATE CREDIT	THEATRICAL LIGHTING FOR PAC	\$ 346.47
62	AMAZON.COM CORPORATE CREDIT	The Random House Book of Poetry for Chil	\$ 17.38
63	AMAZON.COM CORPORATE CREDIT	Uline H-150 2 inch hand held industrial	\$ 11.50
64	AMAZON.COM CORPORATE CREDIT	You are a Social Detective	\$ 22.00
65	AMERICAN MARKING INC	1 3/4" X 9 3/4" Gray with White Letterin	\$ 18.20
66	AMERICAN MARKING INC	1 3/4" x 9 3/4" name plate inserts in te	\$ 54.60
67	AMERICAN MARKING INC	15/16" x 6" Gray w/ white vinyl letters	\$ 54.60
68	AMERICAN MARKING INC	15/16" x 6" Gray w/ white vinyl letters	\$ 36.40
69	AMERICAN MARKING INC	15/16"x6 Gray w/white vinyl letters	\$ 327.60
70	AMERICAN MARKING INC	1" x 6" name plate inserts in teal	\$ 163.80
71	AMERICAN MARKING INC	29/32" X 6" Gray with White Lettering -	\$ 145.60
72	AMERICAN MARKING INC	name plates	\$ 382.20
73	AMERICAN MARKING INC	NOTE: Please make the 29/32" a little o	\$ 18.20
74	AMERICAN MARKING INC	office sign for hallway	\$ 25.00
75	AMERICAN MARKING INC	Signage for Webster Elementary (See atta	\$ 96.00
76	A REASON FOR/THE CONCERNED GROUP	ISBN # 10250 A Reason for Handwriting -	\$ 1,041.10
77	A REASON FOR/THE CONCERNED GROUP	ISBN # 10300 A Reason for Handwriting -	\$ 1,094.95
78	A REASON FOR/THE CONCERNED GROUP	Shipping	\$ 320.41
79	ASCD	Membership fees	\$ 1,085.00
80	ATLAS PEN AND PENCIL CORPORATION	Happy Birthday pencils	\$ 43.90
81	ATLAS PEN AND PENCIL CORPORATION	SHIPPING	\$ 12.95
82	AVESIS THIRD PARTY ADM.	Adjustment	\$ 392.21
83	AVESIS THIRD PARTY ADM.	Withholding	\$ 2,212.38
84	BMO MASTERCARD	ACT SBMH CONFERENCE-REGISTER-KRUIDENIEF	\$ 82.66
85	BMO MASTERCARD	AEA-CPI TRAINING	\$ 75.00
86	BMO MASTERCARD	AMAZON-BOOKS-NEXT STEP IN GUIDED READING	\$ 194.08
87	BMO MASTERCARD	AMAZON-CHROMEBOOK CHARGE/STORE STATIO	\$ 1,018.38
88	BMO MASTERCARD	AMAZON-HDMI VOLTAGE INSERTER	\$ 45.66
89	BMO MASTERCARD	AMAZON-LAPTOP CASES	\$ 119.97
90	BMO MASTERCARD	AMAZON-POWER CABLE EXTENSION CORDS	\$ 49.17
91	BMO MASTERCARD	BACKYARD ADV-REWARDS	\$ 5.00
92	BMO MASTERCARD	BARNES/NOBLE-READING CAMP BOOKS	\$ 202.00
93	BMO MASTERCARD	BARNES & NOBLE-STUDENT BOOKS	\$ 74.47
94	BMO MASTERCARD	B-BOPS-STUDENT MEAL	\$ 15.20
95	BMO MASTERCARD	BLANK PARK ZOO-REWARD INCENTIVE+STAFF	\$ 65.00
96	BMO MASTERCARD	BLUE LINE SPORTS-PLTW TRAINING-K GOEDKEN	\$ 9.74
97	BMO MASTERCARD	BMO-PAPER STATEMENT FEE	\$ 3.00
98	BMO MASTERCARD	BROKEN ENGLISH-LUNCH-LANE/SCHLUETER	\$ 17.27



99	BMO MASTERCARD	CAPITAL GRILL-DINNER-CHICAGO-STUDER CONF	\$ 59.10
100	BMO MASTERCARD	CARSON DELLOSA-SCHOOL DECOR/SUPPLIES	\$ 133.98
101	BMO MASTERCARD	CASEYS-FIELD TRIP GASOLINE	\$ 16.01
102	BMO MASTERCARD	CDW-G-DISPLAYPORT-DVI CABLE LAB LECTERN	\$ 23.73
103	BMO MASTERCARD	CDW-G-HDMI-VGA CONVERTERS LAB LECTERNS	\$ 63.57
104	BMO MASTERCARD	CITY OF DSM-PARKING SAI	\$ 7.50
105	BMO MASTERCARD	CORNER BAKERY-B'FAST-SCHLUETER	\$ 8.80
106	BMO MASTERCARD	CORNER BAKERY CAFE-MEAL-STUDER ED CONF	\$ 11.24
107	BMO MASTERCARD	CORNER BAKERY-FOOD/TRAINING	\$ 10.23
108	BMO MASTERCARD	DOLLAR TREE-REINFORCE-STUDENT SUPPLIES	\$ 13.78
109	BMO MASTERCARD	DOLLAR TREE-SUPPLIES/REWARD ITEMS	\$ 23.00
110	BMO MASTERCARD	FED EX OFFICE-IRPE APPLICATION COPIES	\$ 953.73
111	BMO MASTERCARD	GEORGE PATTON ASSOC-DISPLAY RACK	\$ 32.69
112	BMO MASTERCARD	GODADDY-CREDIT-ERROR AUTO RENEWAL	\$ (209.97)
113	BMO MASTERCARD	GOODWILL-SUPPLIES	\$ 9.94
114	BMO MASTERCARD	GRANITE CITY-PLTW TRAINING-K GOEDKEN	\$ 30.07
115	BMO MASTERCARD	HANDWRITING W/O TEARS-ADD'L 3RD GR BOOKS	\$ 54.00
116	BMO MASTERCARD	HEARTLAND AEA-CPI TRAINING	\$ 225.00
117	BMO MASTERCARD	HEARTLAND AEA-CPI TRAINING-MEUNIER	\$ 75.00
118	BMO MASTERCARD	HEARTLAND AEA-CREDIT-CANCEL REGISTRATIO	\$ (175.00)
119	BMO MASTERCARD	HEARTLAND AEA-PBIS POSTERS	\$ 126.60
120	BMO MASTERCARD	HEARTLAND-CPI-BAGLEY/BRIMEYER/JOHNSON	\$ 225.00
121	BMO MASTERCARD	HEARTLAND-CPI-WILKINSON/COLE/LUGO	\$ 225.00
122	BMO MASTERCARD	HOBBY LOBBY-PBIS POSTER FRAMES	\$ 143.80
123	BMO MASTERCARD	HOLIDAY INN EXP-PLTW TRAINING-K GOEDKEN	\$ 877.67
124	BMO MASTERCARD	HOME DEPOT-DEHUMIDIFIER	\$ 169.00
125	BMO MASTERCARD	HOME DEPOT-DEHUMIDIFIERS	\$ 338.00
126	BMO MASTERCARD	HOWELLS & HOOD-FOOD/TRAINING	\$ 75.38
127	BMO MASTERCARD	HYVEE-ADMIN RETREAT ITEMS	\$ 44.86
128	BMO MASTERCARD	HYVEE-GROCERIES-UNIQUE COOKING CLASS	\$ 22.48
129	BMO MASTERCARD	IA DNR-STORM SEWER PERMIT	\$ 180.00
130	BMO MASTERCARD	IASBO-CONFERENCE FEES	\$ 80.00
131	BMO MASTERCARD	ICSS-CONFERENCE REGISTRATION-COVINGTON	\$ 85.00
132	BMO MASTERCARD	ID WHOLESALER-RIBBONS	\$ 62.56
133	BMO MASTERCARD	IOWA ACAC-MEMBERSHIP	\$ 25.00
134	BMO MASTERCARD	JASON'S DELI-STAFF LUNCH-PD MEETING	\$ 534.25
135	BMO MASTERCARD	JW PEPPER-SHEET MUSIC	\$ 1,117.04
136	BMO MASTERCARD	LEARNING POST-BULLETIN BOARD SUPPLIES	\$ 7.18
137	BMO MASTERCARD	LEARNING POST-STUDENT MATERIALS/SUPPLIES	\$ 140.77
138	BMO MASTERCARD	MAIN DISH-STUDENT LESSON MATERIALS	\$ 30.00
139	BMO MASTERCARD	MAINSTAY SUITES-CREDIT-PLTW TRAINING	\$ (42.05)
140	BMO MASTERCARD	MAINSTAY SUITES-PLTW TRAINING-K GOEDKEN	\$ 442.55
141	BMO MASTERCARD	MCDONALDS-STUDENT MEAL	\$ 8.76
142	BMO MASTERCARD	MCGRAW HILL-MATH BOOKS-ELEM/MS	\$ 558.18
143	BMO MASTERCARD	MCGRAW HILL-MATH BOOKS-MS	\$ 59.94
144	BMO MASTERCARD	MEXICAN VILLAGE-PLTW TRAINING-K GOEDKEN	\$ 18.32
145	BMO MASTERCARD	MUSIC DISPATCH.COM-SHEET MUSIC	\$ 65.70
146	BMO MASTERCARD	N2Y-L3 CURRICULUM-ELEM/MS/HS	\$ 4,031.72
147	BMO MASTERCARD	NAME TAG COUNTRY-NAME BADGES-ADMIN	\$ 287.94

148	BMO MASTERCARD	NEC PARTS-REPAIR PARTS-NEC PROJECTORS	\$ 77.32
149	BMO MASTERCARD	NOODLES & CO-PLTW TRAINING-K GOEDKEN	\$ 21.08
150	BMO MASTERCARD	OFFICE DEPOT-KG OPEN HOUSE MATERIALS	\$ 12.98
151	BMO MASTERCARD	OFFICE DEPOT-SUPPLIES	\$ 84.16
152	BMO MASTERCARD	OFFICE MAX-CHAIRS/CLASSROOM SUPPLIES	\$ 292.42
153	BMO MASTERCARD	OLIVE GARDEN-PLTW TRAINING-K GOEDKEN	\$ 14.58
154	BMO MASTERCARD	PANCHEROS-PLTW TRAINING-K GOEDKEN	\$ 9.62
155	BMO MASTERCARD	PANERA BREAD-PLTW TRAINING-K GOEDKEN	\$ 11.02
156	BMO MASTERCARD	PAYPAL-FORENSIC SOFTWARE-LEGAL RECORDS	\$ 129.00
157	BMO MASTERCARD	PILOT-DINNER-4 ADMINISTRATORS	\$ 28.52
158	BMO MASTERCARD	PIZZA HUT-STAFF IN SERVICE WORKING LUNCH	\$ 56.08
159	BMO MASTERCARD	PLAY IT AGAIN SPORTS-SUPPLIES	\$ 79.49
160	BMO MASTERCARD	PLEASE PASS THE LOVE-CONFERENCE	\$ 413.31
161	BMO MASTERCARD	RYDER-CREDIT-TRUCK RENTAL	\$ (1,103.71)
162	BMO MASTERCARD	RYDER-TRUCK RENTAL	\$ 1,265.00
163	BMO MASTERCARD	SCHOLASTIC-MINDUP CURRICULUM	\$ 56.22
164	BMO MASTERCARD	SCHOOL SPECIALTY-CLIPS FOR HANGING MAPS	\$ 46.70
165	BMO MASTERCARD	SOCIAL THINKING-SUPERFLEX CURRICULUM	\$ 697.39
166	BMO MASTERCARD	SOCIAL THINKING-ZONES POSTERS	\$ 43.99
167	BMO MASTERCARD	SPRINGHILL EDEN SUITES-CONFERENCE HOTEL	\$ 426.96
168	BMO MASTERCARD	STAPLES-LAMINATING SHEETS	\$ 39.99
169	BMO MASTERCARD	STAPLES-STICKY TACK & MOUSE	\$ 13.23
170	BMO MASTERCARD	STAPLES-TEACHER DESK CHAIRS	\$ 254.36
171	BMO MASTERCARD	STAPLES-WALL MOUNTS FOR POSTERS	\$ 671.20
172	BMO MASTERCARD	STEW HANSEN-OIL CHANGES-VANS	\$ 93.72
173	BMO MASTERCARD	SUBWAY-PLTW TRAINING-K GOEDKEN	\$ 8.21
174	BMO MASTERCARD	TARGET-CART-STUDENT	\$ 19.07
175	BMO MASTERCARD	TARGET-CLASSROOM SUPPLIES	\$ 14.87
176	BMO MASTERCARD	TARGET-DVD	\$ 26.49
177	BMO MASTERCARD	TARGET-ENVELOPES	\$ 5.78
178	BMO MASTERCARD	TARGET-FANS	\$ 34.58
179	BMO MASTERCARD	TARGET-FOLDERS-EMERGENCY FOLDERS	\$ 7.50
180	BMO MASTERCARD	TARGET-ITEMS FOR BIPS/REINFORCEMENTS	\$ 195.37
181	BMO MASTERCARD	TARGET-L2 REWARDS	\$ 164.60
182	BMO MASTERCARD	TARGET-LINER TO COVER BOOKS	\$ 26.95
183	BMO MASTERCARD	TARGET-NEW TEACHER ACADEMY SUPPLIES	\$ 15.87
184	BMO MASTERCARD	TARGET-STUDENT/CLASSROOM SUPPLIES	\$ 94.04
185	BMO MASTERCARD	TARGET-STUDENT REWARDS/SUPPLIES	\$ 71.95
186	BMO MASTERCARD	TARGET-STUDENT REWARDS/SUPPLIES/FOOD	\$ 51.47
187	BMO MASTERCARD	TARGET-SUPPLIES	\$ 6.80
188	BMO MASTERCARD	TARGET-SUPPLIES/TANGIBLE REWARDS	\$ 364.63
189	BMO MASTERCARD	TEDDY BEAR CONNECTION-REWARD/INCENTIVE	\$ 10.99
190	BMO MASTERCARD	TOYS R US-REWARDS	\$ 128.96
191	BMO MASTERCARD	UPS STORE-SHIP RETURNED SHEET MUSIC	\$ 16.04
192	BMO MASTERCARD	USPS-MAILING IRPE APPLICATIONS	\$ 13.50
193	BMO MASTERCARD	WALMART-ART SUPPLIES	\$ 138.55
194	BMO MASTERCARD	WALMART-BEAN BAG STUFFING	\$ 54.75
195	BMO MASTERCARD	WALMART-STUDENT FOOD/MATERIALS	\$ 117.65
196	BMO MASTERCARD	WENDY'S-DINNER-4 ADMINISTRATORS	\$ 33.42

197	BMO MASTERCARD	WYNDHAM CHICAGO-HOTEL-STUDER ED CONF	\$ 457.88
198	BMO MASTERCARD	WYNDHAM GRAND-LODGING/TRAINING	\$ 457.88
199	BMO MASTERCARD	WYNDHAM HOTEL-LODGING-STUDER CONF	\$ 587.88
200	BMO MASTERCARD	WYNDHAM-HOTEL-SCHLUETER-WBIE	\$ 457.88
201	CAIN, GINA	Reimbursement for calendar to hang on ou	\$ 20.78
202	CAIN, GINA	Reimbursement for snacks for kindergarte	\$ 37.36
203	CAMPER, DENA	NON PUBLIC TRANSPORTATION 15-16	\$ 222.57
204	CAPITAL SANITARY SUPPLY	capital supplies for Rolling green	\$ 676.79
205	CAPITAL SANITARY SUPPLY	district supplies	\$ 1,231.46
206	CAPITAL SANITARY SUPPLY	Jensen	\$ 875.10
207	CAPITAL SANITARY SUPPLY	Karen acres	\$ 71.95
208	CAPITAL SANITARY SUPPLY	Karen Acres	\$ 87.69
209	CAPITAL SANITARY SUPPLY	Karen Acres terra glaze	\$ 170.17
210	CAPITAL SANITARY SUPPLY	middle school start up supplies	\$ 1,726.89
211	CAPITAL SANITARY SUPPLY	olmsted gasket for extractor	\$ 83.20
212	CAPITAL SANITARY SUPPLY	Olmsted start up inventory	\$ 1,550.56
213	CAPITAL SANITARY SUPPLY	repair for invoice # C215613 aquaclean	\$ 457.44
214	CAPITAL SANITARY SUPPLY	soap for district	\$ 1,038.55
215	CAPITAL SANITARY SUPPLY	Valerius	\$ 428.81
216	CAPITAL SANITARY SUPPLY	Webster carpet extractor brush and belts	\$ 273.60
217	CAPITAL SANITARY SUPPLY	webster school start up order	\$ 1,363.71
218	CASEY, JAMES-	HS In service for August 23, 2016	\$ 600.00
219	CENGAGE LEARNING-	Online working papers, Chap. 1-16 for Ce	\$ 1,276.00
220	CENGAGE LEARNING-	See price quote 1646246 for EPIN K12 SAM	\$ 1,125.00
221	CENGAGE LEARNING-	shipping	\$ 127.60
222	CENTERPOINT ENERGY SERVICES INC-	SERVICES	\$ 239.92
223	CENTERPOINT ENERGY SERVICES INC-	SERVICES	\$ (130.59)
224	CENTERPOINT ENERGY SERVICES INC-	SERVICES	\$ 1,113.73
225	CENTURYLINK	SERVICES	\$ 451.28
226	CHEMSEARCH	Drain Cobra Program/2420312	\$ 144.00
227	CINTAS CORP	Walk Off Mat Leasing/ Olmsted/76249109	\$ 60.25
228	CINTAS CORP	Walk Off Mat Leasing/RG/762465678	\$ 73.73
229	CINTAS CORP	Walk Off Mat Leasing/ RG/762468348	\$ 73.73
230	CONSTANT CONTACT INC	e-Newsletter services 2501-5000, 12 mont	\$ 504.00
231	CONTROLLED ACCESS-	Preventative Service on Parking Lot Gate	\$ 169.00
232	COPY SYSTEMS, INC	copies for August and maintenance for Oc	\$ 172.29
233	CORSAUT, DANIELLE	MILEAGE	\$ 18.36
234	DAKTRONICS, INC-	SCOREBOARD COMPONENT - QUOTE 585182-1-0	\$ 1,940.00
235	DAVIS, CHRISTINA	NON PUBLIC TRANSPORTATION 15-16	\$ 222.57
236	DEKRUYF, LOREN	Parking fees	\$ 16.00
237	DES MOINES INDUSTRIAL PRODUCTS	Bolts/Nuts/92138	\$ 17.31
238	DES MOINES LOCK SERVICE	Combination Changes/156671	\$ 57.00
239	DES MOINES LOCK SERVICE	Cut Keys/156541	\$ 17.40
240	DES MOINES LOCK SERVICE	Cut Keys/156698	\$ 6.00
241	DES MOINES LOCK SERVICE	Cylinder Combination Change/156405	\$ 9.50
242	DES MOINES LOCK SERVICE	Keys and Locks/156657	\$ 51.60
243	DES MOINES REGISTER	PUBLICATIONS	\$ 995.77
244	DIAMOND OIL COMPANY	SERVICES	\$ 3,401.09
245	DIAM PEST CONTROL-	Pest Control Services August/440362	\$ 390.00

246	DIAM PEST CONTROL-	SERVICES	\$ 780.00
247	DICK BLICK-	60725-1003 Indian Seed Beads multi	\$ 15.24
248	DICKINSON, MACKAMAN, TYLER,-	SERVICES	\$ 831.50
249	EASTER SEALS	Gait Trainer for PK3 Student at Olmsted	\$ 35.00
250	EBOARDSOLUTIONS, INC-	SERVICES	\$ 7,142.00
251	EGAN SUPPLY CO.	Egan supplies for Middle School	\$ 877.88
252	EGAN SUPPLY CO.	egan supplies for Rolling Green	\$ 887.41
253	EGAN SUPPLY CO.	Jensen start up order	\$ 768.62
254	EGAN SUPPLY CO.	Olmsted start up order	\$ 621.63
255	EGAN SUPPLY CO.	Refinish HS Gym Floors (2)/251322	\$ 6,544.25
256	EGAN SUPPLY CO.	repair vacuum for karen acres	\$ 42.75
257	EGAN SUPPLY CO.	supplies for high school	\$ 1,993.44
258	EGAN SUPPLY CO.	Valerius start up order	\$ 398.21
259	EGAN SUPPLY CO.	Webster	\$ 851.50
260	ELECTRICAL ENGINEERING & EQUIP	Fuse for Valerius A/C Unit/4769229-00	\$ 43.00
261	ELECTRONIC ENGINEERING CO	2 Way Radio for Gen Ed Associate (KA)	\$ 250.00
262	ELECTRONIC ENGINEERING CO	2 Way Radios for SpEd Associates (KA)	\$ 1,000.00
263	ELECTRONIC ENGINEERING CO	Ear buds/speaker for 2-way radios	\$ 40.00
264	ELECTRONIC SOUND CO-	Troubleshooting do determine that speake	\$ 373.58
265	EMBARKIT, INC	Invoice 38860 - Repair display glass on	\$ 206.72
266	EXCEL MECHANICAL CO INC	Re-Install ductwork in room 19/110732	\$ 568.00
267	EXPLORE LEARNING-	Gizmos	\$ 1,198.00
268	EXPLORE LEARNING-	Gizmos	\$ 1,198.00
269	EXPLORE LEARNING-	Reflex Site License renewal EL #00034985	\$ 2,995.00
270	FELTS, LAUREN	NON PUBLIC TRANSPORTATION 15-16	\$ 222.57
271	FILEWAVE USA, INC.-	Quote 942 - FileWave Renewal for 2016-20	\$ 22,752.00
272	FIRST CHOICE COFFEE SERVICES	Coffee & Creamer	\$ 115.75
273	FOLLETT SCHOOL SOLUTIONS-	Merriam Webster's Intermediate Dictionar	\$ 271.40
274	FRANKLIN COVEY	Workshop expenses	\$ 421.34
275	GALE GROUP	Gale Opposing Viewpoints in Context 8/15	\$ 1,789.14
276	GENERAL BINDING SALES CORP/ACCO BRANDS	lamination film rolls product code 30000	\$ 180.50
277	GENERAL BINDING SALES CORP/ACCO BRANDS	lamination film rolls product code 30000	\$ 180.50
278	GENERATORS FOR SALE-	Code Required Testing for 2016-2017/0000	\$ 3,325.00
279	GIBSON, JACQUE	SERVICES	\$ 81.56
280	GOODE, SHEILA	NON PUBLIC TRANSPORTATION 15-16	\$ 196.72
281	GRAINGER INC-	7 Gallon Trash Cans for MWLA/4PGN5	\$ 89.52
282	GRAINGER INC-	Utility Knife/1268259358	\$ 15.48
283	GREATER DES MOINES UNITED WAY	Withholding	\$ 128.00
284	GREATER IOWA CREDIT UNION	Withholdings 08/19/2016	\$ 1,400.00
285	GROUNDS KEEPER, THE (NEW)-	SERVICES	\$ 4,580.00
286	HALVORSON BUILDING SERVICES-	Motor for Unit Ventilator Room 21/P104	\$ 395.39
287	HANDWRITING WITHOUT TEARS	Estimated S & H	\$ 11.40
288	HANDWRITING WITHOUT TEARS	Gr. 3 Cursive Handwriting workbook	\$ 114.00
289	HARMON GLASS	REPLACEMENT GLASS FOR CONCESSION STAND	\$ 38.00
290	HEARTLAND AEA 11	ADD'L REGISTRATION	\$ 50.00
291	HEARTLAND AEA 11	CPI Renewal Training for Maggie Haddinge	\$ 40.00
292	HEARTLAND AEA 11	Mentoring Matters for Ehrin Kelly	\$ 50.00
293	HEARTLAND AEA 11	Registered 2 associates for CPI Training	\$ 150.00
294	HEARTLAND AEA 11	SERVICES/SUPPLIES	\$ 0.35

295	HEARTLAND AEA 11	SERVICES/SUPPLIES	\$ 80.05
296	HEARTLAND AEA 11	SERVICES/SUPPLIES	\$ 127.92
297	HEARTLAND AEA 11	SERVICES/SUPPLIES	\$ 24.94
298	HEARTLAND AEA 11	student planners for 16/17	\$ 493.00
299	HECHT, LAURA	Reimbursement for "Leader in Me" classro	\$ 15.99
300	HEINEMANN-	Fountas and Pinnell Take Home Bags 6pk	\$ 38.00
301	HEINEMANN-	SHIPPING	\$ 7.00
302	HELP/SYSTEMS-INTERMAPPER (WAS DARTWARE)-	Quote 17159 - Unlimited Devices, Gov/Edu	\$ 688.00
303	HILLTOP TIRE SERVICE INC-	Tire Repair/50640	\$ 14.00
304	HILLTOP TIRE SERVICE INC-	Tires for Grounds Vehicles/00195565	\$ 159.85
305	HODGE PRODUCTS, INC.	Control key	\$ 4.25
306	HODGE PRODUCTS, INC.	locks	\$ 223.47
307	HYVEE FOOD STORE-URBANDALE	HyVee Catered Breakfast and Lunch for Ne	\$ 1,696.05
308	HYVEE FOOD STORE-URBANDALE	items for Child Growth	\$ 51.18
309	HYVEE FOOD STORE-URBANDALE	items for foods	\$ 49.88
310	HYVEE FOOD STORE-URBANDALE	items for Foods	\$ 44.44
311	HYVEE FOOD STORE-URBANDALE	items for Foods	\$ 62.52
312	HYVEE FOOD STORE-URBANDALE	items for FOods	\$ 50.64
313	HYVEE FOOD STORE-URBANDALE	items for Foods classes	\$ 44.84
314	HYVEE FOOD STORE-URBANDALE	items for Foods Classes	\$ 32.94
315	HYVEE FOOD STORE-URBANDALE	items for Foods CLasses	\$ 34.08
316	HYVEE FOOD STORE-URBANDALE	Ruppert - AS - Handi Snacks, wafers, blo	\$ 22.67
317	HYVEE FOOD STORE-URBANDALE	Ruppert - Chips, Animal Cookies, Cracker	\$ 28.23
318	HYVEE FOOD STORE-URBANDALE	Ruppert - Choc milk, yogurt, chocolate a	\$ 17.04
319	HYVEE FOOD STORE-URBANDALE	Ruppert - Chocolate Milk, yogurt, AAA ba	\$ 9.65
320	HYVEE FOOD STORE-URBANDALE	Ruppert - Hi-C Orange Lava Drink, Motts	\$ 11.57
321	HYVEE FOOD STORE-URBANDALE	Supplies for the science department	\$ 54.14
322	HYVEE FOOD STORE-URBANDALE	To be used for First and Second Semester	\$ 77.88
323	HYVEE FOOD STORE-URBANDALE	Welcome Back Breakfast	\$ 490.88
324	ID WHOLESALER	Boxes of cards	\$ 81.00
325	ID WHOLESALER	CR8030 ID cards	\$ 121.50
326	ID WHOLESALER	R3011 200 ribbon card	\$ 416.00
327	ID WHOLESALER	Ribbon	\$ 260.00
328	IHSADA	MEMBERSHIP FEES	\$ 70.00
329	INTERSTATE ALL BATTERY CENTER	Batteries for Equipment/1924603017104	\$ 4.35
330	INTERSTATE ALL BATTERY CENTER	Batteries for Fire Alarms/1924601029101	\$ 323.70
331	INTERSTATE ALL BATTERY CENTER	Batteries for Maintenance/1924602020670	\$ 88.80
332	INTERSTATE ALL BATTERY CENTER	Batteries for Small Clocks/1924601029211	\$ 35.78
333	INTERSTATE ALL BATTERY CENTER	Battery for KA Generator/1924601029204	\$ 206.55
334	INTERSTATE ALL BATTERY CENTER	D Cell Batteries for Clocks/192460202038	\$ 74.70
335	IOWA ASSOCIATION-SCHOOL BOARDS-	Fiscal Management Conference - Giles	\$ 130.00
336	IOWA ASSOCIATION-SCHOOL BOARDS-	Fiscal Management Conference - Gunnare	\$ 160.00
337	IOWA ASSOCIATION-SCHOOL BOARDS-	Fiscal Management Conference - Howsare	\$ 130.00
338	IOWA ASSOCIATION-SCHOOL BOARDS-	Fiscal Management Conference July 20th	\$ 130.00
339	IOWA ASSOCIATION-SCHOOL BOARDS-	Fiscal Management Conference - Ruden	\$ 130.00
340	IOWA COMMUNICATIONS NETWORK	SERVICES	\$ 1,780.66
341	IOWA PRISON INDUSTRIES	Melamine School Chairs - 16" seat Height	\$ 3,449.60
342	IOWA STATE FAIR	Adult Chaperone Admissions - Thursday, A	\$ 400.00
343	IOWA STATE FAIR	Student Admissions - Age 6 and older	\$ 600.00

344	IOWA WATER MANAGEMENT-	Water Management Contract/District/IN187	\$ 400.00
345	IOWA WATER MANAGEMENT-	Water Management Contract/HSt/IN18592	\$ 435.00
346	IRON MOUNTAIN RECORDS MANAGEMENT-	SERVICES	\$ 31.70
347	ISU EXTENSION-POLK COUNTY-	Movin On Up - 6 hour high and low challe	\$ 1,845.00
348	ISU EXTENSION-POLK COUNTY-	Movin On Up - 6 hour high and low challe	\$ 1,687.50
349	JIM SHIPLEY & ASSOCIATES-	Airfare, hotel, and rental car	\$ 1,187.92
350	JIM SHIPLEY & ASSOCIATES-	August 10th TSTT Coaching Support, Augus	\$ 4,000.00
351	JIM SHIPLEY & ASSOCIATES-	Cont. classroom Improvement	\$ 298.50
352	JIM SHIPLEY & ASSOCIATES-	shipping	\$ 62.28
353	J LAURENZO SPECIALTY PRODUCTS	Mirrors for ADA Bathrooms/8-10-16	\$ 639.00
354	JOHNSON CONTROLS-	Controls Repairs at Webster/1-3750 16206	\$ 392.00
355	JOHNSTONE SUPPLY	Filters for HS/3082360	\$ 1,139.24
356	JOHNSTONE SUPPLY	Filters for HS/3082369	\$ 39.26
357	JOHNSTONE SUPPLY	Filters for HS/308236B	\$ 903.66
358	JOHNSTONE SUPPLY	Filters for HS PM/3082610	\$ 51.55
359	JOHNSTONE SUPPLY	Filters for HS PM's/3082360A	\$ 38.90
360	JOHNSTONE SUPPLY	HS PM Supplies/3082396A	\$ 2.33
361	JOHNSTONE SUPPLY	Return Air Grates and Thermometers/30855	\$ 116.97
362	JORGENSEN, TRACIE	Ink cartridges	\$ 71.99
363	JUICEBOX INTERACTIVE-	SERVICES	\$ 345.00
364	JUNIOR LIBRARY GUILD	SLJ Magazine - School Library Journal fo	\$ 54.00
365	JUNIOR LIBRARY GUILD	SLJ Magazine - School Library Journal fo	\$ 54.00
366	KARAIDOS, SHAWN	MILEAGE	\$ 40.12
367	KERR, JANELLE	NON PUBLIC TRANSPORTATION 15-16	\$ 1,180.34
368	KOCH BROTHERS INC	Scanning archived SpEd files	\$ 39,000.00
369	KOCH BROTHERS INC	Scanning archived SpEd files for RG	\$ 2,925.00
370	LAKESHORE LEARNING MATERIALS	3-D Magnet Builders	\$ 39.99
371	LAKESHORE LEARNING MATERIALS	48 x 72 Teaching Table	\$ 349.00
372	LAKESHORE LEARNING MATERIALS	Bead Sequencing Kit	\$ 39.99
373	LAKESHORE LEARNING MATERIALS	Calming Colors Easy Clean Room Divider	\$ 387.00
374	LAKESHORE LEARNING MATERIALS	Classic Birch Store Anything Medium Clas	\$ 598.00
375	LAKESHORE LEARNING MATERIALS	Egg Shakers	\$ 39.98
376	LAKESHORE LEARNING MATERIALS	S&H	\$ 86.54
377	LAKESHORE LEARNING MATERIALS	Shake & Move Ribbon Bells	\$ 19.99
378	LAKESHORE LEARNING MATERIALS	SHIPPING	\$ 89.70
379	LAKESHORE LEARNING MATERIALS	SHIPPING	\$ 64.35
380	LAKESHORE LEARNING MATERIALS	Small Group Teaching Easel	\$ 79.99
381	LAKESHORE LEARNING MATERIALS	What's Inside? Soft Feely Box	\$ 49.99
382	LANGUAGETECH, INC.-	8 Interpreting appointments	\$ 270.00
383	LIBRARY STORE INC, THE	Jonti-Craft Mobile Book Organizer	\$ 1,118.85
384	LIBRARY STORE INC, THE	SHIPPING	\$ 211.50
385	LUTHER, BEN	REFUND	\$ 105.00
386	MAIL SERVICES, LLC-	SERVICES	\$ 3,334.40
387	MAIL SERVICES, LLC-	SERVICES	\$ 373.31
388	MALTBY, KENT	NON PUBLIC TRANSPORTATION 15-16	\$ 419.30
389	MAUSSER, MATTHEW	NON PUBLIC TRANSPORTATION 15-16	\$ 419.30
390	MCGRAW HILL EDUCATION-	Discovering Our Past A History of the Wo	\$ 412.65
391	MCGRAW HILL EDUCATION-	Estimated s & h	\$ 47.95
392	MCGRAW HILL EDUCATION-	Glencoe Math Course 2 - 1 year complete	\$ 539.46

393	MCGRAW HILL EDUCATION-	See attached quote # LCRAWFOR-07262016-0	\$ 648.90
394	MCGRAW HILL EDUCATION-	SHIPPING	\$ 14.84
395	MCGRAW HILL EDUCATION-	S & H TBD	\$ 85.96
396	MCGRAW HILL EDUCATION-	Sociology Student Learning Center, 6 yr	\$ 2,090.70
397	MEDIACOM	SERVICES	\$ 1,300.00
398	MENARDS	2'X2' Troffer Light/53625	\$ 39.48
399	MENARDS	300'Measuring Tape/51944	\$ 24.88
400	MENARDS	Caulk/52977	\$ 6.58
401	MENARDS	CREDIT	\$ (8.25)
402	MENARDS	Dust masks/52315	\$ 19.97
403	MENARDS	Electrical Boxes/52312	\$ 8.97
404	MENARDS	Electrical Boxes/52339	\$ 10.14
405	MENARDS	Electrical Supplies for Valerius Project	\$ 35.73
406	MENARDS	Fuses for Valerius Condensing Unit/53341	\$ 75.52
407	MENARDS	Hardware/51914	\$ 5.35
408	MENARDS	Hardware/53214	\$ 46.14
409	MENARDS	Hardware/53584	\$ 21.16
410	MENARDS	Hardware/53743	\$ 11.91
411	MENARDS	Hardware/53960	\$ 12.56
412	MENARDS	Hardware for Hanging Things at KA/54662	\$ 47.25
413	MENARDS	Items To Clean HVAC Piping/53094	\$ 40.32
414	MENARDS	KA Installs supplies/54542	\$ 29.02
415	MENARDS	Marking Flags/54554	\$ 38.92
416	MENARDS	Materials for Valerius Room Change/51300	\$ 95.19
417	MENARDS	Organization Supplies/54549	\$ 27.24
418	MENARDS	Painting Supplies/52950	\$ 22.94
419	MENARDS	Painting Supplies For Olmsted Projects/5	\$ 21.91
420	MENARDS	Plumbing Supplies For HS Project/53608	\$ 66.87
421	MENARDS	Plumbing Supplies for Valerius Room Chan	\$ 53.60
422	MENARDS	Replacement Drill-Need Property Tag/5466	\$ 60.00
423	MENARDS	SUPPLIES/CREDIT	\$ -
424	MENARDS	Supplies for Art Room Improvements/48464	\$ 197.07
425	MENARDS	Supplies for Wall Repairs/48311	\$ 89.79
426	MENARDS	Supplies to Install FRP at HS Art Room/5	\$ 96.15
427	MENARDS	Y connectors for Custodians/52974	\$ 20.93
428	METHODIST OCCUPATIONAL HEALTH -	SERVICES	\$ 87.00
429	METRO WEST LEARNING CENTER-	Consulting Services for AS 8/1 - 8/5 Inv	\$ 1,155.00
430	METRO WEST LEARNING CENTER-	Consulting Services for AS for 8/8 - 8/1	\$ 1,540.00
431	METRO WEST LEARNING CENTER-	Consulting Services for TW 8/2 & 8/3 Inv	\$ 570.00
432	METRO WEST LEARNING CENTER-	Meeting onTW 7/20	\$ 142.50
433	METRO WEST LEARNING CENTER-	Meeting on TW 7/25	\$ 142.50
434	METRO WEST LEARNING CENTER-	Summer Services for AS 7/18-7/22	\$ 1,155.00
435	METRO WEST LEARNING CENTER-	Summer Services for AS 7/25-7/29	\$ 1,155.00
436	MIDAMERICAN ENERGY-	A/O	\$ 539.85
437	MIDAMERICAN ENERGY-	A/O	\$ 20.78
438	MIDAMERICAN ENERGY-	HIGH SCHOOL	\$ 48.10
439	MIDAMERICAN ENERGY-	HIGH SCHOOL	\$ 27,937.10
440	MIDAMERICAN ENERGY-	KAREN ACRES	\$ 3,359.56
441	MIDAMERICAN ENERGY-	KAREN ACRES	\$ 103.43

442	MIDAMERICAN ENERGY-	MIDDLE SCHOOL	\$ 11,403.01
443	MIDAMERICAN ENERGY-	OLMSTED	\$ 32.28
444	MIDAMERICAN ENERGY-	OLMSTED	\$ 5,128.62
445	MIDAMERICAN ENERGY-	ROLLING GREEN	\$ 4,142.70
446	MIDAMERICAN ENERGY-	ROLLING GREEN	\$ 31.06
447	MIDAMERICAN ENERGY-	WEBSTER	\$ 7,855.17
448	MIDWEST ALARM SERVICES INC	Fire Alarm Testing Services for the Dist	\$ 10,132.00
449	MMIT BUSINESS SOLUTIONS-(PREV IMAG TECH)	card reader kit	\$ 160.00
450	MMIT BUSINESS SOLUTIONS-(PREV IMAG TECH)	center exit tray	\$ 40.00
451	MMIT BUSINESS SOLUTIONS-(PREV IMAG TECH)	Contract fees	\$ 305.03
452	MMIT BUSINESS SOLUTIONS-(PREV IMAG TECH)	Copier charge 7/17-8/17/16	\$ 2.22
453	MMIT BUSINESS SOLUTIONS-(PREV IMAG TECH)	Copier charge 7/18/16-8/17/16	\$ 29.38
454	MMIT BUSINESS SOLUTIONS-(PREV IMAG TECH)	COPIER CHARGES	\$ 477.68
455	MMIT BUSINESS SOLUTIONS-(PREV IMAG TECH)	fax kit	\$ 452.00
456	MMIT BUSINESS SOLUTIONS-(PREV IMAG TECH)	Copies charges for 7/24	\$ 265.88
457	MMIT BUSINESS SOLUTIONS-(PREV IMAG TECH)	license	\$ 354.00
458	MMIT BUSINESS SOLUTIONS-(PREV IMAG TECH)	Sharp Copy Machine	\$ 5,405.00
459	MMIT BUSINESS SOLUTIONS-(PREV IMAG TECH)	software update	\$ 88.00
460	MMIT BUSINESS SOLUTIONS-(PREV IMAG TECH)	tandem paper drawers/stand	\$ 786.00
461	MMIT BUSINESS SOLUTIONS-(PREV IMAG TECH)	toner supply	\$ 342.00
462	MMIT BUSINESS SOLUTIONS-(PREV IMAG TECH)	toner supply	\$ 138.50
463	MULCH MART	Pea Gravel for RG Playground/36149	\$ 390.00
464	MUNRO, MARY	NON PUBLIC TRANSPORTATION 15-16	\$ 419.30
465	MUSICIAN'S FRIEND	Hohner HW03 3/4 SizeSteel String acousti	\$ 430.05
466	NAESP	Active Membership Renewal - Julia Taylor	\$ 235.00
467	NAPA GENUINE PARTS	Lithium Grease Cartridges/841335	\$ 80.19
468	NAPA GENUINE PARTS	Oil Dry for Shop/841474	\$ 16.58
469	NEFF COMPANY, THE-	Academic letter "u"	\$ 892.50
470	NEFF COMPANY, THE-	Lamps of learning	\$ 365.00
471	NEFF COMPANY, THE-	SHIPPING	\$ 38.38
472	NEWTON, MIKE	NON PUBLIC TRANSPORTATION 15-16	\$ 222.57
473	OFFICE DEPOT-(USE FOR ALL)	#10 envelopes	\$ 61.32
474	OFFICE DEPOT-(USE FOR ALL)	10" x 13" envelopes	\$ 8.40
475	OFFICE DEPOT-(USE FOR ALL)	1 1/2" x 2" Post It Notes	\$ 23.98
476	OFFICE DEPOT-(USE FOR ALL)	128853 assorted flourescent colors	\$ 2.69
477	OFFICE DEPOT-(USE FOR ALL)	12" x 18" construction paper - black	\$ 74.50
478	OFFICE DEPOT-(USE FOR ALL)	12" x 18" construction paper - festive r	\$ 50.38
479	OFFICE DEPOT-(USE FOR ALL)	12" x 18" construction paper - gray	\$ 57.25
480	OFFICE DEPOT-(USE FOR ALL)	12" x 18" construction paper - holiday g	\$ 57.25
481	OFFICE DEPOT-(USE FOR ALL)	12" x 18" construction paper - orange	\$ 38.93
482	OFFICE DEPOT-(USE FOR ALL)	12" x 18" construction paper - pink	\$ 57.25
483	OFFICE DEPOT-(USE FOR ALL)	12" x 18" construction paper - purple	\$ 57.25
484	OFFICE DEPOT-(USE FOR ALL)	12" x 18" construction paper - royal blu	\$ 57.25
485	OFFICE DEPOT-(USE FOR ALL)	12" x 18" construction paper - sky blue	\$ 57.25
486	OFFICE DEPOT-(USE FOR ALL)	12" x 18" construction paper - white	\$ 74.50
487	OFFICE DEPOT-(USE FOR ALL)	181578 blue pens	\$ 30.40
488	OFFICE DEPOT-(USE FOR ALL)	181-586 red pens	\$ 22.80
489	OFFICE DEPOT-(USE FOR ALL)	1" x 2 5/8" Avery labels	\$ 49.54
490	OFFICE DEPOT-(USE FOR ALL)	229278 box of 50 colors	\$ 6.23



491	OFFICE DEPOT-(USE FOR ALL)	24" x 32" 1" ruled chart paper	\$ 236.50
492	OFFICE DEPOT-(USE FOR ALL)	# 2 pencils	\$ 131.85
493	OFFICE DEPOT-(USE FOR ALL)	2" x4" Avery labels	\$ 56.74
494	OFFICE DEPOT-(USE FOR ALL)	344289 badge clips	\$ 6.58
495	OFFICE DEPOT-(USE FOR ALL)	348230 punchd ID badge holders	\$ 19.99
496	OFFICE DEPOT-(USE FOR ALL)	3 tap folders	\$ 329.85
497	OFFICE DEPOT-(USE FOR ALL)	3" x 3" Post It Notes	\$ 94.00
498	OFFICE DEPOT-(USE FOR ALL)	431547 2M command strips	\$ 3.84
499	OFFICE DEPOT-(USE FOR ALL)	442306 sticky notes	\$ 3.16
500	OFFICE DEPOT-(USE FOR ALL)	473-576 tape	\$ 131.50
501	OFFICE DEPOT-(USE FOR ALL)	502336 Washable markers broad tip	\$ 2.39
502	OFFICE DEPOT-(USE FOR ALL)	535-584 Laminating pouches	\$ 41.55
503	OFFICE DEPOT-(USE FOR ALL)	535-696 Laminating pouches sheet size	\$ 8.88
504	OFFICE DEPOT-(USE FOR ALL)	568734 shipping tape	\$ 12.47
505	OFFICE DEPOT-(USE FOR ALL)	664-011 black pens	\$ 23.96
506	OFFICE DEPOT-(USE FOR ALL)	683082 envelopes 9x12	\$ 18.29
507	OFFICE DEPOT-(USE FOR ALL)	733-601 pencils	\$ 46.20
508	OFFICE DEPOT-(USE FOR ALL)	914006 Super tip assorted colors	\$ 6.49
509	OFFICE DEPOT-(USE FOR ALL)	950139 Markers tropical colors	\$ 5.69
510	OFFICE DEPOT-(USE FOR ALL)	950147 Washable color markers	\$ 3.06
511	OFFICE DEPOT-(USE FOR ALL)	9" x 12" envelopes	\$ 34.85
512	OFFICE DEPOT-(USE FOR ALL)	Card stock paper - white	\$ 118.00
513	OFFICE DEPOT-(USE FOR ALL)	Chart tablets	\$ 143.42
514	OFFICE DEPOT-(USE FOR ALL)	Clear tabs 3 1/2"	\$ 14.97
515	OFFICE DEPOT-(USE FOR ALL)	Copy paper - white	\$ 562.35
516	OFFICE DEPOT-(USE FOR ALL)	Crayons	\$ 3.95
517	OFFICE DEPOT-(USE FOR ALL)	Dry Erase Markers - Black	\$ 9.03
518	OFFICE DEPOT-(USE FOR ALL)	Dry Erase Markers - Black	\$ 55.25
519	OFFICE DEPOT-(USE FOR ALL)	Dry Erase Markers - Black	\$ 28.56
520	OFFICE DEPOT-(USE FOR ALL)	Dry Erase Markers - Blue	\$ 13.90
521	OFFICE DEPOT-(USE FOR ALL)	Dry Erase Markers - Blue	\$ 43.97
522	OFFICE DEPOT-(USE FOR ALL)	Dry Erase Markers - Green	\$ 13.90
523	OFFICE DEPOT-(USE FOR ALL)	Dry Erase Markers - Green	\$ 43.97
524	OFFICE DEPOT-(USE FOR ALL)	Dry Erase Markers - Purple	\$ 48.98
525	OFFICE DEPOT-(USE FOR ALL)	Dry Erase Markers - Purple	\$ 15.49
526	OFFICE DEPOT-(USE FOR ALL)	Dry Erase Markers - Red	\$ 27.51
527	OFFICE DEPOT-(USE FOR ALL)	Dry Erase Markers - Red	\$ 8.70
528	OFFICE DEPOT-(USE FOR ALL)	Elmer's glue sticks	\$ 479.60
529	OFFICE DEPOT-(USE FOR ALL)	Heat Laminating Pouches (479673) Ruppert	\$ 79.19
530	OFFICE DEPOT-(USE FOR ALL)	Heat Laminating Pouches (479673) Ruppert	\$ 185.76
531	OFFICE DEPOT-(USE FOR ALL)	Highlighters	\$ 31.00
532	OFFICE DEPOT-(USE FOR ALL)	Highlighters - yellow	\$ 30.15
533	OFFICE DEPOT-(USE FOR ALL)	Jumbo paper clips	\$ 4.67
534	OFFICE DEPOT-(USE FOR ALL)	Markers	\$ 9.45
535	OFFICE DEPOT-(USE FOR ALL)	Office Depot Brand Portable Clipboard St	\$ 24.45
536	OFFICE DEPOT-(USE FOR ALL)	Office Depot Brand Portable Clipboard St	\$ 24.45
537	OFFICE DEPOT-(USE FOR ALL)	Office supplies for staff	\$ 769.84
538	OFFICE DEPOT-(USE FOR ALL)	Office Supplies See attached	\$ 283.47
539	OFFICE DEPOT-(USE FOR ALL)	Pencils	\$ 66.79

540	OFFICE DEPOT-(USE FOR ALL)	Pencils	\$ 190.25
541	OFFICE DEPOT-(USE FOR ALL)	Pencils	\$ 21.11
542	OFFICE DEPOT-(USE FOR ALL)	Pendaflex Hanging Folders Blue	\$ 283.47
543	OFFICE DEPOT-(USE FOR ALL)	Pink beveled erasers	\$ 48.60
544	OFFICE DEPOT-(USE FOR ALL)	Plastic badge holders with clips	\$ 199.90
545	OFFICE DEPOT-(USE FOR ALL)	Poster tack	\$ 11.95
546	OFFICE DEPOT-(USE FOR ALL)	Post It Easel Pads 25" x 30"	\$ 219.98
547	OFFICE DEPOT-(USE FOR ALL)	Scotch 142 Packaging Tape in Dispenser (	\$ 5.07
548	OFFICE DEPOT-(USE FOR ALL)	Scotch 142 Packaging Tape in Dispenser (	\$ 5.08
549	OFFICE DEPOT-(USE FOR ALL)	Scotch masking tape	\$ 32.80
550	OFFICE DEPOT-(USE FOR ALL)	Scotch Packaging Tape (444970) A Bright	\$ 3.03
551	OFFICE DEPOT-(USE FOR ALL)	Scotch Packaging Tape (444970) A Bright	\$ 7.12
552	OFFICE DEPOT-(USE FOR ALL)	Scotch packing tape	\$ 38.96
553	OFFICE DEPOT-(USE FOR ALL)	Scotch tape	\$ 85.35
554	OFFICE DEPOT-(USE FOR ALL)	Scotvh Thermal Laminating Pouches (L2 &	\$ 35.07
555	OFFICE DEPOT-(USE FOR ALL)	Scotvh Thermal Laminating Pouches (L2 &	\$ 35.08
556	OFFICE DEPOT-(USE FOR ALL)	Sharpie fine point markers	\$ 35.04
557	OFFICE DEPOT-(USE FOR ALL)	Sheet protectors	\$ 159.00
558	OFFICE DEPOT-(USE FOR ALL)	Sheet protectors	\$ 238.50
559	OFFICE DEPOT-(USE FOR ALL)	Small paper clips	\$ 9.60
560	OFFICE DEPOT-(USE FOR ALL)	Sticke pens - red	\$ 4.56
561	OFFICE DEPOT-(USE FOR ALL)	Stick pens - black	\$ 66.35
562	OFFICE DEPOT-(USE FOR ALL)	Stick pens - blue	\$ 41.20
563	OFFICE DEPOT-(USE FOR ALL)	Stick pens - red	\$ 38.70
564	OFFICE DEPOT-(USE FOR ALL)	SUPPLIES/CREDIT	\$ (247.95)
565	OFFICE DEPOT-(USE FOR ALL)	SUPPLIES/CREDIT	\$ -
566	OFFICE DEPOT-(USE FOR ALL)	Thermal Laminating Pouches (8018226) A B	\$ 49.18
567	OFFICE DEPOT-(USE FOR ALL)	Thermal Laminating Pouches (8018226) A B	\$ 20.97
568	OFFICE DEPOT-(USE FOR ALL)	Ticonderoga pencils	\$ 228.30
569	OFFICE DEPOT-(USE FOR ALL)	Velcro Brand Sticky Back Fasteners (6792	\$ 33.22
570	OFFICE DEPOT-(USE FOR ALL)	Velcro Brand Sticky Back Fasteners (6792	\$ 33.23
571	OFFICE DEPOT-(USE FOR ALL)	Velcro Brand Sticky Back Fasteners, Coin	\$ 26.43
572	OFFICE DEPOT-(USE FOR ALL)	Velcro Brand Sticky Back Fasteners, Coin	\$ 62.00
573	OFFICE DEPOT-(USE FOR ALL)	Velcro Brand Ultra Mate Tape (311800)	\$ 53.98
574	OFFICE DEPOT-(USE FOR ALL)	Velcro Brand Ultra Mate Tape (311800)	\$ 53.97
575	OFFICE DEPOT-(USE FOR ALL)	Velcro Brand Ultra Mate Tape Roll (98704	\$ 19.61
576	OFFICE DEPOT-(USE FOR ALL)	Velcro Brand Ultra Mate Tape Roll (98704	\$ 8.37
577	OFFICE DEPOT-(USE FOR ALL)	Vis A Vis markers	\$ 54.65
578	OFFICE DEPOT-(USE FOR ALL)	Whistles	\$ 13.96
579	OFFICE DEPOT-(USE FOR ALL)	Whistles	\$ 4.42
580	OFFICE DEPOT-(USE FOR ALL)	Wide-lined filler paper	\$ 163.00
581	OFFICE DEPOT-(USE FOR ALL)	Writing Pads - Yellow	\$ 4.29
582	OFFICE DEPOT-(USE FOR ALL)	Writing Pads - Yellow	\$ 1.35
583	OFFICE DEPOT-(USE FOR ALL)	X-ACTO pencil sharpener	\$ 29.89
584	O'KEEFE ELEVATOR COMPANY, INC	Elevator Maintenance Per Agreement/00445	\$ 451.07
585	OKWARAMOI, JAMES	NON PUBLIC TRANSPORTATION 15-16	\$ 616.02
586	ON SITE DESTRUCTION SVCS OF IA-	Ticket # 228945 Shredding	\$ 25.00
587	PAGANO, JENNIFER	NON PUBLIC TRANSPORTATION 15-16	\$ 222.57
588	PALMER'S DELI	Lunch for New Teacher Academy 8-16-2016	\$ 1,147.15

589	PAY-LESS/EXCEL	Poster Board 22x28	\$ 116.36
590	PEARSON EDUCATION	See attached for order of Kagan The West	\$ 1,091.14
591	PEARSON, STEPHANIE	NON PUBLIC TRANSPORTATION 15-16	\$ 196.72
592	PERFECTION LEARNING CORPORATION	ADD'L SUPPLIES	\$ 181.78
593	PERFECTION LEARNING CORPORATION	estimated s & h	\$ 126.36
594	PERFECTION LEARNING CORPORATION	Please see the attached quote# 584408 fo	\$ 44.80
595	PERFECTION LEARNING CORPORATION	Remaining titles	\$ 5,344.31
596	PERFECTION LEARNING CORPORATION	See attached quote # 592478 for order fo	\$ 2,106.00
597	PERFECTION LEARNING CORPORATION	The Book Thief	\$ 2,416.14
598	PITTSBURGH PAINTS	5Gal Paint for summer work/982903054629	\$ 110.06
599	PLUMB SUPPLY COMPANY	Battery for Milwaukee Tools/3990420	\$ 69.00
600	PLUMB SUPPLY COMPANY	Flush Valve Module/4036387	\$ 108.00
601	PLUMB SUPPLY COMPANY	Flush Valve Modules/4037468	\$ 540.00
602	PLUMB SUPPLY COMPANY	Parts for HS Art Room Sink/3990349	\$ 18.95
603	PLUMB SUPPLY COMPANY	Plumbing Repair Parts/201684	\$ 18.94
604	PLUMB SUPPLY COMPANY	Plumbing Repair Partsfor Rinse Sink/2016	\$ 429.75
605	POGEMILLER, MINDY	NON PUBLIC TRANSPORTATION 15-16	\$ 393.45
606	PREMIER PRODUCTS	Agendas for Jensen	\$ 1,479.40
607	QUILL CORPORATION-	720700CT paper	\$ 131.60
608	QUILL CORPORATION-	720700CT paper for English	\$ 65.80
609	QUILL CORPORATION-	8 cubbie #901-827894WDD	\$ 647.97
610	QUILL CORPORATION-	8 Cubby Knapsack Storage, Birch	\$ 215.99
611	QUILL CORPORATION-	901-20901E painters tape	\$ 23.94
612	QUILL CORPORATION-	901-3000BK shapie markers	\$ 129.60
613	QUILL CORPORATION-	901-3000BK sharpies	\$ 25.92
614	QUILL CORPORATION-	901-3000BK sharpies	\$ 12.96
615	QUILL CORPORATION-	901-36506CL packing tape	\$ 18.99
616	QUILL CORPORATION-	901-717647 clipboards	\$ 10.98
617	QUILL CORPORATION-	901-772381 green paper	\$ 14.26
618	QUILL CORPORATION-	901-790703BE scissors	\$ 17.56
619	QUILL CORPORATION-	901-790903BE scissors	\$ 23.94
620	QUILL CORPORATION-	901-92907 White card stock	\$ 55.96
621	QUILL CORPORATION-	901-962504 hand sanitizer	\$ 47.98
622	QUILL CORPORATION-	901-CKC988 dry erase board	\$ 27.95
623	QUILL CORPORATION-	901-CLO30112 wipes	\$ 10.00
624	QUILL CORPORATION-	901-E555 Elmers glue sticks	\$ 15.59
625	QUILL CORPORATION-	Blue Hills Multi Color Double Storage Ca	\$ 101.59
626	QUILL CORPORATION-	Blue Hills Studio Storage Cart (10 drawe	\$ 61.59
627	QUILL CORPORATION-	Bush 48"H 3 Shelf Bookcase	\$ 445.47
628	QUILL CORPORATION-	Classroom Keepers Mailbox, 10 Slot	\$ 43.18
629	QUILL CORPORATION-	computer cleaner	\$ 12.34
630	QUILL CORPORATION-	construction paper	\$ 12.00
631	QUILL CORPORATION-	Crayola Washable Markers	\$ 31.96
632	QUILL CORPORATION-	Expo Dry-Erase Markers	\$ 16.52
633	QUILL CORPORATION-	horseshoe table	\$ 339.99
634	QUILL CORPORATION-	letter size file folders -- assorted col	\$ 13.59
635	QUILL CORPORATION-	Sharpie Accent highlighters	\$ 6.99
636	QUILL CORPORATION-	Sharpie Ultra Fine Point Markers	\$ 10.29
637	REALLY GOOD STUFF	Desktop Name Tags	\$ 28.65

638	REALLY GOOD STUFF	Durable Book and Binder Holders - 12 pac	\$ 171.96
639	REALLY GOOD STUFF	SHIPPING	\$ 24.07
640	REAMS SPRINKLER SUPPLY	PVC Pipe to Repair 9 Square in the Air G	\$ 90.13
641	RELIASTAR LIFE INSURANCE CO.	Adjustment - LTD	\$ 1,131.46
642	RELIASTAR LIFE INSURANCE CO.	Adjustments - Life	\$ 12.35
643	RELIASTAR LIFE INSURANCE CO.	Adjustment - Vol Life	\$ 378.21
644	RELIASTAR LIFE INSURANCE CO.	Withholding - Life	\$ 1,182.60
645	RELIASTAR LIFE INSURANCE CO.	Withholding - LTD	\$ 1,303.23
646	RELIASTAR LIFE INSURANCE CO.	Withholding - Vol Life	\$ 2,423.64
647	RIEMAN MUSIC INC	Renard Artist Oboe	\$ 3,020.08
648	RUPPERT, AMBER	Reimbursement for Costco purchase for L3	\$ 146.00
649	RYAN, TIM	NON PUBLIC TRANSPORTATION 15-16	\$ 222.57
650	SAI (SCHOOL ADMINISTRATORS OF IOWA)	8.2.2016 Pre-Conference & Conference	\$ 265.00
651	SAI (SCHOOL ADMINISTRATORS OF IOWA)	Brad Paul SAI Conference 8-3-2016	\$ 175.00
652	SAI (SCHOOL ADMINISTRATORS OF IOWA)	Denise Wood - State Dues 2016-2017	\$ 524.00
653	SAI (SCHOOL ADMINISTRATORS OF IOWA)	Loren DeKruyf SAI Conference 8-3-2016	\$ 175.00
654	SAI (SCHOOL ADMINISTRATORS OF IOWA)	Mark Lane SAI Conference 8-3-2016	\$ 175.00
655	SAI (SCHOOL ADMINISTRATORS OF IOWA)	SAI Membership, Mark Lane	\$ 524.00
656	SAM'S CLUB	Hand lotion for staff/students	\$ 1.48
657	SAM'S CLUB	Snacks for vending machine	\$ 18.48
658	SCHLUETER, KERI	Parking Reimbursement for K Schlueter	\$ 8.00
659	SCHOLASTIC CLASSROOM MAGAZINE	Scholastic News 1 subscription	\$ 118.80
660	SCHOLASTIC CLASSROOM MAGAZINE	Scholastic News 2 subscription	\$ 237.60
661	SCHOLASTIC CLASSROOM MAGAZINE	shipping & handling	\$ 35.64
662	SCHOLASTIC INC	New York Times Upfront subscription (Chr	\$ 109.89
663	SCHOOLDUDE.COM INC-	Maintenance Essentials Pro thru 06/30/20	\$ 4,595.11
664	SCHOOL HEALTH	Blood Pressure Cuff Item # AU56106	\$ 35.84
665	SCHOOL HEALTH	No Touch Thermometer	\$ 61.89
666	SCHOOL HEALTH	Powder Free Latex Exam Gloves	\$ 83.39
667	SCHOOL HEALTH	Powder Free Latex Exam Gloves	\$ 17.71
668	SCHOOL HEALTH	School Health Vinyl Powder-Free Exam Glo	\$ 9.72
669	SCHOOL HEALTH	School Health Vinyl Powder-Free Exam Glo	\$ 45.72
670	SCHOOL INTERVIEWS	Subscription renewal to SchoolBookings -	\$ 150.00
671	SCHOOL SPECIALTY INC	Laminating Film - Box of 2 - 1.5 ML 27"	\$ 452.34
672	SCHOOL SPECIALTY INC	Lesson Plan Book	\$ 32.40
673	SEAT SACK, INC	Seat Sack Plus Classroom Pack	\$ 238.94
674	SOENKE-QUIST, DENA-	SERVICES	\$ 5,125.00
675	SPRAYER SPECIALTIES INC	Backpack Sprayer/0974079-IN	\$ 274.77
676	STIPEND VENDOR	REFUND-AZRA CAUSEVIC	\$ 10.00
677	STIPEND VENDOR	REFUND-HEIDI BROWN	\$ 80.00
678	STIPEND VENDOR	REFUND-ROBIN WOODS	\$ 588.00
679	STORAGEMART #1050	RENT UNIT 161-SEPT '16	\$ 89.96
680	SYSCLLOUD INC	Invoice 2016021114 - SysCloud Online Bac	\$ 7,500.00
681	TEACHER DIRECT-	blend and diagraph dominoes	\$ 19.88
682	TEACHER DIRECT-	classroom connector folder, box of 25	\$ 39.88
683	TEACHER DIRECT-	long vowel dominoes	\$ 19.88
684	TEACHER DIRECT-	short vowel dominoes	\$ 19.88
685	TEACHER DIRECT-	spelligator	\$ 28.88
686	TEACHER DIRECT-	wax works sticks (hot colors)	\$ 3.58

687	TEACHER DIRECT-	wax work sticks (bright color)	\$ 3.58
688	THERMAL SERVICES-	Service Calls for HSRTAHU L-1	\$ 564.00
689	TIME FOR KIDS	Time for Kids Magazine	\$ 124.88
690	TONER PLACE, THE	Toner	\$ 431.00
691	TONER PLACE, THE	Toner	\$ 251.25
692	TONER PLACE, THE	Toner	\$ 83.75
693	TONER PLACE, THE	Toner	\$ 127.00
694	TONER PLACE, THE	Toner	\$ 83.75
695	TONER PLACE, THE	Toner	\$ 425.50
696	TONER PLACE, THE	Toner	\$ 85.00
697	TONER PLACE, THE	Toner	\$ 90.00
698	TONER PLACE, THE	Toner	\$ 180.00
699	TOWERS, KAREN	NON PUBLIC TRANSPORTATION 15-16	\$ 616.02
700	UE LOCAL 893	Withholding 8/10/2016	\$ 195.50
701	UE LOCAL 893	Withholding 8/25/2016	\$ 184.00
702	ULTIMATE AUTOMOTIVE SERVICE INC-	Cooling System Repairs and Towing/60758	\$ 213.38
703	URBAN DALE FIRE DEPARTMENT-	Excessive False Alarm Fines/16-1412	\$ 700.00
704	URBAN DALE HOT LUNCH	Moving on Up Breakfast and Lunch	\$ 1,312.55
705	URBAN DALE UNITED CHURCH OF CHRIST	SpEd Staff Training for August 18/19, 20	\$ 35.00
706	URBAN DALE UNITED CHURCH OF CHRIST	SpEd Staff Training for August 18/19, 20	\$ 35.00
707	URBAN DALE WATER UTILITY	WATER/SEWER	\$ 456.50
708	URBAN DALE WATER UTILITY	WATER/SEWER	\$ 625.93
709	URBAN DALE WATER UTILITY	WATER/SEWER	\$ 172.00
710	URBAN DALE WATER UTILITY	WATER/SEWER	\$ 632.00
711	URBAN DALE WATER UTILITY	WATER/SEWER	\$ 451.30
712	URBAN DALE WATER UTILITY	WATER/SEWER	\$ 195.23
713	URBAN DALE WATER UTILITY	WATER/SEWER	\$ 10,400.77
714	URBAN DALE WATER UTILITY	WATER/SEWER	\$ 282.65
715	U.S. CELLULAR	SERVICES	\$ 4,446.82
716	U.S. DEPARTMENT OF EDUCATION	Withholdings 08/19/2016	\$ 476.46
717	US SCHOOL SUPPLY	Birdie Topper Eraser	\$ 20.55
718	US SCHOOL SUPPLY	Bitmap Alien Topper Eraser	\$ 18.55
719	US SCHOOL SUPPLY	Cap Sharpener	\$ 18.75
720	US SCHOOL SUPPLY	Designer Monster Erasers	\$ 29.75
721	US SCHOOL SUPPLY	Extreme Oval Pencil Sharpener	\$ 28.35
722	US SCHOOL SUPPLY	Eyeball Pencil Sharpener	\$ 9.95
723	US SCHOOL SUPPLY	I giggle MP3 Player Eraser	\$ 14.95
724	US SCHOOL SUPPLY	Koala Pencil Pal	\$ 25.70
725	US SCHOOL SUPPLY	Mini Glitter Gel Pens	\$ 12.50
726	US SCHOOL SUPPLY	Mini Highlighter	\$ 13.75
727	US SCHOOL SUPPLY	Novelty Eraser Assortment	\$ 28.95
728	US SCHOOL SUPPLY	Owl Pencil Sharpener	\$ 15.45
729	US SCHOOL SUPPLY	Pencil Grip Assortment	\$ 18.95
730	US SCHOOL SUPPLY	Pencil Shape Eraser / Sharpener	\$ 15.50
731	US SCHOOL SUPPLY	Pop-up Pencils	\$ 11.55
732	US SCHOOL SUPPLY	Stacking Crayons	\$ 8.95
733	US SCHOOL SUPPLY	Whopper Pencil Assortment	\$ 119.95
734	US SCHOOL SUPPLY	Zoo Animal Eraser Toppers	\$ 5.95
735	VIERLING, KELLY D'ANN	Withholdings 08/19/2016	\$ 636.24

736	VOCABULARYSPELLINGCITY.COM	SpellingCity Premium Memberships	\$ 450.00
737	WALLACE, JENNIFER	NON PUBLIC TRANSPORTATION 15-16	\$ 222.57
738	WALSH DOOR & HARDWARE CO	Door to Replace HS 108 Destroyed By Stud	\$ 949.76
739	WALSH DOOR & HARDWARE CO	Magnetic Holders/704800	\$ 319.20
740	WALSH DOOR & HARDWARE CO	Service Call to RG/702885	\$ 854.49
741	WALSH ELECTRONIC SECURITY-	Repairs to MS Entry Doors/Labor/703805	\$ 1,098.40
742	WALSH ELECTRONIC SECURITY-	Repairs to MS Entry Doors/Parts/703805	\$ 1,900.77
743	WALSH ELECTRONIC SECURITY-	Re-Wire MS Entrance Correctly/401888	\$ 1,115.44
744	WASTE CONNECTIONS OF DM	SERVICES	\$ 106.09
745	WASTE MANAGEMENT OF IOWA	SERVICES	\$ 4,530.19
746	WAUKEE COMMUNITY SCHOOLS	SP ED REFUND	\$ 14,903.62
747	WELLS FARGO CORPORATE CARD	SERVICES	\$ 5.49
748	WEX BANK (WAS FLEET SVCS/WRIGHT EXP)	SERVICES	\$ 1,045.13
749	WINDSTREAM-	SERVICES	\$ 2,310.77
750	WOODCRAFTER.COM	CM Alligator	\$ 5.64
751	WOODCRAFTER.COM	CM Bear	\$ 5.64
752	WOODCRAFTER.COM	CM Coug - Cougar	\$ 5.64
753	WOODCRAFTER.COM	CM Dol	\$ 5.64
754	WOODCRAFTER.COM	CM Moon	\$ 5.64
755	WOODCRAFTER.COM	CM Sun	\$ 5.64
756	WOODCRAFTER.COM	CM tree frog	\$ 5.64
757	WOODCRAFTER.COM	M3506 Unpainted flower	\$ 4.59
758	WOODCRAFTER.COM	M5604 unpainted butterfly	\$ 5.64
759	WOODCRAFTER.COM	SHIPPING	\$ 8.55
760	WOODMAN INC-	Service Call/PM98BF	\$ 508.15
761	WT COX SUBSCRIPTIONS-	See renewal #22006 for Urbandale Middle	\$ 91.82
762	ZWICK, HEIDI	MILEAGE	\$ 27.27
763	<b>10 - GENERAL</b>	<b>** Fund Total **</b>	<b>\$ 427,822.38</b>
764			
765	<b>21 - STUDENT ACTIVITY</b>		
766	ACCESSORY LINES	Marching Band Gloves	\$ 280.80
767	ACCESSORY LINES	marching Shoes: Super Drill Masters	\$ 1,170.00
768	A KING'S THRONE, LLC-	PORTABLES AT UMS 8.22.16-9.18.16 (INVOIC	\$ 172.00
769	AMAZON.COM CORPORATE CREDIT	58MM UV Ultra Violet Filter for Canon Re	\$ 58.90
770	AMAZON.COM CORPORATE CREDIT	5 pcs 8GB swivel design USB 2.0 flash dr	\$ 30.60
771	AMAZON.COM CORPORATE CREDIT	9V BATTERIES FOR PAC	\$ 3.02
772	AMAZON.COM CORPORATE CREDIT	AA BATTERIES FOR ACTIVITIES	\$ 0.70
773	AMAZON.COM CORPORATE CREDIT	Canon CanoScan 9000F MKII Color Image Sc	\$ 168.98
774	AMAZON.COM CORPORATE CREDIT	Canon EOS Rebel T5 digital memory card 1	\$ 119.50
775	AMAZON.COM CORPORATE CREDIT	Canon EOS Rebel T5 Digital SLR camera wi	\$ 5,490.00
776	AMAZON.COM CORPORATE CREDIT	Energizer ENR-CRPUNI multi use card read	\$ 45.00
777	AMAZON.COM CORPORATE CREDIT	Shingling new 50 pcs waterproof type cle	\$ 17.59
778	AMAZON.COM CORPORATE CREDIT	THEATRICAL LIGHTING FOR PAC	\$ 14.17
779	ANDERSON, DAVID-	OFFICIAL - VARSITY FOOTBALL 8.26.16	\$ 95.00
780	ANKENY CENTENNIAL HIGH SCHOOL	ENTRY FEE - VARSITY VOLLEYBALL TOURNAMEN	\$ 125.00
781	BMO MASTERCARD	BATTERIES PLUS-BATTERIES/PORTABLE PA	\$ 49.90
782	BMO MASTERCARD	DOLLAR TREE-EMERGING LEADER EVENT ITEMS	\$ 24.00
783	BMO MASTERCARD	GO DADDY-WEBSITE DOMAIN REGISTRATION	\$ 30.34
784	BMO MASTERCARD	HOCKENBERGS-ICE SCOOPS	\$ 43.96

785	BMO MASTERCARD	KOHL'S-SHOW CHOIR COSTUMES-BLAZERS	\$ 526.96
786	BMO MASTERCARD	MENARDS-CUPS FOR CAMP	\$ 15.96
787	BMO MASTERCARD	NAT'L TICKET CO-TAX CREDIT	\$ (68.04)
788	BMO MASTERCARD	NORTHERN TOOLS-BATTERIES	\$ 37.96
789	BMO MASTERCARD	NORTHERN TOOL-SUMP PUMP/ACCESSORIES	\$ 580.36
790	BMO MASTERCARD	POWERSHOT DIGITAL-VIDEO EQUIP	\$ 3,598.00
791	BMO MASTERCARD	RHINO TOOL-COMPUTER TICKETS	\$ 327.80
792	BMO MASTERCARD	SAM'S CLUB-STUDENT NOTEBOOKS	\$ 100.54
793	BMO MASTERCARD	SHOW ME CABLES-VIDEO CABLES	\$ 167.82
794	BMO MASTERCARD	STAR COSTUMES (FUN STUFF)-SC PROPS	\$ 202.07
795	BMO MASTERCARD	SURETHING.COM-TICKET SOFTWARE	\$ 39.95
796	BMO MASTERCARD	TARGET-SUPPLIES-BACK TO SCHOOL	\$ 72.06
797	BMO MASTERCARD	VICTORIA CLEANERS-CLEAN SC COSTUMES	\$ 658.40
798	BREEZE, GARRETT M-	Custom Show Choir Arrangement: Mr. Robot	\$ 500.00
799	BREEZE, GARRETT M-	Custom Show Choir Arrangement: Q.U.E.E.N	\$ 500.00
800	BROWN, DAMON-	August Choreography Camp Mileage	\$ 264.60
801	BROWN, DAMON-	Studio Choreographer: September 1 Paymen	\$ 2,200.00
802	BROWNLEE, JENNA-	Jaywalker Choreography	\$ 650.00
803	BURLACE, JOHN-	Custom Show Choir Arrangement: Ain't Too	\$ 850.00
804	BURLACE, JOHN-	Custom Show Choir Arrangement: I Love Me	\$ 825.00
805	CAIN, GINA	Reimbursement for kindergarten story tim	\$ 19.48
806	CAPPS, GABRIEL-	OFFICIAL - VARSITY FOOTBALL 8.26.16	\$ 95.00
807	CATTLEMEN'S BEEF QUARTER	Hamburger / Chips / bottle water - State	\$ 1,519.00
808	CHAPMAN, ANNE-	Payment # 1 forChoreographer for MS Show	\$ 1,500.00
809	CHAPMAN, ANNE-	Vitality Choreographer: September 1 Paym	\$ 1,425.00
810	CONTEMPORARY SERVICES CORP	Event Services - August 25	\$ 76.67
811	CONTEMPORARY SERVICES CORP	Event Services - August 26	\$ 853.43
812	CROWSON PIANO SERVICE-	Yamaha C3X Annual Maintenance (including	\$ 450.00
813	DALLAS CENTER-GRIMES SCHOOL DIST	ENTRY FEE - 9/JV VB TOURNAMENT 8.25.16	\$ 100.00
814	DALLAS CENTER-GRIMES SCHOOL DIST	ENTRY FEE - VARSITY VB TOURNAMENT 8.23.1	\$ 90.00
815	DANIELS, RANDY-	OFFICIAL - 10TH FB 8.25.16	\$ 70.00
816	DECKER SPORTING GOODS	MS Wrestling - Scorebooks PWS4	\$ 57.00
817	DECKER SPORTING GOODS	September 1 Delivery - Boys Basketballs	\$ 848.00
818	DECKER SPORTING GOODS	September 1 Delivery - Girls Basketballs	\$ 848.00
819	DECKER SPORTING GOODS	SHIPPING	\$ 10.00
820	DECKER SPORTING GOODS	SHIPPING	\$ 13.00
821	DECKER SPORTING GOODS	SHIPPING	\$ 13.00
822	DOLLAMUR SPORTS SURFACES	Carpet '6x42'x2" Navy Blue Flexi-Roll Ch	\$ 3,040.00
823	DOLLAMUR SPORTS SURFACES	Shipping	\$ 1,275.00
824	DREIER, DEREK	Drumline Instruction 17.5 hours	\$ 350.00
825	EAST HIGH SCHOOL	Sing All About It! Show Choir Competitio	\$ 500.00
826	FRIDLEY, BRENT-	OFFICIAL - VARSITY FB 8.26.16	\$ 95.00
827	GRAPHIC EDGE, THE	Cheer Order 1018705	\$ 359.34
828	HAMMEN, JOSEPH-	ANNOUNCER FOR AUGUST ACTIVITIES PER PAY	\$ 50.00
829	HAMMEN, JOSEPH-	ANNOUNCER FOR AUGUST ACTIVITIES PER PAY	\$ 50.00
830	HAMMEN, JOSEPH-	ANNOUNCER FOR AUGUST ACTIVITIES PER PAY	\$ 50.00
831	HOWARD, TAYLOR-	OFFICIAL - 10TH FB 8.25.16	\$ 70.00
832	HUXFORD, WILLIAM-	OFFICIAL - 9TH FB 9.1.16	\$ 70.00
833	HVVEE FOOD STORE-URBANDALE	Catering Lemonade for Band Parent Meetin	\$ 182.00

834	INDIANOLA COMM SCHOOLS-ATHLETICS	ENTRY FEE - BOYS GOLF 8.12.16	\$ 150.00
835	IOWA SPORTS SUPPLY	MS VB Jerseys	\$ 2,907.00
836	IOWA SPORTS SUPPLY	Shipping	\$ 36.00
837	JETMUND, DUSTIN-	OFFICIAL - 10TH FB 8.25.16	\$ 70.00
838	JETMUND, JON-	OFFICIAL - 10TH FB 8.25.16	\$ 70.00
839	JOHNSON, DANIEL-	OFFICIAL - 9TH FB 9.1.16	\$ 70.00
840	JOHNSON, KIRK-	MILEAGE PER CONFERENCE AGREED RATE OF \$	\$ 18.00
841	JOHNSON, KIRK-	OFFICIAL - VARSITY FOOTBALL 8.26.16	\$ 95.00
842	JOHNSTON BAND PARENTS ASSOC	ENTRY FEE: Marching Band Festival	\$ 120.00
843	JOHNSTON HIGH SCHOOL	ENTRY FEE - BOYS GOLF INVITE 8.24.16	\$ 180.00
844	JOHNSTON HIGH SCHOOL VOCAL MUSIC	Registration for MS Show Choir to partic	\$ 300.00
845	JONES, CARI-	Jaywalker Dance Training	\$ 450.00
846	JW PEPPER & SONS, INC.	Chorus Music	\$ 399.00
847	JW PEPPER & SONS, INC.	SHIPPING	\$ 26.99
848	JW PEPPER & SONS, INC.	Music	\$ 199.50
849	KORELL, MATT-	OFFICIAL - 9TH FB 9.1.16	\$ 70.00
850	LACROSSE SEED	Baseball Field Seed	\$ 230.00
851	MARSHALLTOWN HIGH SCHOOL	ENTRY FEE - HS EARLY BIRD CROSS COUNTRY	\$ 30.00
852	MARSHALLTOWN HIGH SCHOOL	ENTRY FEE - HS EARLY BIRD CROSS COUNTRY	\$ 30.00
853	MENARDS	IN STORE PURCHASE (INVOICE #54341)	\$ 25.99
854	MENARDS	IN STORE PURCHASE (INVOICE #54341)	\$ 9.27
855	MIDI LIEDER-	2016 All-State Choir MP3 Practice Tracks	\$ 25.00
856	MMIT BUSINESS SOLUTIONS-(PREV IMAG TECH)	COPIER CHARGES	\$ 1,262.34
857	MMIT BUSINESS SOLUTIONS-(PREV IMAG TECH)	SADDLE-STITCH STAPLES (AR-SC3)	\$ 76.00
858	MOON, JOSEPH-	OFFICIAL - VARSITY FOOTBALL 8.26.16	\$ 95.00
859	NEFF COMPANY, THE-	HELMET DECALS	\$ 597.76
860	NEFF COMPANY, THE-	LETTERS, SERVICE PINS, AND AWARD CERTIFI	\$ 1,008.57
861	O'BANNON, JOHN-	OFFICIAL - 9TH FB 9.1.16	\$ 70.00
862	OFFICE DEPOT-(USE FOR ALL)	11X17 PAPER (ONLINE ORDER #856025698-001	\$ 328.00
863	OFFICE DEPOT-(USE FOR ALL)	BLACK FELT TIP PENS (ONLINE ORDER #85602	\$ 58.95
864	OFFICE DEPOT-(USE FOR ALL)	CREDIT	\$ (48.45)
865	OFFICE DEPOT-(USE FOR ALL)	MANILLA FOLDERS (ONLINE ORDER #856025698	\$ 32.76
866	OFFICE DEPOT-(USE FOR ALL)	OFFICE CHAIR AND INDEX CARDS - IN STORE	\$ 134.12
867	OFFICE DEPOT-(USE FOR ALL)	ONLINE PURCHASES (ORDER 847097878-001 &	\$ 48.45
868	OFFICE DEPOT-(USE FOR ALL)	RAFFLE TICKET ROLLS (ONLINE ORDER #85602	\$ 39.95
869	PAC VAN INC-	INVOICE 2980796 - AUGUST 2016 RENTAL OF	\$ 70.00
870	PREMIER AGENDAS	Agendas	\$ 1,482.00
871	PREMIER AGENDAS	shipping	\$ 256.00
872	QUILL CORPORATION-	901-94600 Bags for chalk	\$ 19.49
873	QUILL CORPORATION-	901JV41291 Sidewalk chalk	\$ 70.59
874	RENAUD, KURT-	OFFICIAL - 9TH FB 9.1.16	\$ 70.00
875	RIDDELL ALL-AMERICAN	(15) Football Helmets and Shipping	\$ 5,364.95
876	RIDDELL ALL-AMERICAN	FB Helmet	\$ 281.95
877	RIDDELL ALL-AMERICAN	shoulder pads	\$ 287.89
878	RIEMAN MUSIC INC	1st valve repair, Jupiter tuba, SN UC047	\$ 44.00
879	RIEMAN MUSIC INC	Renard Artist Oboe	\$ 279.92
880	ROOSEVELT HIGH SCHOOL	ENTRY FEE - BOYS GOLF INVITE 8.18.16	\$ 150.00
881	SCIBA (S. CENTRAL IA BANDMASTERS ASSOC)	SCIBA dues for Nancy Schultz and Daphne	\$ 20.00
882	SEALS, WILLIAM-	ANNOUNCER FOR STREAMING ACTIVITIES - AUG	\$ 50.00



883	SEALS, WILLIAM-	ANNOUNCER FOR STREAMING ACTIVITIES - AUG	\$ 50.00
884	SHANLEY, STEVEN-	Show Choir Orchestration: The Music of S	\$ 50.00
885	SIMON & SCHUSTER INC	Permission Fee: Poems of Sara Teasdale	\$ 120.00
886	SQUAREPLAY ENTERTAINMENT-	Custom Arrangement and Licensing Fees: R	\$ 1,123.60
887	STAGERIGHT	Deck, 4' x 8', Reversible with Black Pol	\$ 7,716.00
888	STAGERIGHT	Shipping & Handling	\$ 625.00
889	STAGERIGHT	Z-800, 4' x 8', 16" Support	\$ 508.24
890	STAGERIGHT	Z-800, 4' x 8', 24" Support	\$ 650.84
891	STAGERIGHT	Z-800, 4' x 8', 32" Support	\$ 665.32
892	STAGERIGHT	Z-800, 4' x 8', 8" Support	\$ 453.84
893	TONER PLACE, THE	CARD PRINTING SUPPLIES (INVOICE 23998)	\$ 1,214.00
894	TONER PLACE, THE	PRINTER CLEANING KIT (INVOICE 24054)	\$ 45.00
895	URBANDALE, CITY OF	POLICE - VARSITY FB 8.26.16 (INVOICE 201	\$ 375.90
896	URBANDALE GOLF & COUNTRY CLUB-	Course Useage Fee	\$ 800.00
897	VALLEY BAND BOOSTERS	ENTRY FEE: ValleyFest	\$ 125.00
898	VALLEY BAND BOOSTERS	ENTRY FEE: Valley ShowDown	\$ 50.00
899	WILSON, JAMES-	OFFICIAL - 10TH FB 8.25.16	\$ 70.00
900	ZMOLEK, TIFFANY	band Fee refund	\$ 14.00
901	<b>21 - STUDENT ACTIVITY</b>	<b>** Fund Total **</b>	<b>\$ 66,386.55</b>
902			
903	<b>22 - MANAGEMENT LEVY</b>		
904	AVESIS THIRD PARTY ADM.	Retirees	\$ 125.11
905	<b>22 - MANAGEMENT LEVY</b>	<b>** Fund Total **</b>	<b>\$ 125.11</b>
906			
907	<b>33 - SALES TAX FUND</b>		
908	ABC ELECTRICAL SERVICES-	Adding power outlets and direct-wiring n	\$ 8,473.02
909	CARPET ONE FLOOR AND HOME	Cove Bullnose Tile for Olmsted Project/E	\$ 249.00
910	DLR GROUP INC-	SERVICES	\$ 258.13
911	DLR GROUP INC-	SERVICES	\$ 4,908.10
912	EXCEL MECHANICAL CO INC	Plumbing Work in Valerius Kindergarten r	\$ 5,070.00
913	GRAINGER INC-	Metal Storage Shelving Order for KA/FFE	\$ 3,711.64
914	IDEAL FLOORS INC	Install Carpet tiles in "NEW" Kindergart	\$ 3,993.00
915	JT CONCRETE, INC.	Concrete Project at Olmsted	\$ 17,304.00
916	JT CONCRETE, INC.	Concrete Work at Baseball/655	\$ 2,275.00
917	JT CONCRETE, INC.	Playground Concrete Work/1209	\$ 24,490.00
918	JT CONCRETE, INC.	RG Concrete Projects	\$ 9,417.35
919	LARSON & LARSON CONSTRUCTION-	SERVICES-PAY APPLICATION #10	\$ 539,164.94
920	MENARDS	Flooring Supplies/52738	\$ 52.71
921	MENARDS	I Hardware for Valerius Art Room/53181	\$ 122.24
922	MENARDS	Light for KDG Room/53211	\$ 39.48
923	MENARDS	Portable AC unit for Data Center at KA/5	\$ 339.99
924	MENARDS	Sweeping Supplies for KA Construction CI	\$ 66.97
925	MENARDS	Wood To Make KA Playground Safe/53367	\$ 81.86
926	MIDWEST TENNIS AND TRACK-	SERVICES-APP #001	\$ 132,992.40
927	PAC VAN INC-	40' Storage Containers for KA	\$ 230.00
928	PLUMB SUPPLY COMPANY	CREDIT-PO 16005130	\$ (352.18)
929	PLUMB SUPPLY COMPANY	CREDIT-PO 16005183	\$ (19.73)
930	PLUMB SUPPLY COMPANY	Valerius Art Room Move/3990397	\$ 815.04
931	PRIMEX WIRELESS	Clock Order for KA New Construction	\$ 3,078.34

932	SIGNS NOW!	Signs To Allow Occupancy/MH-77536	\$ 131.25
933	SOIL TEK-	SWPPP Billing for July at KA/75667	\$ 250.00
934	TERRACON CONSULTANTS INC-	Special Inspections/Testing Services At	\$ 2,517.18
935	URBANDALE, CITY OF	SERVICES	\$ 50.00
936	WELLS FARGO CORPORATE CARD	Fire Retardant Plywood For KA Data Room	\$ 193.92
937	<b>33 - SALES TAX FUND</b>	<b>** Fund Total **</b>	<b>\$ 759,903.65</b>
938			
939	<b>36 - PHY PLANT &amp; EQ LEVY</b>		
940	BMO MASTERCARD	AMAZON-HDMI CABLES-PROJECTORS	\$ 576.95
941	BMO MASTERCARD	APPLE-IMAC-PAC BOOTH EVENT LIVESTREAMING	\$ 1,849.00
942	BMO MASTERCARD	APPLE-IMACS-UMS MC LAB CARD CATALOGS	\$ 4,196.00
943	BMO MASTERCARD	APPLE-NEW STAFF LAPTOP	\$ 1,199.00
944	BMO MASTERCARD	APPLE-NEW STAFF LAPTOPS-APPLE TVS	\$ 2,536.00
945	BMO MASTERCARD	BSN SPORT SUPPLY-PE MATS	\$ 2,021.72
946	BMO MASTERCARD	CDW-G-CHROMEBOXES-LAB LECTERNS	\$ 465.36
947	BMO MASTERCARD	MW COMPUTER PRODUCTS-PROJECTOR SCREE	\$ 706.00
948	COMMUNICATION INNOVATORS INC	Invoice 81418 - Reconnect KA phone syste	\$ 617.51
949	EGAN SUPPLY CO.	Floor Machine for HS GTX 28 Edge Rider	\$ 10,120.49
950	<b>36 - PHY PLANT &amp; EQ LEVY</b>	<b>** Fund Total **</b>	<b>\$ 24,288.03</b>
951			
952	<b>40 - DEBT SERVICE</b>		
953	PIPER JAFFRAY & CO.	SALES TAX BONDS-AGENT SVCS	\$ 1,000.00
954	<b>40 - DEBT SERVICE</b>	<b>** Fund Total **</b>	<b>\$ 1,000.00</b>
955			
956	<b>61 - SCHOOL NUTRITION</b>		
957	AMERICAN BOTTLING CO (WAS DR PEPPER)	Bottled Beverages	\$ 937.56
958	BASCOM TRUCK AND AUTOMOTIVE INC-	Oil change for transport truck Invoice #	\$ 199.38
959	BMO MASTERCARD	BARCODES INC-BARCODE SCANNER STANDS	\$ 238.36
960	BMO MASTERCARD	CABLE ORGANIZER.COM-SUPPLIES	\$ 116.91
961	BMO MASTERCARD	CABLE ORGANIZER-EXTENSION W/MULTI PLUGS	\$ 106.39
962	BMO MASTERCARD	FAREWAY-SR CENTER FOOD	\$ 45.21
963	BMO MASTERCARD	MENARDS-STOPPERS FOR CARTS ON TRUCK	\$ 4.13
964	BMO MASTERCARD	OFFICE DEPOT-SUPPLIES	\$ 241.28
965	BMO MASTERCARD	PARTSTOWN-KETCHUP DISPENSER PARTS	\$ 150.46
966	BMO MASTERCARD	STAPLES-SUPPLIES	\$ 87.77
967	BMO MASTERCARD	TRUE VALUE-SUPPLIES	\$ 54.35
968	COMMERCIAL SERVICE INNOVATIONS INC	Repair of Hot Pass Through	\$ 192.50
969	CONKLIN, CATHY	Reimbursement for meals/taxi/baggae from	\$ 41.87
970	GOODWIN TUCKER GROUP-	Put door on combi @ HS	\$ 97.50
971	HOCKENBERGS SUPPLY	New equipment for Karen Acres kitchen In	\$ 12,186.00
972	HOODZ OF CENTRAL IOWA-	Annual cleaning of hood systems Invoice	\$ 1,012.00
973	LAWSON, TAYLOR	Reimbursement for printing and envelopes	\$ 170.49
974	LOFFREDO FRESH PRODUCE CO.	Produce	\$ 3,424.58
975	MARTIN BROTHERS DISTRIBUTING	Chemicals	\$ 1,127.43
976	MARTIN BROTHERS DISTRIBUTING	Food Items	\$ 22,966.22
977	MARTIN BROTHERS DISTRIBUTING	Paper Products	\$ 1,669.21
978	RAPIDS	Smallwares for kitchens	\$ 372.44
979	RBI DISTRIBUTING	Sparkling Ice Water	\$ 1,162.50
980	ROTELLA'S ITALIAN BAKERY	Bread items	\$ 343.68

981	SINK PAPER & PACKAGING	Paper Products	\$ 1,339.37
982	AMY TAHA	REFUND-AMY TAHA	\$ 37.05
983	ENNIE BECKLEY-ACALEY	REFUND-JENNIE BECKLEY-ACALEY	\$ 47.50
984	LAURA GARDNER	REFUND-LAURA GARDNER	\$ 25.00
985	SUPERIOR PRINTING & PROMOTIONS	Printing of address on envelopes Invoice	\$ 137.00
986	WELLS FARGO	CHANGE ORDER	\$ 525.00
987	WELLS FARGO	CHANGE ORDER	\$ 545.00
988	<b>61 - SCHOOL NUTRITION</b>	<b>** Fund Total **</b>	<b>\$ 49,604.14</b>
989			
990	<b>62 - CHILD CARE</b>		
991	ALLEGRA (WAS THE PRINTING STATION)	Printing Advent	\$ 389.48
992	ALLEGRA (WAS THE PRINTING STATION)	Printing Adventuretime	\$ 1.80
993	ANDERSON ERICKSON DAIRY	July 7, 2016-July 28, 2016	\$ 488.85
994	BMO MASTERCARD	AMAZON-SUPPLIES	\$ 1,353.24
995	BMO MASTERCARD	AMAZON-SUPPLIES	\$ 131.98
996	BMO MASTERCARD	AMAZON-SUPPLIES	\$ 1,066.49
997	BMO MASTERCARD	CENTURY THEATERS-FIELD TRIP	\$ 97.00
998	BMO MASTERCARD	ETSY-OLM SIGN REPLACEMENT	\$ 43.95
999	BMO MASTERCARD	HANDWRITING W/O TEARS-PRESCHOOL CURR	\$ 2,592.37
1000	BMO MASTERCARD	IA DEPT OF PUBLIC SAFETY-BACKGROUND CKS	\$ 500.00
1001	BMO MASTERCARD	MONKEY JOES-CREDIT-FIELD TRIP	\$ (95.00)
1002	BMO MASTERCARD	MONKEY JOES-FIELD TRIP	\$ 230.00
1003	BMO MASTERCARD	OUTSIDE SCOOP-FIELD TRIP	\$ 276.60
1004	BMO MASTERCARD	TARGET-SUPPLIES	\$ 65.33
1005	BMO MASTERCARD	WALGREENS-SUPPLIES	\$ 52.49
1006	BMO MASTERCARD	WYNNSONG-FIELD TRIP	\$ 203.52
1007	COPY SYSTEMS, INC	Service	\$ 71.28
1008	IOWA DEPT OF HUMAN SERVICES	DHS License for Rolling Green (\$125 and	\$ 175.00
1009	LAKESHORE LEARNING MATERIALS	Start Up Supplies	\$ 2,409.61
1010	LAKESHORE LEARNING MATERIALS	Wheels for Easel	\$ 85.02
1011	OFFICE DEPOT-(USE FOR ALL)	Office Supplies	\$ 104.53
1012	SAM'S CLUB	Snacks and Supplies	\$ 473.38
1013	SAM'S CLUB	Snacks and Supplies	\$ 1,194.28
1014	<b>62 - CHILD CARE</b>	<b>** Fund Total **</b>	<b>\$ 11,911.20</b>
1015			
1016	<b>65 - COMMUNITY EDUCATION</b>		
1017	BAETHKE, LIZ	Youth FB Refund	\$ 10.00
1018	BMO MASTERCARD	FED EX-SHIPPING	\$ 86.69
1019	BMO MASTERCARD	METRO RENTAL-CREDIT SALES TAX	\$ (10.80)
1020	BOGGESE, NOLAN	UCT Reimbursement	\$ 84.22
1021	BONTA, JOHNNA-	Hip Hop Dance	\$ 178.50
1022	BREEZE, JERIMIAH-	BBB Camp Work	\$ 30.00
1023	BRUNDAGE, CHASE-	Youth FB Official	\$ 37.50
1024	BRUNDAGE, JEFFREY-	youth FB Official	\$ 120.00
1025	DAVENPORT, MICHAEL	UCT Reimbursement	\$ 628.09
1026	DOLLAMUR SPORTS SURFACES	Shipping and Billing after August 15 6'x	\$ 7,748.02
1027	HEARNE, MICHELE	FB Refund	\$ 10.00
1028	HEARTLAND COSTUMES-	UCT Rental	\$ 560.00
1029	HENDERSON, RACHEL-	Reimbursement for UCT Expenses	\$ 611.23

1030	HENDERSON, RACHEL-	UCT Clothier	\$ 1,000.00
1031	IOWA SPORTS SUPPLY	ADULT B-LINE REV BASKETBALL SHORT Produ	\$ 3,300.00
1032	IOWA SPORTS SUPPLY	ADULT B-LINE REV BASKETBALL TANK BADGER	\$ 2,779.70
1033	IOWA SPORTS SUPPLY	B-LINE REVERSIBLE LADIES JERSEY (S) BAD	\$ 2,194.50
1034	IOWA SPORTS SUPPLY	SHIPPING	\$ 13.25
1035	IOWA SPORTS SUPPLY	SHIPPING	\$ 329.25
1036	IOWA SPORTS SUPPLY	YOUTH B-LINE REV BASKETBALL SHORT Produ	\$ 1,300.00
1037	IOWA SPORTS SUPPLY	YOUTH B-LINE REV BASKETBALL TANK Produc	\$ 5,467.50
1038	IOWA SPORTS SUPPLY	Youth FB Flags	\$ 60.00
1039	IOWA SPORTS SUPPLY	Youth FB Jerseys	\$ 516.00
1040	LARSEN, ROB	UCT Reimbursement	\$ 68.90
1041	LIGHT THIS PRODUCTIONS-	Show Equipment Rental	\$ 2,890.00
1042	LLEWELLYN, LUKE-	Youth FB Official	\$ 37.50
1043	LYNCH, CHRISTOPHER-	Youth FB Official	\$ 80.00
1044	MAASS, SCOTT	FB Refund	\$ 5.00
1045	MCFARLAND, TIM	FB Refund	\$ 10.00
1046	NEDVED, LORAINNA JO-	Reimbursement for UCT Expenses	\$ 105.66
1047	NEDVED, LORAINNA JO-	UCT Choreopgraphy	\$ 1,000.00
1048	SCHOTT, ADAM-	youth FB Official	\$ 80.00
1049	SCHWARZ, RENEE-	UCT Vocal Director	\$ 1,500.00
1050	SCT COSTUME SHOP-	Costume Rental - Beauty and The Beast	\$ 1,275.00
1051	STRAIN, LUCAS-	Youth FB Official	\$ 37.50
1052	THOMSON, JACQUELINE GWEN-	July - August Voice Lessons	\$ 368.00
1053	THOMSON, JACQUELINE GWEN-	June voice lesson	\$ 230.00
1054	TOWERS, HOLLY	FB Refund	\$ 10.00
1055	WILSON, JAMES-	Youth FB Official	\$ 80.00
1056	WILSON, NIKKI	FB Refund	\$ 5.00
1057	YOUTH ENRICHMENT LEAGUE-	Mars Rocketry, Project Runway, LEGO X, a	\$ 4,062.00
1058	YOUTH TECH INC-	IVideo Design	\$ 714.00
1059	YOUTH TECH INC-	Robotics and Game Design	\$ 1,827.50
1060	<b>65 - COMMUNITY EDUCATION</b>	<b>** Fund Total **</b>	<b>\$ 41,439.71</b>
1061			
1062	<b>71 - SELF-INSURANCE FUND</b>		
1063	WELLMARK	Claims Processing Fee	\$ 451.50
1064	<b>71 - SELF-INSURANCE FUND</b>	<b>** Fund Total **</b>	<b>\$ 451.50</b>
1065			
1066	<b>91 - AGENCY</b>		
1067	BMO MASTERCARD	ALL MAKES FURNITURE-COMMONS STUDENT FU	\$ 9,624.43
1068	BMO MASTERCARD	HYVEE-STAFF WELCOME BACK TREATS	\$ 73.85
1069	FISCUS, MEGAN	REPLACE LOST CK 31512	\$ 287.30
1070	HUGHELL, LAURIE	Boo Hoo Breakfast	\$ 48.30
1071	HYVEE FOOD STORE-URBANDALE	various snack items for back to school m	\$ 69.74
1072	HYVEE FOOD STORE-URBANDALE	water and snack for first day	\$ 26.00
1073	JESTER INSURANCE SERVICES-	PTO Insurance	\$ 200.00
1074	JESTER INSURANCE SERVICES-	UMS PTO-GL/Linebacker insurance	\$ 200.00
1075	SAM'S CLUB	Hand lotion for staff/students	\$ 18.48
1076	SAM'S CLUB	items for teachers first day	\$ 66.45
1077	SAM'S CLUB	Snacks for vending machine	\$ 231.52
1078	SCHOLASTIC BOOK FAIRS	Invoice # B3653128FR, Fair ID 3653128, A	\$ 400.96

1079	STAPLES ADVANTAGE	SUPPLIES-PO 16005235	\$ 370.20
1080	TIME FOR KIDS	2nd Grade Time for Kids Subscription 25	\$ 223.00
1081	VINYL STUDIO, THE-	Invoice #00129 - Field Trip Tees X48	\$ 283.20
1082	VINYL STUDIO, THE-	Lime Green Field Trip Tees x 60 Invoice	\$ 354.00
1083	WELLS FARGO	Cash box (Open House spirit wear sales)	\$ 150.00
1084	WELLS FARGO	Cash drawer - Carnival/Picnic	\$ 150.00
1085	WELLS FARGO	CHANGE ORDER	\$ 150.00
1086	<b>91 - AGENCY</b>	<b>** Fund Total **</b>	<b>\$ 12,927.43</b>
1087			
1088		<b>** District Total **</b>	<b>\$ 1,395,859.70</b>
1089			
1090			

**APPLICATION AND CERTIFICATION FOR PAYMENT**

AIA DOCUMENT G702

TO OWNER:	PROJECT: Karen Acres Elementary	APPLICATION NO: Eleven (11)	Distribution to:
Urbandale Community School District	School Addition & Renovation	APPLICATION DATE: 6-Sep-16	<input type="checkbox"/> OWNER
11152 Aurora Avenue	3500 74th Street		<input checked="" type="checkbox"/> ARCHITECT
Urbandale, IA 50322	Urbandale, IA 50322	PERIOD TO: 30-Aug-16	<input checked="" type="checkbox"/> CONTRACTOR
FROM CONTRACTOR:	VIA ARCHITECT:		<input type="checkbox"/>
Larson & Larson Construction, LLC	DLR Group	PROJECT NOS: 11-15106-00	<input type="checkbox"/>
10703 Justin Drive	1430 Locust Street, Ste 200	L&L PROJECT: 15.012	
Des Moines, IA 50322	Des Moines, IA 50309	CONTRACT DATE: 1-Sep-15	
CONTRACT FOR: General Construction			

**CONTRACTOR'S APPLICATION FOR PAYMENT**

Application is made for payment, as shown below, in connection with the Contract.  
Continuation Sheet, AIA Document G703, is attached.

The undersigned Contractor certifies that to the best of the Contractor's knowledge, information and belief the Work covered by this Application for Payment has been completed in accordance with the Contract Documents, that all amounts have been paid by the Contractor for Work for which previous Certificates for Payment were issued and payments received from the Owner, and that current payment shown herein is now due.

1. ORIGINAL CONTRACT SUM	\$	4,147,420.00
2. Net change by Change Orders	\$	81,931.64
3. CONTRACT SUM TO DATE (Line 1 ± 2)	\$	4,229,351.64
4. TOTAL COMPLETED & STORED TO DATE (Column G on G703)	\$	<del>4,084,076.14</del> 4,060,386.89
5. RETAINAGE:		
a. 5 % of Completed Work (Column D + E on G703)	\$	<del>204,203.81</del> 203,019.34
b. 5 % of Stored Material (Column F on G703)	\$	0
Total Retainage (Lines 5a + 5b or Total in Column I of G703)	\$	<del>204,203.81</del> 203,019.34
6. TOTAL EARNED LESS RETAINAGE (Line 4 Less Line 5 Total)	\$	<del>3,879,872.33</del> 3,857,367.55
7. LESS PREVIOUS CERTIFICATES FOR PAYMENT (Line 6 from prior Certificate)	\$	3,522,594.05
8. CURRENT PAYMENT DUE	\$	<del>357,278.28</del> 334,773.49
9. BALANCE TO FINISH, INCLUDING RETAINAGE (Line 3 less Line 6)	\$	<del>349,479.31</del> 371,984.09

CONTRACTOR:  
By: *Karen Hansen* Date: 06-Sep-16

State of: Iowa  
Subscribed and sworn to before me this 26 day of September, 2016.  
Notary Public: JILLIAN ALBIN Polk  
Commission Number 760002  
My Commission Expires March 05, 2018

**ARCHITECT'S CERTIFICATE FOR PAYMENT**

In accordance with the Contract Documents, based on on-site observations and the data comprising the application, the Architect certifies to the Owner that to the best of the Architect's knowledge, information and belief the Work has progressed as indicated, the quality of the Work is in accordance with the Contract Documents, and the Contractor is entitled to payment of the AMOUNT CERTIFIED.

AMOUNT CERTIFIED ..... \$ \$334,773.49

(Attach explanation if amount certified differs from the amount applied. Initial all figures on this Application and on the Continuation Sheet that are changed to conform with the amount certified.)

ARCHITECT:  
By: *[Signature]* Date: 9/7/16

This Certificate is not negotiable. The AMOUNT CERTIFIED is payable only to the Contractor named herein. Issuance, payment and acceptance of payment are without prejudice to any rights of the Owner or Contractor under this Contract.

CHANGE ORDER SUMMARY	ADDITIONS	DEDUCTIONS
Total changes approved in previous months by Owner	\$28,180.00	\$0.00
Total approved this Month	\$53,751.64	\$0.00
<b>TOTALS</b>	<b>\$81,931.64</b>	<b>\$0.00</b>
NET CHANGES by Change Order	\$81,931.64	



# CONTINUATION SHEET

AIA DOCUMENT G703

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Use Column I on Contracts where variable retainage for line items may apply.

**Karen Acres Elementary  
School Addition & Renovation  
Urbandale, IA 50322**

APPLICATION NO: Eleven (11)  
APPLICATION DATE: 6-Sep-16  
PERIOD TO: 30-Aug-16  
ARCHITECT'S PROJECT NO: 11-15106-00  
L&L PROJECT: 15.012

A ITEM NO.	B DESCRIPTION	C SCHEDULED VALUE	D WORK COMPLETED		F MATERIALS PRESENTLY STORED (NOT IN D OR E)	G		H BALANCE TO FINISH (C - G)	I RETAINAGE (IF VARIABLE RATE)
			FROM PREVIOUS APPLICATION (D + E)	THIS PERIOD		TOTAL COMPLETED AND STORED TO DATE (D+E+F)	% (G+C)		
	<b>General Requirements</b>								
1	Bonds / Insurance	\$ 70,970.00	\$ 70,970.00	\$ -		\$ 70,970.00	100.00%		\$ 3,548.50
2	Mobilization	\$ 35,000.00	\$ 35,000.00	\$ -		\$ 35,000.00	100.00%		\$ 1,750.00
3	General Conditions	\$ 132,250.00	\$ 119,025.00	\$ 6,612.50		\$ 125,637.50	95.00%	\$ 6,612.50	\$ 6,281.88
4	Winter Enclosures / Temp Heating	\$ 37,500.00	\$ 37,500.00	\$ -		\$ 37,500.00	100.00%		\$ 1,875.00
5	Close Out Documentation	\$ 7,500.00					0.00%	\$ 7,500.00	\$ -
	<b>Existing Conditions</b>								
6	Interior Demolition Sub	\$ 51,235.00	\$ 51,235.00	\$ -		\$ 51,235.00	100.00%		\$ 2,561.75
	<b>Concrete</b>								
7	Concrete Foundations Labor	\$ 70,000.00	\$ 70,000.00	\$ -		\$ 70,000.00	100.00%		\$ 3,500.00
8	Concrete Foundatons Material	\$ 63,500.00	\$ 63,500.00	\$ -		\$ 63,500.00	100.00%		\$ 3,175.00
9	Concrete Floors Labor	\$ 32,000.00	\$ 32,000.00	\$ -		\$ 32,000.00	100.00%		\$ 1,600.00
10	Concrete Floors Material	\$ 35,000.00	\$ 35,000.00	\$ -		\$ 35,000.00	100.00%		\$ 1,750.00
11	Concrete Floor Polishing Sub	\$ 4,100.00		\$ 4,100.00		\$ 4,100.00	100.00%		\$ 205.00
12	Reinforcing Steel Material	\$ 14,720.00	\$ 14,720.00	\$ -		\$ 14,720.00	100.00%		\$ 736.00
13	Grout Precast / Steel	\$ 2,450.00	\$ 2,450.00	\$ -		\$ 2,450.00	100.00%		\$ 122.50
14	Precast Concrete Material	\$ 242,135.00	\$ 206,339.00	\$ <del>23,689.25</del>		\$ <del>230,028.25</del>	<del>95.00%</del>	\$ 12,106.75	\$ <del>11,501.41</del>
	<b>Masonry</b>								
15	Masonry CMU Labor	\$ 57,750.00	\$ 57,750.00	\$ -		\$ 57,750.00	100.00%		\$ 2,887.50
16	Masonry CMU Material	\$ 40,500.00	\$ 40,500.00	\$ -		\$ 40,500.00	100.00%		\$ 2,025.00
17	Masonry Brick Labor	\$ 35,000.00	\$ 35,000.00	\$ -		\$ 35,000.00	100.00%		\$ 1,750.00
18	Masonry Brick Material	\$ 30,000.00	\$ 30,000.00	\$ -		\$ 30,000.00	100.00%		\$ 1,500.00
	<b>Steel</b>								
19	Steel Shop Drawings	\$ 3,265.00	\$ 3,265.00	\$ -		\$ 3,265.00	100.00%		\$ 163.25
20	Structural Steel Material	\$ 30,895.00	\$ 30,895.00	\$ -		\$ 30,895.00	100.00%		\$ 1,544.75
21	Metal Joists and Deck Material	\$ 43,670.00	\$ 43,670.00	\$ -		\$ 43,670.00	100.00%		\$ 2,183.50
22	Misc Metals Material	\$ 21,920.00	\$ 21,920.00	\$ -		\$ 21,920.00	100.00%		\$ 1,096.00
23	Steel / Precast Erection	\$ 68,000.00	\$ 66,640.00	\$ 1,360.00		\$ 68,000.00	100.00%		\$ 3,400.00
	<b>Carpentry</b>								

# CONTINUATION SHEET

AIA DOCUMENT G703

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Use Column I on Contracts where variable retainage for line items may apply.

**Karen Acres Elementary** APPLICATION NO: Eleven (11)  
**School Addition & Renovation** APPLICATION DATE: 6-Sep-16  
**Urbandale, IA 50322** PERIOD TO: 30-Aug-16  
 ARCHITECT'S PROJECT NO: 11-15106-00  
 L&L PROJECT: 15.012

A ITEM NO.	B DESCRIPTION	C SCHEDULED VALUE	D WORK COMPLETED		F MATERIALS PRESENTLY STORED (NOT IN D OR E)	G TOTAL COMPLETED AND STORED TO DATE (D+E+F)		H BALANCE TO FINISH (C - G)	I RETAINAGE (IF VARIABLE RATE)
			E FROM PREVIOUS APPLICATION (D + E)	E THIS PERIOD		% (G+C)			
24	Rough Carpentry Labor	\$ 15,000.00	\$ 13,500.00	\$ 1,500.00		\$ 15,000.00	100.00%		\$ 750.00
25	Rough Carpentry Materials	\$ 12,500.00	\$ 11,250.00	\$ 1,250.00		\$ 12,500.00	100.00%		\$ 625.00
26	Finish Carpentry Labor	\$ 30,000.00	\$ 18,000.00	\$ 12,000.00		\$ 30,000.00	100.00%		\$ 1,500.00
27	Finish Carpentry / Casework Material	\$ 78,750.00	\$ 35,437.50	\$ 43,312.50	\$ -	\$ 78,750.00	100.00%		\$ 3,937.50
28	FRP Paneling Material	\$ 1,500.00		\$ 1,500.00		\$ 1,500.00	100.00%		\$ 75.00
	<b>Thermal / Moisture Protection</b>								
29	Foundation Insulation Material	\$ 3,500.00	\$ 3,500.00	\$ -		\$ 3,500.00	100.00%		\$ 175.00
30	DEFS Sub	\$ 5,000.00	\$ 5,000.00	\$ -		\$ 5,000.00	100.00%		\$ 250.00
31	Fluid Applied Air Barrier Sub	\$ 7,500.00	\$ 7,500.00	\$ -		\$ 7,500.00	100.00%		\$ 375.00
32	Metal Wall Panel Sub	\$ 42,265.00	\$ 25,359.00	\$ 16,906.00		\$ 42,265.00	100.00%		\$ 2,113.25
33	EPDM Roofing Sub	\$ 114,500.00	\$ 108,775.00	\$ 5,725.00		\$ 114,500.00	100.00%		\$ 5,725.00
34	Sheet Metal Sub	\$ 16,850.00	\$ 15,165.00	\$ 1,685.00		\$ 16,850.00	100.00%		\$ 842.50
35	Firestopping Sub	\$ 1,500.00	\$ 1,500.00	\$ -		\$ 1,500.00	100.00%		\$ 75.00
36	Sealant Sub	\$ 13,185.00	\$ 11,866.50	\$ 1,318.50		\$ 13,185.00	100.00%		\$ 659.25
	<b>Openings</b>								
37	Frames / Doors / Hardware Labor	\$ 17,000.00	\$ 15,300.00	\$ 1,700.00		\$ 17,000.00	100.00%		\$ 850.00
38	Frames / Doors / Hardware Matl	\$ 115,950.00	\$ 92,760.00	\$ 17,392.50		\$ 110,152.50	95.00%	\$ 5,797.50	\$ 5,507.63
39	Coiling Door Sub	\$ 13,185.00		\$ -			0.00%	\$ 13,185.00	\$ -
40	Alum Shop Drawings	\$ 4,100.00	\$ 4,100.00	\$ -		\$ 4,100.00	100.00%		\$ 205.00
41	Aluminum Windows Labor	\$ 40,762.00	\$ 37,501.04	\$ 1,222.86		\$ 38,723.90	95.00%	\$ 2,038.10	\$ 1,936.20
42	Aluminum Windows Material	\$ 75,573.00	\$ 69,527.16	\$ 2,267.19		\$ 71,794.35	95.00%	\$ 3,778.65	\$ 3,589.72
	<b>Finishes</b>								
43	Metal Framing Labor	\$ 59,575.00	\$ 56,596.25	\$ 2,978.75		\$ 59,575.00	100.00%		\$ 2,978.75
44	Metal Framing Material	\$ 17,925.00	\$ 17,028.75	\$ 896.25		\$ 17,925.00	100.00%		\$ 896.25
45	Insulation Labor	\$ 4,070.00	\$ 3,866.50	\$ 203.50		\$ 4,070.00	100.00%		\$ 203.50
46	Insulation Material	\$ 4,000.00	\$ 3,800.00	\$ 200.00		\$ 4,000.00	100.00%		\$ 200.00
47	Gypsum Drywall Labor	\$ 68,530.00	\$ 65,103.50	\$ -		\$ 65,103.50	95.00%	\$ 3,426.50	\$ 3,255.18
48	Gypsum Drywall Material	\$ 14,500.00	\$ 13,775.00	\$ -		\$ 13,775.00	95.00%	\$ 725.00	\$ 688.75
49	ACT Ceilings Labor	\$ 23,750.00	\$ 20,187.50	\$ 3,562.50		\$ 23,750.00	100.00%		\$ 1,187.50



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**School Addition & Renovation** APPLICATION DATE: 6-Sep-16  
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 ARCHITECT'S PROJECT NO: 11-15106-00  
 L&L PROJECT: 15.012

A ITEM NO.	B DESCRIPTION	C SCHEDULED VALUE	D WORK COMPLETED		F MATERIALS PRESENTLY STORED (NOT IN D OR E)	G TOTAL COMPLETED AND STORED TO DATE (D+E+F)		H BALANCE TO FINISH (C - G)	I RETAINAGE (IF VARIABLE RATE)
			FROM PREVIOUS APPLICATION (D + E)	THIS PERIOD		%	(G+C)		
50	ACT Ceilings Material	\$ 35,000.00	\$ 31,500.00	\$ 3,500.00		\$ 35,000.00	100.00%		\$ 1,750.00
51	Ceramic Tile Sub	\$ 33,260.00	\$ 16,630.00	\$ 16,630.00		\$ 33,260.00	100.00%		\$ 1,663.00
52	Wood Flooring Sub	\$ 46,700.00	\$ 1,401.00			\$ 1,401.00	3.00%	\$ 45,299.00	\$ 70.05
53	Resinous Filoring Sub	\$ 32,000.00		\$ 32,000.00		\$ 32,000.00	100.00%		\$ 1,600.00
52	Resilient Floor Labor	\$ 19,420.00	\$ 4,466.60	\$ 13,982.40		\$ 18,449.00	95.00%	\$ 971.00	\$ 922.45
53	Resilient Floor Material	\$ 33,500.00		\$ 33,500.00	\$ -	\$ 33,500.00	100.00%		\$ 1,675.00
54	Carpet Tile Labor	\$ 13,250.00	\$ 6,625.00	\$ 6,625.00		\$ 13,250.00	100.00%		\$ 662.50
55	Carpet Tile Material	\$ 70,330.00		\$ 70,330.00	\$ -	\$ 70,330.00	100.00%		\$ 3,516.50
56	Sound Absorb Wall Unit Sub	\$ 15,000.00		\$ 15,000.00		\$ 15,000.00	100.00%		\$ 750.00
57	Painting Sub	\$ 55,000.00	\$ 33,000.00	\$ 19,250.00		\$ 52,250.00	95.00%	\$ 2,750.00	\$ 2,612.50
	<b>Specialties</b>								
58	Specialties Labor	\$ 4,985.00	\$ 1,994.00	\$ 2,991.00		\$ 4,985.00	100.00%		\$ 249.25
59	Visual Display Boards Matl	\$ 14,810.00		\$ 14,810.00	\$ -	\$ 14,810.00	100.00%		\$ 740.50
60	Signage Sub	\$ 6,995.00		\$ -			0.00%	\$ 6,995.00	\$ -
61	Toilet Compartments Matl	\$ 4,500.00	\$ 4,500.00	\$ -		\$ 4,500.00	100.00%		\$ 225.00
62	Toilet Accessories Matl	\$ 3,275.00		\$ 3,275.00		\$ 3,275.00	100.00%		\$ 163.75
63	Wall / Corner Guards Matl	\$ 875.00		\$ 875.00	\$ -	\$ 875.00	100.00%		\$ 43.75
64	FE / FEC Matl	\$ 800.00		\$ 800.00	\$ -	\$ 800.00	100.00%		\$ 40.00
65	Metal Lockers Sub	\$ 10,900.00		\$ 10,900.00		\$ 10,900.00	100.00%		\$ 545.00
	<b>Equipment</b>								
66	Athletic Equipment Labor	\$ 2,750.00	\$ 2,750.00	\$ -		\$ 2,750.00	100.00%		\$ 137.50
67	Athletic Equipment Material	\$ 17,500.00	\$ 17,500.00	\$ -		\$ 17,500.00	100.00%		\$ 875.00
	<b>Furnishings</b>								
68	Telescoping Bleachers Labor	\$ 2,000.00					0.00%	\$ 2,000.00	\$ -
69	Telescoping Bleachers Matl	\$ 11,400.00					0.00%	\$ 11,400.00	\$ -
	<b>Fire Protection</b>								
70	Sprinkler System Design	\$ 10,000.00	\$ 10,000.00	\$ -		\$ 10,000.00	100.00%		\$ 500.00
71	Sprinkler System Labor	\$ 25,750.00	\$ 23,175.00	\$ 2,575.00		\$ 25,750.00	100.00%		\$ 1,287.50
71	Sprinkler System Matl	\$ 27,500.00	\$ 24,750.00	\$ 2,750.00		\$ 27,500.00	100.00%		\$ 1,375.00

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 ARCHITECT'S PROJECT NO: 11-15106-00  
 L&L PROJECT: 15.012

A ITEM NO.	B DESCRIPTION	C SCHEDULED VALUE	D WORK COMPLETED		F MATERIALS PRESENTLY STORED (NOT IN D OR E)	G		H BALANCE TO FINISH (C - G)	I RETAINAGE (IF VARIABLE RATE)
			E FROM PREVIOUS APPLICATION (D + E)	E THIS PERIOD		TOTAL COMPLETED AND STORED TO DATE (D+E+F)	% (G+C)		
	<b>Mechanical</b>								
72	Grease Trap	\$ 17,500.00	\$ 17,500.00	\$ -		\$ 17,500.00	100.00%		\$ 875.00
73	Mechanical Mobilization	\$ 5,000.00	\$ 4,500.00	\$ 500.00		\$ 5,000.00	100.00%		\$ 250.00
74	Mechanical Project Management	\$ 6,000.00	\$ 5,400.00	\$ 600.00		\$ 6,000.00	100.00%		\$ 300.00
75	Mechanical Demolition	\$ 16,000.00	\$ 14,400.00	\$ 1,600.00		\$ 16,000.00	100.00%		\$ 800.00
76	Under Ground Storm System Labor	\$ 24,200.00	\$ 23,232.00	\$ 968.00		\$ 24,200.00	100.00%		\$ 1,210.00
77	Under Ground Storm System Matl	\$ 28,700.00	\$ 27,552.00	\$ 1,148.00		\$ 28,700.00	100.00%		\$ 1,435.00
78	Above Ground Storm System Labor	\$ 25,400.00	\$ 24,384.00	\$ 1,016.00		\$ 25,400.00	100.00%		\$ 1,270.00
79	Above Ground Storm System Matl	\$ 33,300.00	\$ 31,968.00	\$ 1,332.00		\$ 33,300.00	100.00%		\$ 1,665.00
80	Dom Water / Gas Labor	\$ 37,100.00	\$ 33,390.00	\$ 3,710.00		\$ 37,100.00	100.00%		\$ 1,855.00
81	Dom Water / Gas Matl	\$ 30,200.00	\$ 27,180.00	\$ 3,020.00		\$ 30,200.00	100.00%		\$ 1,510.00
82	Fixtures Labor	\$ 26,800.00	\$ 24,120.00	\$ 2,680.00		\$ 26,800.00	100.00%		\$ 1,340.00
83	Fixtures Matl	\$ 55,675.00	\$ 50,107.50	\$ 5,567.50		\$ 55,675.00	100.00%		\$ 2,783.75
84	Heating Piping / Equipment Labor	\$ 34,500.00	\$ 31,050.00	\$ 3,450.00		\$ 34,500.00	100.00%		\$ 1,725.00
85	Heating Piping / Equipment Matl	\$ 33,900.00	\$ 30,510.00	\$ 3,390.00		\$ 33,900.00	100.00%		\$ 1,695.00
86	HVAC Mobilization	\$ 5,000.00	\$ 4,500.00	\$ 500.00		\$ 5,000.00	100.00%		\$ 250.00
87	HVAC Demolition	\$ 19,500.00	\$ 17,550.00	\$ 1,950.00		\$ 19,500.00	100.00%		\$ 975.00
88	Refrigerant Piping	\$ 725.00	\$ 652.50	\$ 72.50		\$ 725.00	100.00%		\$ 36.25
89	Ductwork and Accessories Labor	\$ 47,985.00	\$ 43,186.50	\$ 4,798.50		\$ 47,985.00	100.00%		\$ 2,399.25
90	Ductwork and Accessories Material	\$ 82,900.00	\$ 74,610.00	\$ 8,290.00		\$ 82,900.00	100.00%		\$ 4,145.00
91	Power Ventilators Labor	\$ 4,300.00	\$ 3,870.00	\$ 430.00		\$ 4,300.00	100.00%		\$ 215.00
92	Power Ventilators Material	\$ 1,300.00	\$ 1,170.00	\$ 130.00		\$ 1,300.00	100.00%		\$ 65.00
93	Air Terminal Units Labor	\$ 3,300.00	\$ 3,300.00	\$ -		\$ 3,300.00	100.00%		\$ 165.00
94	Air Terminal Units Material	\$ 850.00	\$ 850.00	\$ -		\$ 850.00	100.00%		\$ 42.50
95	Air Outlets Labor	\$ 3,800.00	\$ 3,420.00	\$ 190.00		\$ 3,610.00	95.00%	\$ 190.00	\$ 180.50
96	Air Outlets Material	\$ 8,300.00	\$ 7,470.00	\$ 415.00		\$ 7,885.00	95.00%	\$ 415.00	\$ 394.25
97	HVAC Gravity Ventilators L	\$ 475.00	\$ 475.00	\$ -		\$ 475.00	100.00%		\$ 23.75
98	HVAC Gravity Ventilators M	\$ 650.00	\$ 650.00	\$ -		\$ 650.00	100.00%		\$ 32.50
99	Air Filters Labor	\$ 165.00	\$ 165.00	\$ -		\$ 165.00	100.00%		\$ 8.25

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A ITEM NO.	B DESCRIPTION	C SCHEDULED VALUE	D WORK COMPLETED		F MATERIALS PRESENTLY STORED (NOT IN D OR E)	G TOTAL COMPLETED AND STORED TO DATE (D+E+F)		H BALANCE TO FINISH (C - G)	I RETAINAGE (IF VARIABLE RATE)
			FROM PREVIOUS APPLICATION (D + E)	THIS PERIOD		%	(G+C)		
100	Air Filters Material	\$ 900.00	\$ 900.00	\$ -		\$ 900.00	100.00%		\$ 45.00
101	Package AHU Labor	\$ 111,600.00	\$ 111,600.00	\$ -		\$ 111,600.00	100.00%		\$ 5,580.00
102	Package AHU Material	\$ 4,500.00	\$ 4,500.00	\$ -		\$ 4,500.00	100.00%		\$ 225.00
103	Split System AC Units L	\$ 3,000.00	\$ 3,000.00	\$ -		\$ 3,000.00	100.00%		\$ 150.00
104	Split System AC Units M	\$ 450.00	\$ 450.00	\$ -		\$ 450.00	100.00%		\$ 22.50
105	Temperature Control Sub	\$ 56,765.00	\$ 51,088.50	\$ 5,676.50		\$ 56,765.00	100.00%		\$ 2,838.25
106	Insulation Sub	\$ 31,700.00	\$ 28,530.00	\$ 3,170.00	\$ -	\$ 31,700.00	100.00%		\$ 1,585.00
107	Test / Balance System	\$ 7,660.00					0.00%	\$ 7,660.00	\$ -
	<b>Electrical</b>								
108	Electrical Mobilization	\$ 5,400.00	\$ 5,400.00	\$ -		\$ 5,400.00	100.00%		\$ 270.00
109	Temporary Power / Lights	\$ 4,000.00	\$ 3,600.00	\$ 400.00		\$ 4,000.00	100.00%		\$ 200.00
110	Electrical Demolition	\$ 6,770.00	\$ 6,093.00	\$ 677.00		\$ 6,770.00	100.00%		\$ 338.50
111	Conduit / Raceways Labor	\$ 64,400.00	\$ 57,960.00	\$ 6,440.00		\$ 64,400.00	100.00%		\$ 3,220.00
112	Conduit / Raceways Material	\$ 36,900.00	\$ 33,210.00	\$ 3,690.00	\$ -	\$ 36,900.00	100.00%		\$ 1,845.00
113	Wire / Cable Labor	\$ 42,300.00	\$ 38,070.00	\$ 4,230.00		\$ 42,300.00	100.00%		\$ 2,115.00
114	Wire / Cable Material	\$ 51,400.00	\$ 46,260.00	\$ 5,140.00		\$ 51,400.00	100.00%		\$ 2,570.00
115	Bonding / Grounding Labor	\$ 7,100.00	\$ 6,390.00	\$ 710.00		\$ 7,100.00	100.00%		\$ 355.00
116	Bonding / Grounding Material	\$ 5,100.00	\$ 4,590.00	\$ 510.00		\$ 5,100.00	100.00%		\$ 255.00
117	ID for Electrical Systems Labor	\$ 1,200.00	\$ 1,080.00	\$ 120.00		\$ 1,200.00	100.00%		\$ 60.00
118	ID for Electrical Systems Material	\$ 1,200.00	\$ 1,080.00	\$ 120.00		\$ 1,200.00	100.00%		\$ 60.00
119	Lighting Controls Labor	\$ 6,800.00	\$ 6,120.00	\$ 680.00		\$ 6,800.00	100.00%		\$ 340.00
120	Lighting Controls Material	\$ 21,400.00	\$ 19,260.00	\$ 2,140.00		\$ 21,400.00	100.00%		\$ 1,070.00
121	Panelboards Labor	\$ 9,100.00	\$ 8,190.00	\$ 910.00		\$ 9,100.00	100.00%		\$ 455.00
122	Panelboards Material	\$ 9,100.00	\$ 8,190.00	\$ 910.00		\$ 9,100.00	100.00%		\$ 455.00
123	Devices / Trim Labor	\$ 16,200.00	\$ 14,580.00	\$ 810.00		\$ 15,390.00	95.00%	\$ 810.00	\$ 769.50
124	Device / Trim Material	\$ 11,650.00	\$ 10,485.00	\$ 582.50		\$ 11,067.50	95.00%	\$ 582.50	\$ 553.38
125	Generator and Transfer Switch Labor	\$ 5,100.00	\$ 4,590.00	\$ 510.00		\$ 5,100.00	100.00%		\$ 255.00
126	Generator and Transfer Switch Matl	\$ 4,100.00	\$ 3,690.00	\$ 410.00		\$ 4,100.00	100.00%		\$ 205.00
127	Interior Lighting Labor	\$ 37,400.00	\$ 28,050.00	\$ 7,480.00		\$ 35,530.00	95.00%	\$ 1,870.00	\$ 1,776.50

# CONTINUATION SHEET

AIA DOCUMENT G703

AIA Document G702, APPLICATION AND CERTIFICATION FOR PAYMENT, containing Contractor's signed certification is attached.

In tabulations below, amounts are stated to the nearest dollar.

Use Column I on Contracts where variable retainage for line items may apply.

**Karen Acres Elementary** APPLICATION NO: Eleven (11)  
**School Addition & Renovation** APPLICATION DATE: 6-Sep-16  
**Urbandale, IA 50322** PERIOD TO: 30-Aug-16  
 ARCHITECT'S PROJECT NO: 11-15106-00  
 L&L PROJECT: 15.012

A ITEM NO.	B DESCRIPTION	C SCHEDULED VALUE	D WORK COMPLETED		F MATERIALS PRESENTLY STORED (NOT IN D OR E)	G		H BALANCE TO FINISH (C - G)	I RETAINAGE (IF VARIABLE RATE)
			FROM PREVIOUS APPLICATION (D + E)	THIS PERIOD		TOTAL COMPLETED AND STORED TO DATE (D+E+F)	% (G+C)		
128	Interior Lighting Material	\$ 116,803.00	\$ 40,596.00	\$ 76,207.00	\$ -	\$ 116,803.00	100.00%		\$ 5,840.15
129	Exterior Lighting Labor	\$ 4,100.00	\$ 3,690.00	\$ 410.00		\$ 4,100.00	100.00%		\$ 205.00
130	Exterior Lighting Material	\$ 13,900.00	\$ 12,510.00	\$ 1,390.00		\$ 13,900.00	100.00%		\$ 695.00
131	IT / Telecommunications Labor	\$ 31,177.00	\$ 28,059.30	\$ 3,117.70		\$ 31,177.00	100.00%		\$ 1,558.85
132	IT / Telecommunication Material	\$ 34,150.00	\$ 30,735.00	\$ 3,415.00		\$ 34,150.00	100.00%		\$ 1,707.50
133	Sound Reinforcement Labor	\$ 26,400.00	\$ 25,344.00	\$ 1,056.00		\$ 26,400.00	100.00%		\$ 1,320.00
134	Sound Reinforcement Material	\$ 51,400.00	\$ 46,260.00	\$ 5,140.00		\$ 51,400.00	100.00%		\$ 2,570.00
135	Intercommunication Systems Labor	\$ 14,200.00	\$ 12,780.00	\$ 1,420.00		\$ 14,200.00	100.00%		\$ 710.00
136	Intercommunications Systems Material	\$ 31,400.00	\$ 28,260.00	\$ 3,140.00		\$ 31,400.00	100.00%		\$ 1,570.00
137	Fire Alarm System Labor	\$ 14,600.00	\$ 13,140.00	\$ 1,460.00		\$ 14,600.00	100.00%		\$ 730.00
138	Fire Alarm System Material	\$ 25,700.00	\$ 23,130.00	\$ 2,570.00		\$ 25,700.00	100.00%		\$ 1,285.00
	<b>Sitework</b>								
139	Excavation / Site Grading Sub	\$ 65,000.00	\$ 65,000.00	\$ -		\$ 65,000.00	100.00%		\$ 3,250.00
140	Site Utilities - Water	\$ 24,500.00	\$ 24,500.00	\$ -		\$ 24,500.00	100.00%		\$ 1,225.00
141	Site Utilities - Storm Sewer	\$ 95,000.00	\$ 95,000.00	\$ -		\$ 95,000.00	100.00%		\$ 4,750.00
142	Site Utilities - Sanitary Sewer	\$ 19,750.00	\$ 19,750.00	\$ -		\$ 19,750.00	100.00%		\$ 987.50
143	Erosion / SWIPP Control	\$ 7,500.00	\$ 7,125.00	\$ 375.00		\$ 7,500.00	100.00%		\$ 375.00
144	Termite Control	\$ 2,050.00	\$ 2,050.00	\$ -		\$ 2,050.00	100.00%		\$ 102.50
145	Concrete Sidewalks	\$ 15,000.00	\$ 15,000.00	\$ -		\$ 15,000.00	100.00%		\$ 750.00
146	Pavement Markings	\$ 1,240.00	\$ 1,240.00	\$ -		\$ 1,240.00	100.00%		\$ 62.00
147	Seeding	\$ 6,500.00		\$ -			0.00%	\$ 6,500.00	\$ -
148	Plantings	\$ 2,500.00	\$ 2,500.00	\$ -		\$ 2,500.00	100.00%		\$ 125.00
	<b>Change Orders</b>								
149	Change Order #1	\$ 6,211.00	\$ 1,276.00	\$ 4,935.00		\$ 6,211.00	100.00%		\$ 310.55
150	Change Order #2	\$ 9,319.00	\$ 9,319.00	\$ -		\$ 9,319.00	100.00%		\$ 465.95
151	Change Order #3	\$ 12,650.00	\$ 9,987.00	\$ -		\$ 9,987.00	78.95%	\$ 2,663.00	\$ 499.35
152	Change Order #4	\$ 53,751.64	\$ 53,751.64	\$ -		\$ 53,751.64	100.00%		\$ 2,687.58



# CONTINUATION SHEET

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A ITEM NO.	B DESCRIPTION	C SCHEDULED VALUE	D WORK COMPLETED		F MATERIALS PRESENTLY STORED (NOT IN D OR E)	G		H BALANCE TO FINISH (C - G)	I RETAINAGE (IF VARIABLE RATE)
			FROM PREVIOUS APPLICATION (D + E)	THIS PERIOD		TOTAL COMPLETED AND STORED TO DATE (D+E+F)	% (G+C)		
				GRAND TOTALS		\$ 4,229,351.64	\$ 3,487,191.24		
				573,195.00		4,060,386.09	96	140,964.75	203,019.34

Users may obtain validation of this document by requesting of the license a completed AIA Document D401 - Certification of Document's Authenticity

School Board Meeting  
September 12, 2016  
Special Report # 11

		Str Disagree		Disagree		Agree		Str Agree		Not Observed		% Agree/SA		% Disagree/SDA		# Observed	
		2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015
1	The Board works with the Superintendent and staff in a climate of professionalism and mutual respect.	0	0	5	6	8	12	3	0	1	0	68.8%	66.7%	31.3%	33.3%	16	18
2	Board members communicate with district staff using the approved procedure.	0	0	3	7	10	12	0	0	4	0	76.9%	63.2%	23.1%	36.8%	13	19
3	The Board has adopted and practices the Board code of ethics.	0	0	1	4	10	14	3	0	3	0	92.9%	77.8%	7.1%	22.2%	14	18
4	The Board exhibits ethics, integrity, flexibility, and tact when working as a Board.	0	0	4	7	10	12	2	0	1	0	75.0%	63.2%	25.0%	36.8%	16	19
5	The Board supports the superintendent and district in using a systems approach to continuous improvement to improve departments, schools, and classrooms.	0	0	1	1	13	16	2	1	1	0	93.8%	94.4%	6.3%	5.6%	16	18
6	The Board is accessible and responsive to the Superintendent, staff, and other stakeholders.	1	1	0	2	12	15	4	1	0	0	94.1%	84.2%	5.9%	15.8%	17	19
7	Board members use the district process and chain of command to resolve problems and complaints.	0	2	4	5	7	11	2	0	4	0	69.2%	61.1%	30.8%	38.9%	13	18
8	The Board works as a team in leading the district.	0	2	5	3	10	15	1	0	1	0	68.8%	75.0%	31.3%	25.0%	16	20
9	The Board makes decisions to support the district priorities and not individual Board member agendas.	1	2	5	9	9	8	1	0	1	0	62.5%	42.1%	37.5%	57.9%	16	19
10	The Board builds and maintains relationships with other governmental agencies.	0	0	0	3	5	15	4	0	8	0	100.0%	83.3%	0.0%	16.7%	9	18
11	The Board builds and maintains relationships with the community.	0	1	0	2	7	15	7	0	3	0	100.0%	83.3%	0.0%	16.7%	14	18
12	The Board incorporates core values (best practices) in Board operations.	1	0	3	10	10	7	0	0	2	0	71.4%	41.2%	28.6%	58.8%	14	17
13	The Board demonstrates fiscal responsibility in management of the budget.	1	0	0	4	15	13	1	3	0	0	94.1%	80.0%	5.9%	20.0%	17	20
14	The Board provides for adequate district facilities.	1	3	5	8	11	7	0	2	0	0	64.7%	45.0%	35.3%	55.0%	17	20

**2016 Comments**

1	Board members display a low level of trust for UCSD administrators. There are many instances where members are not staying at the policy level in meetings.
2	Disagree comments pertain to facilities-related decisions over the past couple of year.
3	I would like to see the board members work to improve their performance related to being "accessible and responsive to the Superintendent, staff, and other stakeholders." I would welcome the opportunity to have board members in my building and to discuss with them celebrations, concerns, issues that would ensure they know what is happening in the district. Teachers would also like the same contact. I would encourage the board to not only use numerical data (scores, etc...) but also feedback from surveys.
4	The board continues to operate at too low a level, getting into details that are the responsibility of the paid leadership. This has the (presumably unintended) effect of communicating distrust of the work done by the district leaders. Their support of the continued quality continuous improvement however, is very positive, and critical to district

**2015 Comments**

1	The board does not seem to trust administrators. A few board members seem to dominate all discussions and make decisions on personal agendas/future aspirations. Pleased that	
2	Only responded to the questions that I have direct knowledge of.	
3	I would have appreciated a never-sometimes-usually-always scale.	
4	Some on the board operate with a high level of mistrust toward district management. Morale among administrators is low.	
5	Increase communication between board and building administrators as a means for removing roadblocks. Allow for more input from building administrators with regards to	
6	The time spent questioning practices that should be trusted by the administration to handle is concerning. The Board exists to govern district policies. Working "on" the system vs. "within" the system is something that should be of greater importance.	
7	Most of these I am not in a position to observe so I did not respond.	
8	disrespectful when board members are on their phones while people are presenting. In board meetings I have attended, I don't feel like they operate as a team, but a collection of individuals. I don't feel like the board respects the work of the administrators. I feel like the board is supportive of the systems work, and I am glad they are trying to learn and use these practices as well.	

## **Feedback for the Urbandale Board of Education**

### **The Board works with the superintendent and staff in a climate of professionalism and mutual respect.**

- It doesn't feel respectful when a lot of the administrative decisions are questioned by the board. (e.g. purchases, finances, questions from the directors for agenda topics)

### **Board members communicate with district staff using the approved procedure.**

- Emails to principals/admin team without a CC to Steve or Shelly.
- Direct contact with district staff and not always following chain of command.
- Whispers and "side-bars" during board meetings.
- Lots of "messaging" in body language during board meetings is evident to public.

### **Board members use the district process and chain of command to resolve problems and complaints.**

- Principals don't always feel concerns come from a "parent" view vs a board member.
- Don't always act appropriate when board members hear from a friend in the district.
- Seems that board members always want to know everything that is going on when they visit.

### **The Board exhibits ethics, integrity, flexibility, and tact when working as a Board.**

- Discussion on raises was not dealt with tact
- Administration doesn't feel the board trust their judgement when they question line item purchases
- Several mentioned that when they follow the board policy with purchases, the board still makes them feel like they did something wrong

### **The Board works as a team in leading the district.**

- Doesn't appear that the board utilizes any systemic processes; and should as leaders of the district
- Always asking, "Is this in the budget?" but several times when the board thinks it's a good use of money, no one ask that question (e.g. playground equipment)

### **The Board makes decisions to support the district priorities and not individual Board member agendas.**

- Appears to be a frequent practice that individual board members are swayed by stakeholders where their kids go to school and then they don't see things from a district perspective.
- Some voices are too loud so others appear to shut down

### **The Board incorporates core values (best practices) in Board operations.**

- Appears there are no processes in place; not evident to public at meetings

### **The Board provides for adequate district facilities.**

- Different situations create different perspectives (as Keri shared at board meeting); board can't help this sometimes because of people's unique situation/perspective
- Seem to desire "band-aid" remedies instead of long-term solutions
- Example: when the board agreed to reducing elementary schools to five, then switched one month later.....also denied a maintenance building.....denied a larger AO
- Appreciate the Board approving the QLEO process



**Clarifying the Comments:**

- 1) Directors should not carry their work with them to the board table; trust administrations recommendations. Questioning indicate the board thinks administration lives in a vacuum and doesn't utilize a vetting process in making decisions. Frequently discuss things beyond governance and policy. Many stated the board makes them very uncomfortable by being "grilled" with questions
  
- 2) I clarified the roles and reminded them that when directors attend school activities, they are not really there to represent the board and they cannot ask about concerns, celebrations, and issues.
  
- 4) Doesn't appear to trust Shelly with financials. Why not? If Supt or Shelly thought we couldn't afford something, they would not even make the recommendation.

The administrative team members wanted to also note that most all of the scores are up from last year; showing improvement. Efforts of the directors is appreciated.

## Urbandale Community School District Board Goals

**UCSD Board Mission:** To partner with stakeholders to teach all and reach all through governance of Board Policy and Operating Protocol.

**Goal #1: Increase board effectiveness to support district administration in improving student learning**

**Goal Champion:**

**Goal Team:** Cate Newberg, Aaron Applegate, and Tanya Ruden

Success Measures:

1. Board Meeting Attendance
2. Improve percent of "agree" and "strongly agree" on board survey items: 1, 2, 4, 5, 6, 7, 8, & 12

Key Strategies:

1. Valid work sessions
2. Communication with stakeholders
3. Teamwork
4. Data-driven decision making

Action Steps:

Action Step	Responsibility	Target Date	Evidence of Effectiveness
1. Strategic Plan for work sessions	President, Superintendent	1/month on average	Attendance, evaluations/accomplishments
2. Follow Chain of Command <ul style="list-style-type: none"> <li>▪ Training, educate board on history, policy, procedures</li> <li>▪ Meet with officials</li> <li>▪ Board communication in Urbandale Viewpoint</li> <li>▪ PTO Meetings</li> </ul>	Everyone on board Everyone on board  Everyone on board-rotate President (w/feedback)  Everyone on board-rotate	Ongoing Each new school year  Monthly Bi-annually to start-quarterly goal  Each quarter	Overall understanding/ knowledge/ district staff knowledge  Overall understanding/knowledge in community  Documents created and analytics  Attend one meeting/quarter
3. Teamwork (working well with others)	President, Superintendent, entire board, "chief fun officer"	1 per quarter	Team building events, social events to get to know each other better
4. Data Driven Decision Making	Admin/Board	Each quarter	Fits into and identified in strategic plan, understanding of goal for data

**Goal #2: Establish and maintain key financial targets**

**Goal Champion:** Aldrich Cabildo

**Goal Team:** Aldrich Cabildo, Katherine Howsare, and Graham Giles

Success Measures:

1. Solvency ratio
2. Spending Authority

Key Strategies:

Continue to familiarize with district finance and budget  
Shared Knowledge

Action Steps:

Action Step	Responsibility	Target Date	Evidence of Effectiveness
May 9 Work Session	Steve, Shelley, Board	May 9, 2016	Feedback Questions
Comparison of monthly expenditures, revenues year to year. Pare financial reports to essence of data needed.	Shelley Board	Monthly Board Meetings Beginning August 2016	Board Packet Discussion if needed/review of trends
Continued focus on appropriate solvency ratio	Board, Steve, Shelley	Ongoing	Continued solvency ratio 7.5 or above (a target of 10-12%)
Re-establish Finance Committee Meetings	Shelley & Board Members	May 9, 2016	Discussion of advantages/disadvantages

# FAQ: Superintendent Evaluation

## FAQ: Superintendent Evaluation

### In our district, the board evaluates the superintendent only on progress toward his/her goals. Is this enough?

The Iowa Code states that at a minimum, administrator evaluation must be based on both:

- Competence in meeting the Iowa Standards for School Leaders (ISSL) and
- Performance/progress on the superintendent's goals.

### Is a once per year superintendent annual evaluation adequate?

- This does meet the minimum requirement of the law. However, best practice suggests that a superintendent evaluation process is more meaningful and helpful if it is ongoing and takes place over the course of a year. IASB, School Administrators of Iowa (SAI), as well as experts and practitioners in the field strongly endorse a year-long process that includes time for the superintendent to update the board on progress toward reaching his or her goals and time for the board to provide feedback on a regular basis (progress report conferences).

### In addition to the law, are there other documents that the board and superintendent need to keep in mind as they conduct the superintendent evaluation process?

- It is essential for boards and superintendents to review board policy regarding superintendent evaluation if they have one. While many districts do not have specific policy regarding this area, and it is not necessary, board teams and superintendents need to follow existing policy or seek to revise policy if it is not aligned with the law nor working as desired.
- The Iowa Department of Education Standards says this regarding evaluation: "12.3(3) Personnel evaluation. Each board shall adopt evaluation criteria and procedures for all contracted staff. The evaluation processes shall conform to Iowa Code sections 279.14 [pertains to teachers, counselors, media specialists, etc.] and 279.23A [refers to administrators.]"

- The district must have a job description for the superintendent or should develop one (American's with Disabilities Act – ADA requirement.)

## **How strong should the connection be between superintendent's goals and district goals or priorities?**

- The more tightly the superintendent's goals are aligned to district goals, the better! Superintendent goals have the potential to make a significant impact when the board and superintendent have been intentional about tying the majority or all of the superintendent's goals to the district vision, mission, priorities, and goals.

## **How many goals should our superintendent have?**

- A general rule of thumb is to limit the goals to no more than three. The concept is "less is more" and this idea is reinforced in school improvement literature. There are exceptions and a specific board and superintendent may have good reasons for the superintendent having more than three goals. However, the best advice from IASB staff is to intentionally limit the number of goals for the superintendent.

## **How does the board and superintendent gauge the progress on the superintendent's goals and overall performance?**

- Establishing the superintendent's goals is a critical step for the board and superintendent team, but it's only part of the process.
- Two other important conversations should occur.
  - First, it is preferable for the superintendent to take the lead in initially identifying and recommending indicators of progress and determining key supports for the superintendent to achieve his/her goals.
  - Second, the board and superintendent should devote time early in the school year to discuss and agree upon indicators of progress and the key supports the superintendent needs from the board in order to achieve his/her goals and perform satisfactorily on the Iowa Standards for School Leaders (ISSL).

## Should our board team wait until spring before we prepare to evaluate the superintendent?

- IASB sometimes receives calls like this from board members in the spring. Often, new board members elected the previous fall call IASB and share a scenario like this: “Our board president handed out blank evaluation forms at our most recent meeting in April and asked board members to complete the form within the next two weeks and send it to the board president to compile. Either I didn’t know this was coming or I missed this topic during prior conversations at the board table. Is there a better way for new board members to prepare for this task? For next school year, I’d like our team to get organized earlier in the fall.”
- Best practice is for the whole board team to review the superintendent evaluation process in the late summer or early fall after new board members or a new superintendent have assumed duties. This is an opportune time for the whole board team and superintendent to review the district’s superintendent evaluation process and materials including: the Standards for School Leaders (ISSL), the superintendent’s goals, related documents such as superintendent job description and board policy if the district has one. It’s also a good chance to review the anticipated timeline during the year when the board will hear and discuss progress reports on goals with the superintendent. During these discussions the board can provide feedback to the superintendent on progress toward goals and overall performance.

## In what ways should board members be involved in providing input and who should actually meet with the superintendent to conduct the end of the year evaluation conference?

### **Preparing for the end of the year superintendent evaluation and conference**

- The superintendent evaluation process is a tremendous opportunity for each board member to provide input. Whether the evaluation tool includes rating scales, rubrics or open-ended responses, every board member has a chance to be heard. After board input is collected, it is important for the whole board to work through a process to summarize the input of board members. The summary should reflect overall themes identified by the board as a whole,

while recognizing each member sees things from a different viewpoint.

- With this in mind, it can be challenging for the whole board to discuss the compiled input, reconcile differences, and identify major or overarching themes. However, the overall themes are the essential areas for the board to communicate with the superintendent.
- This type of process can help ensure whole board team awareness of the overall, summary comments and the final end of the year written evaluation information before it is shared with the superintendent.

### **Conducting the end of the year superintendent evaluation conference**

- Boards use a variety of ways to conduct the superintendent evaluation conference. Here are typical examples:
  - Board president meets with the superintendent
  - Board president and vice president meet with the superintendent
  - Board sub-committee meets with the superintendent
  - Whole board team meets with the superintendent
- In general, IASB staff encourages the whole board team to participate in the end of the year superintendent evaluation conference. This provides all board members the opportunity for first-hand awareness of the information communicated between the board and superintendent regarding the superintendent's performance.
- Although the board may have one or two spokespersons who lead the end of the year evaluation conference (e.g. such as the board president and/or vice president), the board can reinforce the importance of superintendent evaluation by participating as a whole board team.



## **Is there anything else our board team and superintendent should keep in mind as we prepare for and conduct the superintendent's end of the year evaluation conference?**

- The Superintendent's end of the year, summary evaluation conference is a good time to identify initial ideas for superintendent goals for the next school year. This could include adding new goals, refining or adding next steps to prior goals, continuing to work on existing goals, or a combination of these. These ideas may only be draft goals which the board and superintendent can revisit, refine, and finalize at another time.
- If the board has conducted a self-assessment, it's also a great opportunity to consider aligning one or more superintendent goals with the board's priorities for self-improvement for the next school year.

## **After progress reports during the year and the final end of the year summary superintendent evaluation, what should happen with the information?**

- The board is encouraged to hear and discuss periodic progress reports from the superintendent during the year (progress report conferences). It is also good practice for the board team as a whole to capture notes regarding overall summary themes from progress report conferences with the superintendent. These notes should be kept in the superintendent's personnel file and used by the board as a basis for preparing the superintendent's final evaluation later in the school year.
- The final, summary evaluation of the superintendent, including the overall summary of progress toward goals, indicators of progress, and performance on the Iowa Standards for School Leaders (ISSL) needs to be captured on the district's superintendent evaluation instrument. The summary superintendent evaluation should be placed in the superintendent's personnel file in the district office. This is for the protection of both the board and the superintendent.



# Superintendent Leadership Performance Review: A Systems Approach



Developed by and for Iowa school leaders with support from the Iowa Association of School Boards, School Administrators of Iowa and The Wallace Foundation



This model process is designed to promote a reflective conversation between school board members and their superintendent. This collaborative approach is for the purpose of improvement of performance of both the superintendent and the system so that student achievement increases.

# Superintendent Evaluation: A Systems Approach

## Introduction

The process of evaluating a superintendent is a very important tool in the entire improvement efforts of a school district. It defines expectations, enhances communication, prioritizes district goals and supports the board of education to focus its attention on holding the superintendent accountable for improving the achievement of all students.

Superintendent evaluation should reflect a systems approach. Such an approach should be guided by a set of ethics, values, and beliefs that undergird the work so both the superintendent and members of the board can operate in an integrity-filled manner.

The following system of evaluation is a model which can be adapted for such a purpose. Senate File 277, enacted by the 2007 Iowa Legislature, requires that superintendents be

evaluated annually based on the six Iowa Standards for School Leaders (ISSL). The minimum requirement of Iowa law is that individuals new to administration have a comprehensive evaluation during their initial year of employment. Best practice is for administrators who assume a new administrative position to have a summative evaluation during their first year in the new position. After the initial summative evaluation the law requires an annual formative assessment around the superintendent's Individual Professional Development Plan (IPDP). The three-year summative evaluation requires documentation of competence on the six ISSL standards, meeting of district expectations drawn from the district's Comprehensive School Improvement Plan, Individual Professional Development Plan attainment and other supporting documentation.

## Operating Principles

A comprehensive superintendent evaluation process must:

- 1. Link to academic, social and emotional growth for all students in the system.**  
**Rationale:** Multiple measures of all types of student learning must be included in the definition of accountability.
- 2. Recognize the importance of a superintendent's work in the moral dimensions of leadership to facilitate a better quality of life for all groups, both inside the school community and in the greater community.**  
**Rationale:** The larger work of the superintendent is about shaping the future of the community and having a positive effect on people's lives.
- 3. Align with the six Iowa Standards for School Leaders (ISSL).**  
**Rationale:** Senate File 277, enacted by the 2007 Iowa Legislature, requires that superintendents be evaluated annually based on the six Iowa Standards for School Leaders.
- 4. Have research-based criteria about effective superintendent behaviors which are substantiated by measurable data from multiple sources and are legal, feasible, accurate and useful.**  
**Rationale:** Standards of any kind are only effective if they meet propriety, utility, feasibility and accuracy measures. (Examples of multiple data sources are a superintendent self-assessment; a portfolio compiled by the superintendent; 360° feedback; the school improvement plan; artifacts that address previous goals, school board meeting agendas, etc.)

**5. Provide opportunities for personal and professional growth.**

**Rationale:** Evaluation processes must address the whole person and be oriented toward continuous improvement. See Sample 2 (Individual Professional Development Plan) and Sample 3 (Remediation Form) in this packet.

**6. Be ongoing and connected to school improvement goals.**

**Rationale:** An evaluation is a process, not a once-a-year conversation, and must be connected to Comprehensive School Improvement Plans.

**7. Connect the district’s goals with its publics’ vision for their schools.**

**Rationale:** Goals cannot be developed in isolation; district goals must reflect the community’s highest hopes for its public schools.

**8. Be intended to improve performance not prove incompetence.**

**Rationale:** An effective evaluation process is predicated on a spirit of providing feedback for growth, not on finding evidence of shortcomings. If a board is considering evaluation for the purposes of termination, other processes should be employed.

<b>Suggested Timeline for Superintendent Evaluation</b>	
<b>Suggested Timeline</b>	<b>Action</b>
<b>Late Spring</b>	<ol style="list-style-type: none"> <li>1. Superintendent and board clarify vision, mission and long-range plans for district.</li> <li>2. Board and superintendent review superintendent job description and evaluation process, forms, indicators, timelines and possible supporting documents/information/data to be used to measure performance.</li> </ol>
<b>Early Summer</b>	<ol style="list-style-type: none"> <li>3. Superintendent creates Individual Professional Development goals based on district goals, which are measurable and doable in 12 months. The goals are mutually agreed to by the board/superintendent and shared with staff.</li> <li>4. An Individual Professional Development Plan is developed by the superintendent in cooperation with the board to support his/her goals.</li> </ol>
<b>Fall</b>	<ol style="list-style-type: none"> <li>5. Board President and superintendent review evaluation process and forms with new board members following the election.</li> </ol>
<b>Quarterly or Early Winter</b>	<ol style="list-style-type: none"> <li>6. Superintendent makes interim progress reports to the board on district goals and Individual Professional Development Plan goals..</li> </ol>
<b>Spring</b>	<ol style="list-style-type: none"> <li>7. Superintendent completes a self-assessment including reflections and supporting artifacts and provides it to the board.</li> <li>8. Individual board members complete evaluation forms and bring the forms to the board’s evaluation session or send copies to the board president or board secretary to be compiled, according to district’s procedures.</li> <li>9. Board members meet to discuss their evaluations and develop the board’s official written document(s) that will be shared with the superintendent following the meeting. The meeting must follow the provisions of Iowa’s open meetings law Ch.21.5(a) or 21.5(i) and the advice of district’s legal council.</li> <li>10. The board’s official evaluation document(s) is/are shared, clarified and discussed with the superintendent, following the open meetings/open records laws. Changes to the evaluation may be made as a result of the discussions. Remediation Targets (if any) will be included as a part of the final evaluation document(s) as a confidential personnel record (Sample 3).</li> <li>11. A copy of the final written evaluation form is placed in the superintendent’s personnel folder.</li> <li>12. Iowa law requires that notification of a board’s intent to terminate the contract of a superintendent occur by May 15.</li> </ol>
<b>Late Spring</b>	<ol style="list-style-type: none"> <li>13. Return to the beginning of the cycle.</li> </ol>

# Sample 1: Superintendent Evaluation Form

## Part I - Job Responsibilities

**Standard 1: An educational leader promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. (Shared Vision)**

*The descriptors supporting each criterion are provided as examples of the kind of activities/behaviors that would support the criterion. The descriptors are not exhaustive nor would it be reasonable to expect that a superintendent demonstrate competence on all descriptors. The artifacts listed are meant to provide examples of evidence of work on the standards. The artifacts listed are not exhaustive nor would it be reasonable to expect a superintendent to provide all of the artifacts.*

**1a. In collaboration with others, uses appropriate data to establish rigorous, concrete goals in the context of student achievement and instructional programs.**

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Identifies critical data elements with stakeholder groups (e.g., teacher leaders, principals, School Improvement Advisory Committee, Board, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board agendas/administrative team agendas</li> <li>▪ Presentations to groups, including teachers (shareholders/ stakeholders)</li> <li>▪ Comprehensive School Improvement Plan actions for Annual Progress Report</li> </ul>
<ul style="list-style-type: none"> <li>■ Ensures data-driven goals are set for the building and district teams.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board and administrative goals</li> <li>▪ Growth goals for administrators</li> <li>▪ Work with School Improvement Advisory Committee (SIAC) (documentation)</li> </ul>
<ul style="list-style-type: none"> <li>■ Participates in planning process to establish measurable goals with all stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>▪ “Observational” data from board, staff, etc.</li> <li>▪ Comprehensive School Improvement Plan</li> <li>▪ Evidence of annual review of district’s mission statement and alignment to practice</li> <li>▪ Opening day PowerPoint-type presentation</li> <li>▪ Podcasts/video communicating district vision and accomplishments</li> <li>▪ Iowa Core Curriculum – vision</li> <li>▪ Collaborative sharing of programs, etc. (agendas and minutes)</li> </ul>

**1b. Uses research and/or best practices in improving the education program.**

<b>Descriptors</b>	<b>Examples of Evidence/Artifacts</b>
<ul style="list-style-type: none"> <li>■ Demonstrates knowledge of current research and best practice.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board agendas/administrative team agendas</li> <li>▪ Media – Newsletter/paper articles/Web site</li> <li>▪ Presentations to groups, including teachers (shareholders/stakeholders)</li> </ul>
<ul style="list-style-type: none"> <li>■ Ensures staff has access to information and/or examples of current research and best practice.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Comprehensive School Improvement Plan actions for Annual Progress Report</li> <li>▪ Board and administrative goals</li> <li>▪ Growth goals for administrators</li> </ul>
<ul style="list-style-type: none"> <li>■ Aligns goals with current research and best practice about high-quality instructional programs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board policy and administrative policy enforcement that’s reflective of a “new” vision with supporting materials</li> <li>▪ Participation on state, regional, national initiatives (documentation)</li> </ul>
<ul style="list-style-type: none"> <li>■ Systematically engages stakeholders in discussions about current research and best practice.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Comprehensive School Improvement Plan</li> <li>▪ Communication “vehicles” that make the school vision visible to stakeholders including using technology</li> <li>▪ Opening day PowerPoint-type presentation</li> <li>▪ Podcasts/video communicating district vision and accomplishments</li> <li>▪ Collaborative sharing of programs, etc. (agendas and minutes)</li> </ul>

**1c. Articulates and promotes high expectations for teaching and learning.**

<b>Descriptors</b>	<b>Examples of Evidence/Artifacts</b>
<ul style="list-style-type: none"> <li>■ Holds administrative team to established expectations for teacher and student performance.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board agendas/administrative team agendas</li> <li>▪ Media – Newsletter/paper articles/Web site</li> <li>▪ Presentations to groups, including teachers (shareholders/ stakeholders)</li> </ul>
<ul style="list-style-type: none"> <li>■ Works with stakeholders to establish expectations for teacher and student performance.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Comprehensive School Improvement Plan actions for Annual Progress Report</li> <li>▪ Board and administrative goals</li> <li>▪ Growth goals for administrators</li> </ul>
<ul style="list-style-type: none"> <li>■ Communicates and discusses expectations for teaching and learning with stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work with School Improvement Advisory Committee (SIAC) (documentation)</li> <li>▪ “Observational” data from board, staff, etc.</li> <li>▪ Comprehensive School Improvement Plan</li> </ul>
<ul style="list-style-type: none"> <li>■ Promotes the belief that all students will master rigorous academic standards.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evidence of annual review of district’s mission statement and alignment to practice</li> <li>▪ Communication vehicles, including using technology, that make the school vision visible to stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>■ Facilitates goal setting to improve student achievement.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Opening day PowerPoint-type presentation</li> <li>▪ Podcasts/video communicating district vision and accomplishments</li> <li>▪ Iowa Core Curriculum – vision</li> <li>▪ Collaborative sharing of programs, etc. (agendas and minutes)</li> </ul>

**1d. Aligns and implements the education programs, plans, action, and resources with the district’s vision and goals**

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Ensures building-level goals and action plans are consistent with district goals.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board agendas/administrative team agendas</li> <li>▪ Comprehensive School Improvement Plan actions for Annual Progress Report</li> </ul>
<ul style="list-style-type: none"> <li>■ Ensures curriculum, instruction, and assessment alignment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board and administrative goals</li> <li>▪ Growth goals for administrators</li> </ul>
<ul style="list-style-type: none"> <li>■ Provides leadership for development of effective and meaningful school improvement plan.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board policy and administrative policy enforcement that’s reflective of a “new” vision with supporting materials</li> <li>▪ Work with School Improvement Advisory Committee (SIAC) (documentation)</li> <li>▪ “Observational” data from board, staff, etc.</li> </ul>
<ul style="list-style-type: none"> <li>■ Makes decisions and allocates resources to support building and district goals.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Comprehensive School Improvement Plan</li> <li>▪ Evidence of annual review of district’s mission statement and alignment to practice</li> <li>▪ Opening day PowerPoint-type presentation</li> <li>▪ Podcasts/video communicating district vision and accomplishments</li> <li>▪ Iowa Core Curriculum – vision</li> <li>▪ Economic vision (participation with community development groups)</li> <li>▪ Collaborative sharing of programs, etc. (agendas and minutes)</li> </ul>



**1e. Provides leadership for major initiatives and change efforts.**

<b>Descriptors</b>	<b>Examples of Evidence/Artifacts</b>
<ul style="list-style-type: none"> <li>■ Demonstrates understanding of the change process.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board agendas/administrative team agendas</li> <li>▪ Presentations to groups, including teachers (shareholders/ stakeholders)</li> </ul>
<ul style="list-style-type: none"> <li>■ Systematically plans change efforts to improve student achievement.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Comprehensive School Improvement Plan actions for Annual Progress Report</li> </ul>
<ul style="list-style-type: none"> <li>■ Uses knowledge of the school, district and community environment to inform planning and actions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board and administrative goals</li> <li>▪ Growth goals for administrators</li> <li>▪ Board policy and administrative policy enforcement that’s reflective of a “new” vision with supporting materials</li> </ul>
<ul style="list-style-type: none"> <li>■ Allocates resources to support initiatives and change efforts.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work with School Improvement Advisory Committee (SIAC) (documentation)</li> <li>▪ Participation on state, regional, national initiatives (documentation)</li> </ul>
<ul style="list-style-type: none"> <li>■ Supports staff during the change process.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Comprehensive School Improvement Plan</li> <li>▪ Evidence of annual review of district’s mission statement and alignment to practice</li> </ul>
<ul style="list-style-type: none"> <li>■ Garner staff and community support for change.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communication “vehicles” that make the school vision visible to stakeholders including using technology</li> </ul>
<ul style="list-style-type: none"> <li>■ Fosters a climate of shared leadership.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Opening day PowerPoint-type presentation</li> <li>▪ Podcasts/video communicating district vision and accomplishments</li> <li>▪ Collaborative sharing of programs, etc. (agendas and minutes)</li> </ul>

**1f. Communicates effectively to various stakeholders regarding progress with school improvement plan goals.**

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Uses multiple means of communication to report district progress to share and help all stakeholders understand district progress.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board agendas/administrative team agendas</li> <li>▪ Presentations to groups, including teachers (shareholders/ stakeholders)</li> <li>▪ Comprehensive School Improvement Plan actions for Annual Progress Report</li> </ul>
<ul style="list-style-type: none"> <li>■ Responds to stakeholder questions and/or concerns with information.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board and administrative goals</li> <li>▪ Growth goals for administrators</li> <li>▪ Board policy and administrative policy enforcement that's reflective of a "new" vision with supporting materials</li> <li>▪ Work with School Improvement Advisory Committee (SIAC) (documentation)</li> <li>▪ Participation on state, regional, national initiatives (documentation)</li> <li>▪ Comprehensive School Improvement Plan</li> <li>▪ Evidence of annual review of district's mission statement and alignment to practice</li> <li>▪ Communication vehicles, including using technology, that make the school vision visible to stakeholders</li> <li>▪ Opening day PowerPoint-type presentation</li> <li>▪ Podcasts/video communicating district vision and accomplishments</li> <li>▪ Collaborative sharing of programs, etc. (agendas and minutes)</li> </ul>

<p><b>Evidence:</b></p>	<p><b>Summary Rating</b></p> <p><input type="radio"/> Meets Standard</p> <p><input type="radio"/> Doesn't Meet Standard</p>
<p><b>Reflection:</b></p>	

## **Reflective Conversation: Possible questions board members could ask**

### **Standard 1**

*The questions provided are meant to guide the discussion between the superintendent and the board.*

*The questions are not exhaustive nor would it be reasonable to expect a superintendent to respond to all questions.*

- As you reflect on your work implementing the vision, what are some of the barriers you encountered and how did you overcome them?
- In what ways are you maximizing resources to support the vision?
- What are the connections between the district's initiatives, allocation of resources and student learning? (success? achievement?)
- How are you supporting the accomplishment of our district's vision?
- How does our student achievement data compare to others?
- What are the factors that you believe will impact our long-range vision?
- What is the approach you use to develop and sustain the district's vision?
- How widely known is the vision? How often do you review it? What do you do to recommend policies and practices that reflect the vision?
- Does our vision reflect the culture and climate of our community?

**Standard 2: An educational leader promotes the success of all students by advocating, nurturing and sustaining a school culture and instructional program conducive to student learning and staff professional development. (Culture of Learning)**

*The descriptors supporting each criterion are provided as examples of the kind of activities/behaviors that would support the criterion. The descriptors are not exhaustive nor would it be reasonable to expect that a superintendent demonstrate competence on all descriptors. The artifacts listed are meant to provide examples of evidence of work on the standards. The artifacts listed are not exhaustive nor would it be reasonable to expect a superintendent to provide all of the artifacts.*

**2a. Provides leadership for assessing, developing and improving climate and culture.**

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Articulates a plan to improve/ sustain the desired climate and culture.</li> </ul>	<ul style="list-style-type: none"> <li>■ Professional Development Plan</li> <li>■ Log of school visits and conversations with staff (includes emails)</li> </ul>
<ul style="list-style-type: none"> <li>■ Defines a set of core values, which reflect the desired climate and culture.</li> </ul>	<ul style="list-style-type: none"> <li>■ Reflective journals</li> <li>■ Written communications</li> <li>■ Surveys of staff/community</li> </ul>
<ul style="list-style-type: none"> <li>■ Facilitates the assessment of implementation of the plan and alters as necessary based on data sources.</li> </ul>	<ul style="list-style-type: none"> <li>■ Meeting logs of times with administrative staff/support staff</li> <li>■ Symbolic “pins,” other symbols – celebrations, etc.</li> <li>■ Reports and celebrations of student achievement to board and other audiences</li> </ul>
<ul style="list-style-type: none"> <li>■ Fosters a climate in which every student is well known, respected and cared for.</li> </ul>	<ul style="list-style-type: none"> <li>■ Iowa Youth Survey results</li> <li>■ Log of school visits and presentations</li> <li>■ Monthly calendar</li> <li>■ Comprehensive School Improvement Plan</li> <li>■ ACT Student Satisfaction Survey</li> <li>■ Distribution of research to administrative team and teachers</li> <li>■ Documentation of coaching and evaluation of principals</li> <li>■ Meaningful interpretive reports of student achievement data delivered in lay language</li> <li>■ Diversity training/awareness plan</li> <li>■ Bullying/harassment programs</li> <li>■ Agendas and/or minutes from community planning meetings, including key communicators meetings</li> </ul>

## 2b. Systematically and fairly recognizes and celebrates accomplishments of staff and students.

Descriptors	Examples of Evidence/Artifacts
■ Develops a structure that ensures all students and staff earn recognition for work well done.	■ Log of school visits and conversations with staff (includes emails) ■ Written communications ■ Feedback from a wide variety of stakeholders about performance as the superintendent
■ Communicates accomplishments of staff and students to district stakeholders.	■ Surveys of staff/community ■ Symbolic “pins,” other symbols – celebrations, etc. ■ Student achievement data ■ Reports and celebrations of student achievement to board and other audiences ■ Iowa Youth Survey results ■ Log of school visits and presentations ■ Documentation of coaching and evaluation of principals ■ Meaningful interpretive reports of student achievement data delivered in lay language ■ Agendas and/or minutes from community planning meetings, including key communicators meetings

**2c. Provides leadership, encouragement, opportunities and structure for staff to continually design more effective teaching and learning experiences for all students.**

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Articulates desired effective teaching and learning experiences.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Professional Development Plan</li> <li>▪ Log of school visits and conversations with staff (includes emails)</li> </ul>
<ul style="list-style-type: none"> <li>■ Facilitates the utilization of effective current practices and new innovations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reflective journals</li> <li>▪ Agenda of learning experiences of administrative teams</li> <li>▪ Written communications</li> </ul>
<ul style="list-style-type: none"> <li>■ Orchestrates processes to improve teaching and learning experiences.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting logs of times with administrative staff/support staff</li> <li>▪ Student achievement data</li> <li>▪ Linkage of Iowa Professional Development Model to student achievement goals (documentation)</li> </ul>
<ul style="list-style-type: none"> <li>■ Facilitates the assessment of the results, which reflect the success of established processes.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evidence of teachers examining student achievement data</li> <li>▪ Monthly calendar</li> <li>▪ Written proposals for innovative practices</li> <li>▪ Distribution of research to administrative team and teachers</li> <li>▪ Documentation of coaching and evaluation of principals</li> <li>▪ Trends in Career Development Plan growth goals for teachers</li> <li>▪ Administrative team book study (agendas and minutes)</li> <li>▪ iPod audible book study</li> <li>▪ Leadership library (documentation)</li> <li>▪ ICC/national standards implementation plan</li> <li>▪ Agendas and/or minutes from community planning meetings, including key communicators meetings</li> </ul>

## 2d. Monitors and evaluates the effectiveness of curriculum, instruction and assessment.

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Ensures a high quality system is in place and used for the review of curriculum implementation and instruction and assessment practices.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Professional Development Plan</li> <li>▪ Log of school visits and conversations with staff (includes emails)</li> <li>▪ Agenda of learning experiences of administrative teams</li> <li>▪ Written communications</li> </ul>
<ul style="list-style-type: none"> <li>■ Facilitates the collection of data related to curriculum, instruction and assessment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feedback from a wide variety of stakeholders about performance as the superintendent</li> <li>▪ Meeting logs of times with administrative staff/support staff</li> </ul>
<ul style="list-style-type: none"> <li>■ Facilitates the collaborative analysis of data related to curriculum, instruction and assessment.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Student achievement data</li> <li>▪ Evidence of teachers examining student achievement data</li> <li>▪ Iowa Youth Survey results</li> <li>▪ Log of school visits and presentations</li> </ul>
<ul style="list-style-type: none"> <li>■ Ensures that a rigorous academic program is in place at each school.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Comprehensive School Improvement Plan</li> <li>▪ Written proposals for innovative practices</li> <li>▪ Distribution of research to administrative team and teachers</li> </ul>
<ul style="list-style-type: none"> <li>■ Ensures that each student is engaged in a rigorous course of study.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Documentation of coaching and evaluation of principals</li> <li>▪ Trends in Career Development Plan growth goals for teachers</li> <li>▪ Meaningful interpretive reports of student achievement data delivered in lay language</li> </ul>
<ul style="list-style-type: none"> <li>■ Ensures that the curricular program is aligned with assessment systems.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Administrative team book study (agendas and minutes)</li> <li>▪ Ipod audible book study</li> </ul>
<ul style="list-style-type: none"> <li>■ Ensures that the curricular program is aligned across grades and levels of schooling.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Iowa Core Curriculum team attendance at AEA meeting, agendas of district ICC meetings</li> </ul>
<ul style="list-style-type: none"> <li>■ Ensures that the regular and special programs (special education, English as a second language, etc.)</li> </ul>	

**2e. Evaluates staff and provides ongoing coaching for improvement.**

<b>Descriptors</b>	<b>Examples of Evidence/Artifacts</b>
<ul style="list-style-type: none"> <li>■ Demonstrates an understanding of and applies the Iowa Standards for School Leaders and Criteria.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Professional Development Plan</li> <li>▪ Log of school visits and conversations with staff (includes emails)</li> <li>▪ Reflective journals</li> </ul>
<ul style="list-style-type: none"> <li>■ Maximizes district evaluation process to improve staff performance.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Agenda of learning experiences of administrative teams</li> <li>▪ Written communications</li> <li>▪ Meeting logs of times with administrative staff/support staff</li> </ul>
<ul style="list-style-type: none"> <li>■ Initiates frequent conversations focused on continuous improvement.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reports and celebrations of student achievement to Board and other audiences</li> <li>▪ Linkage of Iowa Professional Development Model to student achievement goals (documentation)</li> </ul>
<ul style="list-style-type: none"> <li>■ Initiates critical conversations about quality teaching.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evidence of teachers examining student achievement data</li> <li>▪ Log of school visits and presentations</li> <li>▪ Documentation of coaching and evaluation of principals</li> <li>▪ Trends in Career Development Plan growth goals for teachers</li> <li>▪ Meaningful interpretive reports of student achievement data delivered in lay language</li> <li>▪ Administrative team book study (agendas and minutes)</li> <li>▪ Iowa Core Curriculum/national standards implementation plan</li> <li>▪ Diversity training/awareness plan</li> <li>▪ Bullying/harassment programs</li> <li>▪ Agendas and/or minutes from community planning meetings, including key communicators meetings</li> </ul>



**2f. Ensures staff members have professional development that directly enhances their performance and improves student learning.**

<b>Descriptors</b>	<b>Examples of Evidence/Artifacts</b>
<ul style="list-style-type: none"> <li>■ Allocates resources to provide ongoing, research-based professional development.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Professional Development Plan</li> <li>▪ Agenda of learning experiences of administrative teams</li> <li>▪ Written communications</li> </ul>
<ul style="list-style-type: none"> <li>■ Ensures professional development reflects current research-based practices, which have demonstrated improvement in student achievement.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feedback from a wide variety of stakeholders about performance as the superintendent</li> <li>▪ Meeting logs of times with administrative staff/support staff</li> <li>▪ Student achievement data</li> <li>▪ Linkage of Iowa Professional Development Model to student achievement goals (documentation)</li> </ul>
<ul style="list-style-type: none"> <li>■ Solicits input from staff regarding professional development needs and planning.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evidence of teachers examining student achievement data</li> <li>▪ Log of school visits and presentations</li> <li>▪ Monthly calendar</li> <li>▪ Comprehensive School Improvement Plan</li> </ul>
<ul style="list-style-type: none"> <li>■ Collaborates with staff in the design of a plan that correlates with the Iowa Professional Development Model.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Written proposals for innovative practices</li> <li>▪ Distribution of research to administrative team and teachers</li> <li>▪ Trends in Career Development Plan growth goals for teachers</li> <li>▪ Meaningful interpretive reports of student achievement data delivered in lay language</li> <li>▪ Iowa Core Curriculum team attendance at AEA meeting, agendas of district ICC meetings</li> <li>▪ Iowa Core Curriculum/national standards implementation plan</li> <li>▪ Agendas and/or minutes from community planning meetings, including key communicators meetings</li> </ul>

**2g. Uses current research and theory about effective schools and leadership to develop and revise his/her professional growth plan.**

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Demonstrates an understanding of current research and theory regarding effective schools and leadership.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Professional Development Plan</li> <li>▪ Log of school visits and conversations with staff (includes emails)</li> <li>▪ Reflective journals</li> </ul>
<ul style="list-style-type: none"> <li>■ Builds professional growth plan based on school district needs, the school improvement plan, and data on student performance.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Agenda of learning experiences of administrative teams</li> <li>▪ Written communications</li> <li>▪ Feedback from a wide variety of stakeholders about performance as the superintendent</li> <li>▪ Surveys of staff/community</li> <li>▪ Meeting logs of times with administrative staff/support staff</li> <li>▪ Student achievement data</li> <li>▪ Linkage of Iowa Professional Development Model to student achievement goals (documentation)</li> <li>▪ Written proposals for innovative practices</li> <li>▪ Distribution of research to administrative team and teachers</li> <li>▪ Documentation of coaching and evaluation of principals</li> <li>▪ Meaningful interpretive reports of student achievement data delivered in lay language</li> <li>▪ Administrative team book study (agendas and minutes)</li> <li>▪ Attend state or national conference (agendas and minutes)</li> <li>▪ Iowa Core Curriculum team attendance at AEA meeting, agendas of district ICC meetings</li> <li>▪ Leadership library (documentation)</li> </ul>

## 2h. Promotes collaboration with all stakeholders.

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Ensures that a variety of stakeholders are meaningfully involved in accomplishing the mission of the school.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Professional Development Plan</li> <li>▪ Log of school visits and conversations with staff (includes emails)</li> <li>▪ Reflective journals</li> </ul>
<ul style="list-style-type: none"> <li>■ Provides time and opportunities for collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Agenda of learning experiences of administrative teams</li> <li>▪ Written communications</li> </ul>
<ul style="list-style-type: none"> <li>■ Provides meaningful opportunities for students to be engaged in school.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feedback from a wide variety of stakeholders about performance as the superintendent</li> <li>▪ Surveys of staff/community</li> <li>▪ Meeting logs of times with administrative staff/support staff</li> </ul>
<ul style="list-style-type: none"> <li>■ Fosters a culture in which teachers collaboratively engage, on a routine basis, on the shared work of improving the instructional program.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Reports and celebrations of student achievement to board and other audiences</li> <li>▪ Evidence of teachers examining student achievement data</li> <li>▪ Log of school visits and presentations</li> <li>▪ Monthly calendar</li> <li>▪ Comprehensive School Improvement Plan</li> <li>▪ Distribution of research to administrative team and teachers</li> <li>▪ Meaningful interpretive reports of student achievement data delivered in lay language</li> <li>▪ Administrative team book study (agendas and minutes)</li> <li>▪ Iowa Core Curriculum team attendance at AEA meeting, agendas of district ICC meetings</li> <li>▪ Iowa Core Curriculum/national standards implementation plan</li> <li>▪ Agendas and minutes from “key communicator” – meetings in long-range planning committee from the community</li> </ul>

## 2i. Is easily accessible and approachable to all stakeholders.

Descriptors	Examples of Evidence/Artifacts
■ Develops and communicates a process for stakeholders to communicate with the administrator.	<ul style="list-style-type: none"><li>▪ Log of school visits and conversations with staff (includes emails)</li><li>▪ Written communications</li><li>▪ Feedback from a wide variety of stakeholders about performance as the superintendent</li><li>▪ Surveys of staff/community</li><li>▪ Meeting logs of times with administrative staff/support staff</li><li>▪ Reports and celebrations of student achievement to board and other audiences</li><li>▪ Log of school visits and presentations</li><li>▪ Administrative team book study (agendas and minutes)</li><li>▪ iPod audible book study</li><li>▪ Attend state or national conference (agendas and minutes)</li><li>▪ Iowa Core Curriculum team attendance at AEA meeting, agendas of district ICC meetings</li><li>▪ Diversity training/awareness plan</li><li>▪ Bullying/harassment programs</li><li>▪ Agendas and/or minutes from community planning meetings, including key communicators meetings</li></ul>

## 2j. Is highly visible and engaged in the school community.

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"><li>■ Interacts with stakeholders in ways that enhance their support for the district.</li><li>■ Makes systematic and frequent visits to buildings, and school and community activities.</li></ul>	<ul style="list-style-type: none"><li>▪ Professional Development Plan</li><li>▪ Log of school visits and conversations with staff (includes emails)</li><li>▪ Reflective journals</li><li>▪ Agenda of learning experiences of administrative teams</li><li>▪ Written communications</li><li>▪ Feedback from a wide variety of stakeholders about performance as the superintendent</li><li>▪ Surveys of staff/community</li><li>▪ Meeting logs of times with administrative staff/support staff</li><li>▪ Symbolic “pins,” other symbols – celebrations, etc.</li><li>▪ Reports and celebrations of student achievement to board and other audiences</li><li>▪ Log of school visits and presentations</li><li>▪ Monthly calendar</li><li>▪ iPod audible book study</li><li>▪ Attend state or national conference (agendas and minutes)</li><li>▪ Iowa Core Curriculum team attendance at AEA meeting, agendas of district ICC meetings</li><li>▪ Agendas and/or minutes from community planning meetings, including key communicators meetings</li></ul>

**2k. Articulates the desired school culture and shows evidence about how it is reinforced.**

<b>Descriptors</b>	<b>Examples of Evidence/Artifacts</b>
<ul style="list-style-type: none"> <li>■ Develops a shared vision of the school culture.</li> <li>■ Collects, shares and analyzes data regarding school cultures.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Professional Development Plan</li> <li>▪ Log of school visits and conversations with staff (includes emails)</li> <li>▪ Reflective journals</li> <li>▪ Agenda of learning experiences of administrative teams</li> <li>▪ Written communications</li> <li>▪ Feedback from a wide variety of stakeholders about performance as the superintendent</li> <li>▪ Surveys of staff/community</li> <li>▪ Symbolic “pins,” other symbols – celebrations, etc.</li> <li>▪ Reports and celebrations of student achievement to Board and other audiences</li> <li>▪ Linkage of Iowa Professional Development Model to student achievement goals (documentation)</li> <li>▪ Iowa Youth Survey results</li> <li>▪ Log of school visits and presentations</li> <li>▪ Monthly calendar</li> <li>▪ Comprehensive School Improvement Plan</li> <li>▪ ACT Student Satisfaction Survey</li> <li>▪ Distribution of research to administrative team and teachers</li> <li>▪ Documentation of coaching and evaluation of principals</li> <li>▪ Administrative team book study (agendas and minutes)</li> <li>▪ iPod audible book study</li> <li>▪ Iowa Core Curriculum team attendance at AEA meeting, agendas of district ICC meetings</li> <li>▪ Leadership library (documentation)</li> <li>▪ ICC/national standards implementation plan</li> <li>▪ Diversity training/awareness plan</li> <li>▪ Bullying/harassment programs</li> <li>▪ Agendas and/or minutes from community planning meetings, including key communicators meetings</li> </ul>

<b>Evidence:</b>	<b>Summary Rating</b> <input type="radio"/> Meets Standard  <input type="radio"/> Doesn't Meet Standard
<b>Reflection:</b>	

## Reflective Conversation: Possible questions board members could ask

### Standard 2

*The questions provided are meant to guide the discussion between the superintendent and the board. They are not exhaustive nor would it be reasonable to expect a superintendent to respond to all questions.*

- How do you monitor the culture and climate of the district? What are the key factors that you consider? Possible key factors to consider:
  1. Alignment of quality professional development for all staff
  2. Norms about professionalism
  3. Staff turnover analysis based on exit interviews
  4. Student discipline data
  5. Grievances
  6. Absentee rates (staff and students)
  7. Beginning teacher retention
  8. Staff honors/recognitions and student recognitions
  9. Open enrollment data
  10. Student sub-group profiles re: participation rates in activities
  11. Post-graduate surveys
  12. Student achievement data
  13. Student recognitions
- How do you support a culture where everything is focused on student achievement?
- How do you ensure a culture of equality and equity?
- What standards do you set for your professional development and growth?
- How do you tell if the resources we're investing in professional development make a difference in student achievement?
- What evidence can you provide that we're using the best research about quality professional development?

**Standard 3: An educational leader promotes the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment. (Management)**

*The descriptors supporting each criterion are provided as examples of the kind of activities/behaviors that would support the criterion. The descriptors are not exhaustive nor would it be reasonable to expect that a superintendent demonstrate competence on all descriptors. The artifacts listed are meant to provide examples of evidence of work on the standards. The artifacts listed are not exhaustive nor would it be reasonable to expect a superintendent to provide all of the artifacts.*

**3a. Complies with state and federal mandates and local board policies.**

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Ensures organizational compliance at all levels of local, state, and federal policies and mandates.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Administrative “calendar” – critical dates calendar (DE due dates, etc) and board presentation cycle/annual reports</li> <li>▪ Department of Education site visit summative report</li> <li>▪ Auditor’s report</li> </ul>
<ul style="list-style-type: none"> <li>■ Explains local, state, and federal policies and mandates to stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Grants received/applied for – alignment to goals of the district; sustainability</li> <li>▪ Induction plan of board members for understanding of school finance (confidence of board members’ understanding)</li> </ul>
<ul style="list-style-type: none"> <li>■ Allocates resources to support the compliance of local, state, and federal policies and mandates.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Academy of Board Learning Experiences (ABLE) meetings attended</li> <li>▪ Enrollment plans</li> <li>▪ Policies/procedures for management of funds</li> </ul>
<ul style="list-style-type: none"> <li>■ Develops and ensures the implementation of procedures and structures to support the compliance at all levels of local, state, and federal policies and mandates.</li> </ul>	<ul style="list-style-type: none"> <li>▪ “Categorical” funds/budgets</li> <li>▪ Emergency/Crisis Plans</li> <li>▪ Hiring process (guidelines, procedures, schedules)</li> <li>▪ Employee handbooks</li> <li>▪ Board meeting agendas</li> <li>▪ School Comparisons Chart from Iowa Association of School Boards</li> <li>▪ Administrative team meeting agendas</li> <li>▪ Program evaluation and process result</li> <li>▪ Staff recruitment plan</li> <li>▪ Evidence of implementation of formal project management techniques</li> <li>▪ Collaboration/sharing incentives/opportunities for efficiency/effective learning (documentation)</li> </ul>



### 3b. Recruits, selects, inducts and retains staff to support quality instruction.

Descriptors	Examples of Evidence/Artifacts
■ Uses a variety of methods and resources to recruit highly qualified staff.	■ Administrative “calendar” – critical dates calendar (DE due dates, etc) and board presentation cycle/annual reports
■ Develops district procedures for hiring staff and ensures the process is followed.	■ Department of Education site visit summative report ■ Induction plan of board members for understanding of school finance (confidence of board members’ understanding)
■ Ensures opportunities are provided for orientation, mentoring and ongoing support for staff.	■ Enrollment plans ■ Hiring process (guidelines, procedures, schedules) ■ Employee handbooks ■ Board meeting agendas ■ Administrative team meeting agendas ■ Program evaluation and process result ■ Staff recruitment plan ■ Evidence of implementation of formal project management techniques ■ Student/staff training – conflict resolution plans

### 3c. Addresses current and potential issues in a timely manner.

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Identifies issues with the potential to impact the district.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Administrative “calendar” – critical dates calendar (DE due dates, etc) and board presentation cycle/annual reports</li> </ul>
<ul style="list-style-type: none"> <li>■ Develops plans to address the issues with the potential to impact the district.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Department of Education site visit summative report</li> <li>▪ Auditor’s report</li> <li>▪ Induction plan of board members for understanding of school finance (confidence of board members’ understanding)</li> </ul>
<ul style="list-style-type: none"> <li>■ Uses appropriate methods to communicate plans.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Academy of Board Learning Experiences (ABLE) meetings attended</li> <li>▪ Facility plans</li> <li>▪ Enrollment plans</li> <li>▪ Policies/procedures for management of funds</li> <li>▪ “Categorical” funds/budgets</li> <li>▪ Emergency/crisis plans</li> <li>▪ Hiring process (guidelines, procedures, schedules)</li> <li>▪ Employee handbooks</li> <li>▪ Board meeting agendas</li> <li>▪ School Comparisons Chart from Iowa Association of School Boards</li> <li>▪ Meeting records of conversations with business manager about fiscal health</li> <li>▪ “Second opinion” report about financial health of the district</li> <li>▪ Financial report card</li> <li>▪ Administrative team meeting agendas</li> <li>▪ Program evaluation and process result</li> <li>▪ “Green school” development plan</li> <li>▪ Collaboration/sharing incentives/opportunities for efficiency/effective learning (documentation)</li> <li>▪ Plans to use technology for communication</li> </ul>

### 3d. Manages fiscal and physical resources responsibly, efficiently and effectively.

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Allocates resources, including technology, to optimize student learning.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Auditor’s report</li> <li>▪ Grants received/applied for – alignment to goals of the district; sustainability</li> </ul>
<ul style="list-style-type: none"> <li>■ Implements and communicates effective budgetary policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Induction plan of board members for understanding of school finance (confidence of board members’ understanding)</li> <li>▪ Academy of Board Learning Experiences (ABLE) meetings attended</li> </ul>
<ul style="list-style-type: none"> <li>■ Assesses district facility needs and develops plan to meet those needs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Facility plans</li> <li>▪ Enrollment plans</li> <li>▪ Policies/procedures for management of funds</li> <li>▪ “Categorical” funds/budgets</li> <li>▪ Board meeting agendas</li> <li>▪ School Comparisons Chart from Iowa Association of School Boards</li> <li>▪ Meeting records of conversations with business manager about fiscal health</li> <li>▪ “Second opinion” report about financial health of the district</li> <li>▪ Financial report card</li> <li>▪ Administrative team meeting agendas</li> <li>▪ “Green school” development plan</li> <li>▪ Evidence of implementation of formal project management techniques</li> <li>▪ Student/staff training – conflict resolution plans</li> <li>▪ Collaboration/sharing incentives/opportunities for efficiency/effective learning (documentation)</li> <li>▪ Plans to use technology for communication</li> </ul>

### 3e. Protects instructional time by designing and managing operational procedures to maximize learning.

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Develops a school calendar to optimize student learning.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Administrative “calendar” – critical dates calendar (DE due dates, etc) and board presentation cycle/annual reports</li> </ul>
<ul style="list-style-type: none"> <li>■ Work with board to develop policies and procedures to optimize student learning.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Department of Education site visit summative report</li> <li>▪ Emergency/crisis plans</li> <li>▪ Employee handbooks</li> <li>▪ Board meeting agendas</li> <li>▪ Administrative team meeting agendas</li> <li>▪ Program evaluation and process result</li> <li>▪ Collaboration/sharing incentives/opportunities for efficiency/effective learning (documentation)</li> <li>▪ Plans to use technology for communication</li> </ul>

**3f. Communicates effectively with both internal and external audiences about the operations of the school.**

<b>Descriptors</b>	<b>Examples of Evidence/Artifacts</b>
<ul style="list-style-type: none"> <li>■ Ensures the development and maintenance of a district communication plan.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Administrative “calendar” – critical dates calendar (DE due dates, etc.) and board presentation cycle/annual reports</li> <li>▪ Department of Education site visit summative report</li> </ul>
<ul style="list-style-type: none"> <li>■ Gathers information and input from a variety of sources prior to communicating.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Auditor’s report</li> <li>▪ Induction plan of board members for understanding of school finance (confidence of board members’ understanding)</li> </ul>
<ul style="list-style-type: none"> <li>■ Communicates accurate information to appropriate audience(s) in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Facility plans</li> <li>▪ Enrollment plans</li> <li>▪ Policies/procedures for management of funds</li> <li>▪ “Categorical” funds/budgets</li> <li>▪ Emergency/crisis plans</li> <li>▪ Hiring process (guidelines, procedures, schedules)</li> <li>▪ Employee handbooks</li> <li>▪ Board meeting agendas</li> <li>▪ Financial report card</li> <li>▪ Administrative team meeting agendas</li> <li>▪ Program evaluation and process result</li> <li>▪ Staff recruitment plan</li> <li>▪ Evidence of implementation of formal project management techniques</li> <li>▪ Student/staff training – conflict resolution plans</li> <li>▪ Collaboration/sharing incentives/opportunities for efficiency/effective learning (documentation)</li> <li>▪ Plans to use technology for communication</li> </ul>

<b>Evidence:</b>	<b>Summary Rating</b> <input type="radio"/> Meets Standard <input type="radio"/> Doesn't Meet Standard
<b>Reflection:</b>	

### Reflective Conversation: Possible questions board members could ask

#### Standard 3

*The questions provided are meant to guide the discussion between the superintendent and the board. They are not exhaustive nor would it be reasonable to expect a superintendent to respond to all questions.*

- What strategies do you use to monitor the general operations of the district?
- How do you identify areas for improvement?
- How do you ensure that the district's general operations support student achievement?
- How do you prioritize in a climate of scarce resources?
- What can we do to support you?
- How does our financial data compare to other schools of comparable size and demographics?
- How often do you have critical conversations with the business manager about the financial health and financial safeguards for the district?
- How does our budget support our educational goals?
- What is the protocol for addressing questions of financial health of the district?

**Standard 4: An educational leader promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs and mobilizing community resources. (Family and Community)**

*The descriptors supporting each criterion are provided as examples of the kind of activities/behaviors that would support the criterion. The descriptors are not exhaustive nor would it be reasonable to expect that a superintendent demonstrate competence on all descriptors. The artifacts listed are meant to provide examples of evidence of work on the standards. The artifacts listed are not exhaustive nor would it be reasonable to expect a superintendent to provide all of the artifacts.*

**4a. Engages family and community by promoting shared responsibility for student learning and support of the education system.**

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Ensures the involvement of students, families and community members in the decision-making process to enhance student achievement.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting logs/minutes of task force meetings</li> <li>▪ Level of volunteerism (documentation)</li> <li>▪ Parent-teacher conference numbers</li> <li>▪ Number of visits to Web site</li> <li>▪ Community survey</li> </ul>
<ul style="list-style-type: none"> <li>■ Promotes collaborative opportunities to enhance district achievement.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Needs assessments/satisfaction surveys/focus groups</li> <li>▪ Election results that impact tax levies</li> <li>▪ Written communications</li> </ul>
<ul style="list-style-type: none"> <li>■ Builds partnerships with community groups to support district goals.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Data on outreach programs</li> <li>▪ Collaborative partners (documentation)</li> <li>▪ Advisory board minutes</li> <li>▪ Parenting classes - numbers</li> <li>▪ “House calls” – contact with parents and partners (documentation)</li> <li>▪ Open houses (documentation)</li> <li>▪ Membership and service to service clubs (documentation)</li> <li>▪ Participation in youth-oriented organizations (documentation)</li> <li>▪ Communications with parents</li> <li>▪ Minutes of the School Improvement Advisory Committee meetings</li> <li>▪ Civic group presentations</li> <li>▪ Formal and informal community partnership agreements and plans</li> <li>▪ Preschool – community partnership plans</li> </ul>

**4b. Promotes and supports a structure for family and community involvement in the education system.**

<b>Descriptors</b>	<b>Examples of Evidence/Artifacts</b>
<ul style="list-style-type: none"> <li>■ Establishes system for school and stakeholders to communicate with one another.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting logs/minutes of task force meetings</li> <li>▪ Level of volunteerism (documentation)</li> <li>▪ Parent-teacher conference numbers</li> </ul>
<ul style="list-style-type: none"> <li>■ Collects and uses input/feedback from families and community for decision making.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Number of visits to Web site</li> <li>▪ Community survey</li> <li>▪ Needs assessments/satisfaction surveys/focus groups</li> <li>▪ Written communications</li> </ul>
<ul style="list-style-type: none"> <li>■ Provides for skill development of family and community to support student learning.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Data on outreach programs</li> <li>▪ Collaborative partners (documentation)</li> <li>▪ Advisory board minutes</li> </ul>
<ul style="list-style-type: none"> <li>■ Models equity in engaging stakeholders that represent the diversity of the school community.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participation in 6-year plan for 8th graders (documentation)</li> <li>▪ Parenting classes - numbers</li> <li>▪ Inter-agency agreements</li> <li>▪ “House calls” – contact with parents and partners (documentation)</li> </ul>
<ul style="list-style-type: none"> <li>■ Secures resources from the larger community to support school goals.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Open houses (documentation)</li> <li>▪ Membership and service to service clubs (documentation)</li> <li>▪ Participation in youth-oriented organizations (documentation)</li> <li>▪ Communications with parents</li> <li>▪ Minutes of the School Improvement Advisory Committee meetings</li> <li>▪ Civic group presentations</li> <li>▪ Formal and informal community partnership agreements and plans</li> <li>▪ Preschool – community partnership plans</li> <li>▪ Adult learning opportunities (documentation)</li> </ul>

**4c. Facilitates the connections of students and families to the health and social services that support a focus on learning.**

<b>Descriptors</b>	<b>Examples of Evidence/Artifacts</b>
<ul style="list-style-type: none"><li>■ Ensures process exists for connecting students and families to appropriate health and social services.</li></ul>	<ul style="list-style-type: none"><li>▪ Meeting logs/minutes of task force meetings</li><li>▪ Community survey</li><li>▪ Written communications</li><li>▪ Data on outreach programs</li><li>▪ Collaborative partners (documentation)</li><li>▪ Advisory board minutes</li><li>▪ Parenting classes - numbers</li><li>▪ Inter-agency agreements</li><li>▪ Membership and service to service clubs (documentation)</li><li>▪ Participation in youth-oriented organizations (documentation)</li><li>▪ Communications with parents</li><li>▪ Civic group presentations</li><li>▪ Formal and informal community partnership agreements and plans</li><li>▪ Preschool – community partnership plans</li></ul>



**4d. Collaboratively establishes a culture that welcomes and honors families and community and seeks ways to engage them in student learning.**

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Interacts with parents in ways that enhance their support for student learning.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting logs/minutes of task force meetings</li> <li>▪ Parent-teacher conference numbers</li> <li>▪ Number of visits to Web site</li> </ul>
<ul style="list-style-type: none"> <li>■ Fosters responsibility among staff to provide welcoming culture for all.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community survey</li> <li>▪ Needs assessments/satisfaction surveys/focus groups</li> <li>▪ Written communications</li> </ul>
<ul style="list-style-type: none"> <li>■ Promotes respect for diversity; capitalizes on the diversity of the school community.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Data on outreach programs</li> <li>▪ Collaborative partners (documentation)</li> <li>▪ Advisory board minutes</li> <li>▪ Parenting classes - numbers</li> <li>▪ “House calls” – contact with parents and partners (documentation)</li> <li>▪ Open houses (documentation)</li> <li>▪ Membership and service to service clubs (documentation)</li> <li>▪ Participation in youth-oriented organizations (documentation)</li> <li>▪ Communications with parents</li> <li>▪ Minutes of the School Improvement Advisory Committee meetings</li> <li>▪ Civic group presentations</li> <li>▪ Formal and informal community partnership agreements and plans</li> <li>▪ Preschool – community partnership plans</li> <li>▪ Adult learning opportunities (documentation)</li> </ul>

<b>Evidence:</b>	<b>Summary Rating</b> <input type="radio"/> Meets Standard <input type="radio"/> Doesn't Meet Standard
<b>Reflection:</b>	

### Reflective Conversation: Possible questions board members could ask

#### Standard 4

*The questions provided are meant to guide the discussion between the superintendent and the board. They are not exhaustive nor would it be reasonable to expect a superintendent to respond to all questions.*

- What data do you have that indicates the level of meaningful parent involvement in their children's education?
- What steps have you taken to initiate community partnerships based on district goals? What are the results of the initiatives?
- How do you reach out to disengaged parents in particular?
- In what ways do you use your leadership skills to have a positive effect on the community?
- What do you do with the data we get from surveys, needs assessments, etc.?
- What do you do to model to the families in our district a healthy balance between professional and personal responsibilities?

**Standard 5: An educational leader promotes the success of all students by acting with integrity, fairness and in an ethical manner. (Ethics)**

*The descriptors supporting each criterion are provided as examples of the kind of activities/behaviors that would support the criterion. The descriptors are not exhaustive nor would it be reasonable to expect that a superintendent demonstrate competence on all descriptors. The artifacts listed are meant to provide examples of evidence of work on the standards. The artifacts listed are not exhaustive nor would it be reasonable to expect a superintendent to provide all of the artifacts.*

**5a. Demonstrates ethical and professional behavior.**

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Adheres to state and federal mandates.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Record of solicitation of feedback</li> <li>▪ Customer satisfaction indices</li> </ul>
<ul style="list-style-type: none"> <li>■ Adheres to board policies, district procedures, and contractual obligations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Special Education delivery plan</li> <li>▪ Written recommendations on difficult issues</li> <li>▪ “Equity” district-wide program results</li> </ul>
<ul style="list-style-type: none"> <li>■ Adheres to professional standards of behavior.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Character education program data</li> <li>▪ Affirmative Action Plan</li> <li>▪ Background checks verification</li> </ul>
<ul style="list-style-type: none"> <li>■ Treats people fairly and with respect.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Notes from state officials</li> <li>▪ Advisory council minutes</li> <li>▪ Staff handbook</li> <li>▪ PBS – Positive Behavior Supports – control/theory/SAFE/Olweus/CHAMPS implementation plans</li> <li>▪ Evidence of relationship building (notes, cards, e-mails, etc.)</li> <li>▪ Development of wikis, blogs, etc. to collect feedback on specific issues in the district</li> <li>▪ IHSAA sportsmanship data/ratings</li> </ul>

**5b. Demonstrates values, beliefs and attitudes that inspire others to higher levels of performance.**

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Portrays a positive attitude about the ability of staff and students to accomplish substantial goals.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feedback from a variety of stakeholders</li> <li>▪ Record of solicitation of feedback</li> <li>▪ Customer satisfaction indices</li> <li>▪ Special Education delivery plan</li> </ul>
<ul style="list-style-type: none"> <li>■ Supports major initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Written recommendations on difficult issues</li> </ul>
<ul style="list-style-type: none"> <li>■ Communicates and models ideals and beliefs about schooling, teaching and learning with stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>▪ “Equity” district-wide program results</li> <li>▪ Character education program data</li> <li>▪ Affirmative Action Plan</li> <li>▪ Advisory council minutes</li> <li>▪ PBS – Positive Behavior Supports – control/theory/SAFE/Olweus/CHAMPS implementation plans</li> <li>▪ Evidence of relationship building (notes, cards, emails, tec.)</li> <li>▪ Development of wikis, blogs, etc. to collect feedback on specific issues in the district</li> <li>▪ IHSAA sportsmanship data/ratings</li> </ul>

**5c. Fosters and maintains caring professional relationships with staff.**

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Remains aware of personal needs of the staff.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feedback from a variety of stakeholders</li> <li>▪ Record of solicitation of feedback</li> </ul>
<ul style="list-style-type: none"> <li>■ Is informed about significant personal issues in the lives of the staff.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customer satisfaction indices</li> <li>▪ “Equity” district-wide program results</li> <li>▪ Background checks verification</li> </ul>
<ul style="list-style-type: none"> <li>■ Acknowledges significant events in the lives of the staff.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff handbook</li> <li>▪ Coaches/activities handbook</li> </ul>

**5d. Demonstrates appreciation for and sensitivity to diversity in the school community.**

<b>Descriptors</b>	<b>Examples of Evidence/Artifacts</b>
<ul style="list-style-type: none"><li>■ Practices equity in meeting district needs.</li></ul>	<ul style="list-style-type: none"><li>▪ Feedback from a variety of stakeholders</li><li>▪ Customer satisfaction indices</li><li>▪ Special Education delivery plan</li><li>▪ Written recommendations on difficult issues</li><li>▪ “Equity” district-wide program results</li><li>▪ Character education program data</li><li>▪ Affirmative Action Plan</li><li>▪ Advisory council minutes</li><li>▪ Staff handbook</li><li>▪ Coaches/activities handbook</li><li>▪ Evidence of relationship building (notes, cards, e-mails, etc.)</li><li>▪ Development of wikis, blogs, etc. to collect feedback on specific issues in the district</li></ul>

**5e. Is respectful of divergent opinions.**

<b>Descriptors</b>	<b>Examples of Evidence/Artifacts</b>
<ul style="list-style-type: none"><li>■ Solicits the opinion of others.</li></ul>	<ul style="list-style-type: none"><li>▪ Feedback from a variety of stakeholders</li><li>▪ Record of solicitation of feedback</li><li>▪ Written recommendations on difficult issues</li><li>▪ “Equity” district-wide program results</li><li>▪ Affirmative Action Plan</li><li>▪ Notes from state officials</li><li>▪ Advisory council minutes</li><li>▪ Staff handbook</li><li>▪ Coaches/activities handbook</li><li>▪ Evidence of relationship building (notes, cards, e-mails, etc.)</li><li>▪ Development of wikis, blogs, etc. to collect feedback on specific issues in the district</li></ul>

<b>Evidence:</b>	<b>Summary Rating</b> <input type="radio"/> Meets Standard <input type="radio"/> Doesn't Meet Standard
<b>Reflection:</b>	

## Reflective Conversation: Possible questions board members could ask

### Standard 5

*The questions provided are meant to guide the discussion between the superintendent and the board. They are not exhaustive nor would it be reasonable to expect a superintendent to respond to all questions.*

- How do you apply ethical decision-making with staff, students, parents and other stakeholders?
- How do you confront and resolve any ethical issue that arises re: interactions between staff, staff and students, students and students, board to board, board to school personnel, board to community?
- What strategies do you employ when dealing with ethical issues such as treating all kids equitably, ensuring that under-performing kids are given extra supports, creating a safe learning environment for all kids, etc.?
- How do you model integrity, fairness and ethical behavior?
- When have you drawn an ethical “line in the sand”?
- What evidence can you provide that your decisions are based on the “greater good” of all kids and the system?
- What values and beliefs are central to how you approach ethical dilemmas?
- What standards do you set for yourself for your own professional development and growth?

**Standard 6: An educational leader promotes the success of all students by understanding the profile of the community and, responding to, and influencing the larger political, social, economic, legal and cultural context. (Societal Context)**

*The descriptors supporting each criterion are provided as examples of the kind of activities/behaviors that would support the criterion. The descriptors are not exhaustive nor would it be reasonable to expect that a superintendent demonstrate competence on all descriptors. The artifacts listed are meant to provide examples of evidence of work on the standards. The artifacts listed are not exhaustive nor would it be reasonable to expect a superintendent to provide all of the artifacts.*

**6a. Collaborates with service providers and other decision-makers to improve teaching and learning.**

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Participates in efforts for improved education through the political process.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communication logs with legislators</li> <li>▪ Agendas from meetings –Area Education Agency, Board meetings, meetings with legislators, etc.</li> </ul>
<ul style="list-style-type: none"> <li>■ Responds to community needs by supporting educational programs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participation in “non-school” initiatives, e.g., economic development, Chambers, Empowerment (documentation)</li> <li>▪ Participation in professional associations such as School Administrators of Iowa and Iowa Association of School Boards (documentation)</li> </ul>
<ul style="list-style-type: none"> <li>■ Interacts with organizations to enhance support for schools.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participation in state-level task forces (documentation)</li> <li>▪ Involvement with community colleges, institutions of higher education, post-secondary institutions (documentation)</li> <li>▪ Inter-Agency agreements</li> <li>▪ Involvement with “school safety” organizations (documentation)</li> <li>▪ AEA schools collaboration (agendas and minutes)</li> <li>▪ Conference association (agendas and minutes)</li> <li>▪ Participation in social/fraternal organizations (documentation)</li> <li>▪ Work with city council on city/school initiatives (documentation)</li> </ul>

## 6b. Advocates for the welfare of all members of the learning community.

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Serves as educational liaison to the community.</li> <li>■ Advocates for children and families in the larger community.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communication logs with legislators</li> <li>▪ Participation in “non-school” initiatives, e.g., economic development, Chambers, Empowerment (documentation)</li> <li>▪ Participation in professional associations such as School Administrators of Iowa and Iowa Association of School Boards (documentation)</li> <li>▪ Participation in state-level task forces (documentation)</li> <li>▪ Involvement with community colleges, institutions of higher education, post-secondary institutions (documentation)</li> <li>▪ Inter-agency agreements</li> <li>▪ Participation in social/fraternal organizations (documentation)</li> <li>▪ Work with city council on city/school initiatives (documentation)</li> </ul>

## 6c. Designs and implements appropriate strategies to reach desired goals.

Descriptors	Examples of Evidence/Artifacts
<ul style="list-style-type: none"> <li>■ Assesses needs and analyzes data before making decisions.</li> <li>■ Provides opportunities for input from all stakeholders.</li> <li>■ Understands community profile and its relationship to global society.</li> <li>■ Ensures the infusion of global understandings in program design and implementation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Agendas from meetings –Area Education Agency, Board meetings, meetings with legislators, etc.</li> <li>▪ Participation in “non-school” initiatives, e.g., economic development, Chambers, Empowerment (documentation)</li> <li>▪ Participation in state-level task forces (documentation)</li> <li>▪ Inter-agency agreements</li> <li>▪ Involvement with “school safety” organizations (documentation)</li> <li>▪ Participation in social/fraternal organizations (documentation)</li> <li>▪ Work with city council on city/school initiatives (documentation)</li> </ul>



<b>Evidence:</b>	<b>Summary Rating</b> <input type="radio"/> Meets Standard <input type="radio"/> Doesn't Meet Standard
<b>Reflection:</b>	

### Reflective Conversation: Possible questions board members could ask

#### Standard 6

*The questions provided are meant to guide the discussion between the superintendent and the board. They are not exhaustive nor would it be reasonable to expect a superintendent to respond to all questions.*

- What service providers are we working with or networking with, and what is the impact of those efforts?
- What steps are you taking to collaborate with other districts, institutions and organizations, and on what issues?
- What steps are you taking to ensure that our students and organization will be prepared for the changing demographics of our state and nation?
- What examples of your efforts to advocate for our district, all students and for education can you give us?

**Part II – Overall Summary** [Mark one in each row]

Job Responsibilities	Meets Standard	Does Not Meet Standard
Standard 1	<input type="radio"/>	<input type="radio"/>
Standard 2	<input type="radio"/>	<input type="radio"/>
Standard 3	<input type="radio"/>	<input type="radio"/>
Standard 4	<input type="radio"/>	<input type="radio"/>
Standard 5	<input type="radio"/>	<input type="radio"/>
Standard 6	<input type="radio"/>	<input type="radio"/>

<b>Significant Achievements:</b>
<b>Areas for Growth:</b>
<b>Superintendent Comments:</b>
<b>School Board President Comments:</b>

Continuous Improvement Recommendation (mark one)	
Professional Growth Plan	<input type="radio"/>
Remediation Target(s)	<input type="radio"/>

Superintendent's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Evaluation Period: 20\_\_\_\_ to 20\_\_\_\_

Board President's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

# Iowa Individual Administrator Professional Development Plan

to be developed collaboratively by administrator and supervisor

Name: \_\_\_\_\_ School: \_\_\_\_\_ District: \_\_\_\_\_ AEA: \_\_\_\_\_

## District or Building Focus

STEP 1	General District Goal Area (from CSIP or other improvement plan) If using a goal area not included in a plan, include data to show need for focusing leadership in this area.					
STEP 2	Specific School or District Goal (for above general goal area)					
STEP 3	Related ISSL	Indicators of Progress (Document the effect of chosen indicators.)	Start & End Dates	Review Date(s)	Items discussed during review	
STEP 3	Specific Leadership Goals* (1-3 things the administrator will DO to increase likelihood that goals in steps 1 & 2 will be achieved)					
STEP 4	Learning Goals* (1-3 things the administrator will learn to increase likelihood that goals in steps 1 & 2 will be achieved)					
*Administrators are encouraged to use "SMART Goal" design to develop their goals. See next page.						
STEP 5	Supports for Plan Implementation (mark all that apply and describe)					
Supervisor/Board: <input type="radio"/>		AEA/Regional: <input type="radio"/>		Peer: <input type="radio"/>		Other: <input type="radio"/>

Administrator Signature/Date \_\_\_\_\_ Supervisor Signature/Date \_\_\_\_\_

## SMART Goals Worksheet

This is an optional tool to assist with goal writing. Use the process for each of the 1-3 goals you are considering.

**S**                      **M**                      **A**                      **R**                      **T**  
**Strategic and Specific**      **Measurable**      **Attainable**      **Results-based**      **Time-bound**

**Strategic** - Select a high-leverage goal that will make a difference.  
**Specific** - Clearly define what you will do and how you will do it.  
**Establish concrete criteria for tracking progress and determining success.**  
**Select a goal you have a reasonable expectation of achieving (a "stretch" goal that is not easy, but doable).**  
**Clearly define the results you expect to see.**  
**Establish a starting and ending date for completion of the goal.**

<b>Leadership Goal</b>			
<b>R</b> – What result do you hope to achieve? Be specific.	<b>S</b> - What specific leadership action(s) might lead to the desired result? Describe what you will do and how you will do it.	<b>A</b> – What is the likelihood you will achieve the goal upon successful completion of the actions described? Show the connection between your actions and the desired result.	<b>M</b> – What measures (criteria) will you use to determine progress and document the effect of chosen indicators?  <b>T</b> – What is the timeframe for completing the goal? List start date, review date(s) and end date.
<b>Final leadership goal statement:</b> (Combine considerations in all columns to create your goal statement. Transfer this to the first page of the plan.)			

<b>Learning Goal</b>			
<b>R</b> – What result do you hope to achieve? Be specific.	<b>S</b> - What specific leadership action(s) might lead to the desired result? Describe what you will do and how you will do it.	<b>A</b> – What is the likelihood you will achieve the goal upon successful completion of the actions described? Show the connection between your actions and the desired result.	<b>M</b> – What measures (criteria) will you use to determine progress and document the effect of chosen indicators?  <b>T</b> – What is the timeframe for completing the goal? List start date, review date(s) and end date.
<b>Final learning goal statement:</b> (Combine considerations in all columns to create your goal statement. Transfer this to the first page of the plan.)			

## Remediation Target

A Remediation Target should be identified for each standard or significant performance indicator identified and supported with evidence as not meeting standard by the board. A separate target should be written for each performance indicator. The number of targets should be limited to no more than five (5). The timelines should be completed within the next 12-month evaluation cycle.

Remediation Target Number \_\_\_\_\_ Date Target Developed \_\_\_\_\_

Performance Indicator to be Remediated	Remediation Target (w/measurable outcomes)	Action Steps	Evidence of Progress	Summary Rating Meets/Does Not Meet
<b>Superintendent Comments:</b>				
<b>Board President Comments:</b>				

**Signatures**

Superintendent/Date \_\_\_\_\_ Board President/Date \_\_\_\_\_

## JOB DESCRIPTION

<b>TITLE:</b>	Superintendent of Schools
<b>JOB GOAL:</b>	To provide district-wide leadership in improving teaching and learning that increases achievement and promotes success of all students.
<b>QUALIFICATIONS:</b>	<ol style="list-style-type: none"><li>1. Three years of experience in teaching and three years' experience in school administration totaling at least six years.</li><li>2. An earned master's degree with a major in educational administration; preferably, completion of one year of graduate work beyond the master's degree.</li><li>3. A valid license issued by the State Board of Education with a Superintendent/Area Education Agency Administrator endorsement.</li><li>4. Such alternatives to the above qualifications as the board may find appropriate and acceptable.</li></ol>
<b>REPORTS TO:</b>	Board of Education
<b>SUPERVISES:</b>	Directly or indirectly, every district employee.
<b>CLASSIFICATION:</b>	Exempt

### Professional Responsibilities and Examples of Duties:

1. **A superintendent is an educational leader who promotes the success of all students facilitating the development, articulation, implementation and stewardship of a vision of learning that is shared and supported by the school community.**
  - a. In collaboration with others, uses appropriate data to establish rigorous, concrete goals in the context of student achievement and instructional programs.
  - b. Uses research and/or best practices in improving the educational program.
  - c. Articulates and promotes high expectations for teaching and learning.
  - d. Aligns and implements the educational programs, plans, actions, and resources with the district's vision and goals.
  - e. Provides leadership for major initiatives and change efforts.
  - f. Communicates effectively to various stakeholders regarding progress with school improvement plan goals.
2. **A superintendent is an educational leader who promotes the success of all students by advocating, nurturing and sustaining a school culture and instructional program conducive to student learning and staff professional development.**
  - a. Provides leadership for assessing, developing and improving climate and culture.
  - b. Systematically and fairly recognizes and celebrates accomplishments of staff and students.
  - c. Provides leadership, encouragement, opportunities and structure for staff to continually design more effective teaching and learning experiences for all students.
  - d. Monitors and evaluates the effectiveness of curriculum, instruction and assessment.

- e. Evaluates staff and provides ongoing coaching for improvement.
  - f. Ensures staff members have professional development that directly enhances their performance and improves student learning.
  - g. Uses current research and theory about effective schools and leadership to develop and revise his/her professional growth plan.
  - h. Promotes collaboration with all stakeholders.
  - i. Is easily accessible and approachable to all stakeholders.
  - j. Is highly visible and engaged in the school community.
  - k. Articulates the desired school culture and shows evidence about how it is reinforced.
3. **A superintendent is an educational leader who promotes the success of all students by ensuring management of the organization, operations and resources for safe, efficient and effective learning environment.**
- a. Complies with state and federal mandates and local board policies.
  - b. Recruits, selects, inducts, and retains staff to support quality instruction.
  - c. Addresses current and potential issues in a timely manner.
  - d. Manages fiscal and physical resources responsibly, efficiently, and effectively.
  - e. Protects instructional time by designing and managing operational procedures to maximize learning.
  - f. Communicates effectively with both internal and external audiences about the operations of the school.
4. **A superintendent is an educational leader who promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.**
- a. Engages family and community by promoting shared responsibility for student learning and support of the education system.
  - b. Promotes and supports a structure for family and community involvement in the education system.
  - c. Facilitates the connections of students and families to the health and social services that support a focus on learning.
  - d. Collaboratively establishes a culture that welcomes and honors families and community, and seeks ways to engage them in student learning.
5. **A superintendent is an educational leader who promotes the success of all students by acting with integrity, fairness and an ethical manner.**
- a. Demonstrates ethical and professional behavior.
  - b. Demonstrates values, beliefs and attitudes that inspire others to higher levels of performance.
  - c. Fosters and maintains caring professional relationships with staff.
  - d. Demonstrates appreciation for and sensitivity to diversity in the school community.
  - e. Is respectful of divergent opinions.
6. **A superintendent is an educational leader who promotes the success of all students by understanding the profile of the community and responding to, and influencing the larger political, social, economical, legal and cultural context.**
- a. Collaborates with service providers and other decision-makers to improve teaching and learning.
  - b. Advocates for the welfare of all members of the learning community.
  - c. Designs and implements appropriate strategies to reach desired goals.
7. **This job description is subject to change, and in no manner implies that the superintendent**

performs only the responsibilities and duties listed herein. The superintendent must perform these and other duties as may be assigned by the board, both consistent with local board policies and the Iowa Code.

**Working Conditions Include:**

1. Extremes of temperature and humidity.
2. Use of and potential dangers associated with stairs.
3. Exposure to and possible repercussions of communicable diseases.
4. Occasional travel.
5. Occasional interaction with unruly students.
6. Regular evening and weekend work.
7. Considerable telephone contact and paperwork.
8. Regular requirement of bending, carrying, climbing, driving, lifting, pushing, pulling, reaching, sitting, standing, walking, reading, communicating, seeing, hearing.

**Terms of Employment:**

Twelve months a year. Salary and benefits to be set by the board.

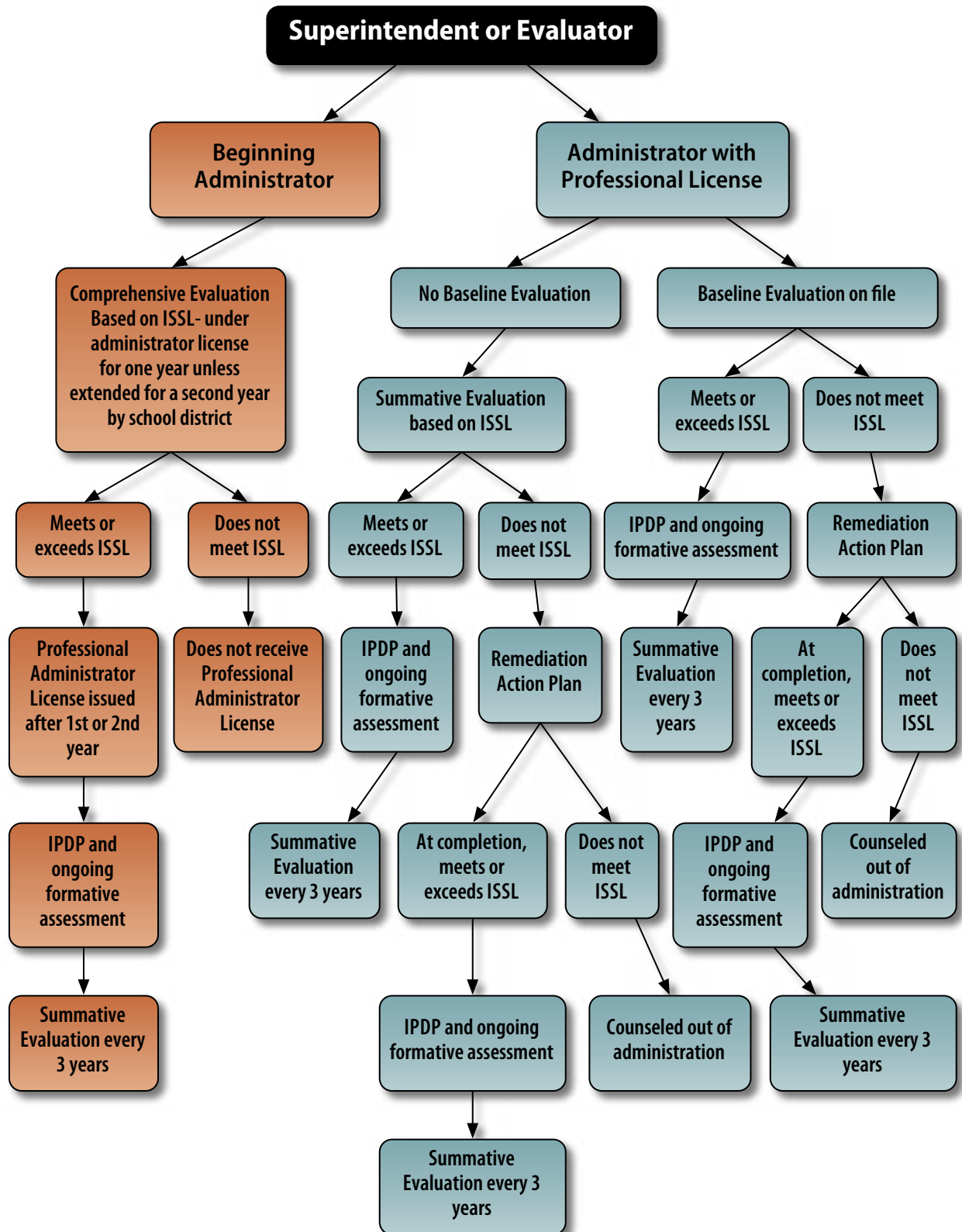
**Evaluation:**

Performance of this job will be evaluated in accordance with board policy, including progress on annual job targets as set by the superintendent and board.

Approved by: \_\_\_\_\_ Date \_\_\_\_\_



**Evaluation Process - Evaluation of Administrators - October 2010**  
 (ISSL= Iowa Standards For School Leaders; IPDP= Iowa Professional Development Plan)  
 Best Practice



<p><b>Standard #1: An educational leader promotes the success of all students by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community. (Shared Vision)</b></p>	<p><b>Standard #4: An educational leader promotes the success of all students by collaborating with families and community members, responding to diverse community interests and needs and mobilizing community resources. (Family and Community)</b></p>
<p>The administrator:</p> <ul style="list-style-type: none"> <li>a. In collaboration with others, uses appropriate data to establish rigorous, concrete goals in the context of student achievement and instructional programs.</li> <li>b. Uses research and/or best practices in improving the educational program.</li> <li>c. Articulates and promotes high expectations for teaching and learning.</li> <li>d. Aligns and implements the educational programs, plans, actions, and resources with the district’s vision and goals.</li> <li>e. Provides leadership for major initiatives and change efforts.</li> <li>f. Communicates effectively to various stakeholders regarding progress with school improvement plan goals.</li> </ul>	<p>The administrator:</p> <ul style="list-style-type: none"> <li>a. Engages family and community by promoting shared responsibility for student learning and support of the education system.</li> <li>b. Promotes and supports a structure for family and community involvement in the education system.</li> <li>c. Facilitates the connections of students and families to the health and social services that support a focus on learning.</li> <li>d. Collaboratively establishes a culture that welcomes and honors families and community and seeks ways to engage them in student learning.</li> </ul>
<p><b>Standard #2: An educational leader promotes the success of all students by advocating, nurturing and sustaining a school culture and instructional program conducive to student learning and staff professional development. (Culture of Learning)</b></p>	<p><b>Standard #5: An educational leader promotes the success of all students by acting with integrity, fairness and in an ethical manner. (Ethics)</b></p>
<p>The administrator:</p> <ul style="list-style-type: none"> <li>a. Provides leadership for assessing, developing and improving climate and culture.</li> <li>b. Systematically and fairly recognizes and celebrates accomplishments of staff and students.</li> <li>c. Provides leadership, encouragement, opportunities and structure for staff to continually design more effective teaching and learning experiences for all students.</li> <li>d. Monitors and evaluates the effectiveness of curriculum, instruction and assessment.</li> <li>e. Evaluates staff and provides ongoing coaching for improvement.</li> <li>f. Ensures staff members have professional development that directly enhances their performance and improves student learning.</li> <li>g. Uses current research and theory about effective schools and leadership to develop and revise his/her professional growth plan.</li> <li>h. Promotes collaboration with all stakeholders.</li> <li>i. Is easily accessible and approachable to all stakeholders.</li> <li>j. Is highly visible and engaged in the school community.</li> <li>k. Articulates the desired school culture and shows evidence about how it is reinforced.</li> </ul>	<p>The administrator:</p> <ul style="list-style-type: none"> <li>a. Demonstrates ethical and professional behavior.</li> <li>b. Demonstrates values, beliefs, and attitudes that inspire others to higher levels of performance.</li> <li>c. Fosters and maintains caring professional relationships with staff.</li> <li>d. Demonstrates appreciation for and sensitivity to diversity in the school community.</li> <li>e. Is respectful of divergent opinions.</li> </ul>
<p><b>Standard #3: An educational leader promotes the success of all students by ensuring management of the organization, operations and resources for a safe, efficient and effective learning environment. (Management)</b></p>	<p><b>Standard #6: An educational leader promotes the success of all students by understanding the profile of the community and responding to, and influencing the larger political, social, economic, legal and cultural context. (Societal Context)</b></p>
<p>The administrator:</p> <ul style="list-style-type: none"> <li>a. Complies with state and federal mandates and local board policies.</li> <li>b. Recruits, selects, inducts, and retains staff to support quality instruction.</li> <li>c. Addresses current and potential issues in a timely manner.</li> <li>d. Manages fiscal and physical resources responsibly, efficiently, and effectively.</li> <li>e. Protects instructional time by designing and managing operational procedures to maximize learning.</li> <li>f. Communicates effectively with both internal and external audiences about the operations of the school.</li> </ul>	<p>The administrator:</p> <ul style="list-style-type: none"> <li>a. Collaborates with service providers and other decision-makers to improve teaching and learning.</li> <li>b. Advocates for the welfare of all members of the learning community.</li> <li>c. Designs and implements appropriate strategies to reach desired goals.</li> </ul>

# Suggested Timeline for Superintendent

## Evaluation

### Late Spring

1. Superintendent and board clarify vision, mission, and long-range plans for district.
2. Board and superintendent review superintendent job description and evaluation process, forms indicators, timelines, and possible supporting document/information/data to be used to measure performance.

### Early Summer

3. Superintendent creates Individual Professional Development goals based on district goals, which are measurable and doable in 12 months. The goals are mutually agreed to by the board/superintendent and shared with staff.
4. An Individual Professional Development Plan is developed by the superintendent in cooperation with the board to support his/her goals.

### Fall

5. Board President and superintendent review evaluation process and forms with new board members following the election.

### Quarterly or Early Winter

6. Superintendent makes interim progress reports to the board on district goals and Individual Professional Development Plan goals.

## Spring

7. Superintendent completes a self-assessment including reflections and supporting artifacts and provides it to the board.
8. Individual board members complete evaluation forms and bring the forms to the board's evaluation session or send copies to the board president or board secretary to be compiled, according to district's procedures.
9. Board members meet to discuss their evaluations and develop the board's official written document(s) that will be shared with the superintendent following the meeting. The meeting must follow the provisions of Iowa's open meetings law Ch. 21.5(a) or 21.5(i) and the advice of district's legal counsel.
10. The board's official evaluation document(s) is/are shared, clarified and discussed with the superintendent, following the open meetings/open records laws. Changes to the evaluation may be made as a result of the discussions. Remediation Targets (if any) will be included as a part of the final evaluation document(s) as a confidential personnel record (Sample 3.)
11. A copy of the final written evaluation form is placed in the superintendent's personnel folder.
12. Iowa law requires that notification of a board's intent to terminate the contract of a superintendent occur by May 15.

## Late Spring

13. Return to the beginning of the cycle.

Source: Superintendent Leadership Performance Review: A Systems Approach,



# Written Comments and Number Ratings in Superintendent Evaluation



# Written Comments and Number Ratings in Superintendent Evaluation

## Introduction

A challenge for board teams is determining the information to include in the end of the year final written superintendent evaluation. Best practice indicates the board should focus on identifying overall coherent messages reflecting consensus or the majority opinion of the board about the superintendent's performance. At the same time, individual board member input is what determines the overall themes the board team identifies regarding the superintendent's performance.

This document addresses two types of board input on superintendent evaluation instruments:

- Written comments
- Number ratings on scales or rubrics

## Written comments

For sections of the superintendent evaluation instrument containing written comments by board members, consider the following viewpoint excerpted from an article in the American School Board Journal (ASBJ):

*Boards find it difficult to speak with one voice, composed as they are of individual members. The evaluation offers a great opportunity for meaningful dialogue between board and superintendent, but if one party (the board) fails to speak coherently, that opportunity is squandered.*

*An evaluation that dutifully records every board member's comment without regard to how many opinions it represents will confuse the message. Personal agendas and individual perceptions can lead to comments that reflect neither board consensus nor majority opinion.*

*They are nevertheless included out of a mistaken desire to have each member's contributions included in the final written evaluation. When it fails to give voice to a coherent message, the board confuses its most important – and many would say - only employee.*

*Solution: Draw a distinction between individual comments which board members have a right to express, and the board's formal message which is its collective duty to deliver. Before the meeting (with the superintendent),*

*collect every member's input in response to each criteria. Consider all such comments, and then deliberate as a (whole) board to decide which comments reflect the opinion of the majority. Only include majority opinions in the final evaluation.*

## **Non-majority opinions**

Sample ways to consider including non-majority opinions about superintendent performance - These are intended to limit the amount of non-majority input in order to avoid confusing the overall messages of the board.

When the board is unable to reach consensus on its overall messages about superintendent performance, the board team may find it helpful to consider one of these types of options:

- Include a total of no more than two or three of the non-majority comments or messages. The board team discusses and chooses the two or three non-majority opinions to include (the evaluation lists the number of board members in agreement with each non-majority opinion)
- Each board member can add no more than one or two non-majority comments or messages that are most important to them (the evaluation should list these as non-majority opinions of an individual board member).

## **Number ratings**

For sections of the superintendent evaluation instrument containing number ratings by board members, consider the following viewpoint:

When using number ratings, averages can sometimes “mask” the overall picture. For numeric ratings, it may be more helpful to both the board and superintendent to include the counts for each rating. Review each of the two groups of scenarios on the following pages. Then consider the various insights about superintendent performance that a board and superintendent would gain when they have data that includes counts for each rating compared to only averages.

### Scenario 1 – Team A

<b>The superintendent...</b>	<b>Unsatisfactory (1)</b>	<b>(2)</b>	<b>Satisfactory (3)</b>	<b>(4)</b>	<b>Exemplary (5)</b>
# of board members who chose this rating (average 3.0)	1	2	1	2	1

### Scenario 1 – Team B

<b>The superintendent...</b>	<b>Unsatisfactory (1)</b>	<b>(2)</b>	<b>Satisfactory (3)</b>	<b>(4)</b>	<b>Exemplary (5)</b>
# of board members who chose this rating (average 3.0)	0	1	5	1	0

### Scenario 1 – Team C

<b>The superintendent...</b>	<b>Unsatisfactory (1)</b>	<b>(2)</b>	<b>Satisfactory (3)</b>	<b>(4)</b>	<b>Exemplary (5)</b>
# of board members who chose this rating (average 3.0)	0	0	7	0	0



## Scenario 2 – Team A

<b>The superintendent...</b>	<b>Unsatisfactory (1)</b>	<b>(2)</b>	<b>Satisfactory (3)</b>	<b>(4)</b>	<b>Exemplary (5)</b>
# of board members who chose this rating (average 3.0)	1	0	2	4	0

## Scenario 2 – Team B

<b>The superintendent...</b>	<b>Unsatisfactory (1)</b>	<b>(2)</b>	<b>Satisfactory (3)</b>	<b>(4)</b>	<b>Exemplary (5)</b>
# of board members who chose this rating (average 3.0)	0	0	6	0	1

## Scenario 2 – Team C

<b>The superintendent...</b>	<b>Unsatisfactory (1)</b>	<b>(2)</b>	<b>Satisfactory (3)</b>	<b>(4)</b>	<b>Exemplary (5)</b>
# of board members who chose this rating (average 3.0)	0	4	0	0	3

## **Urbandale Board of Education Operating Protocol**

For the purpose of enhancing teamwork and increase efficiency and effectiveness, the board members of the Urbandale Community School District are committed to the implementation of the following operating protocol:

### **Advocacy and Goals**

- Our top priority is to assure that each and every student receives a quality education; the board represents the needs and interest of all the children in the Urbandale Community School District. Our mission is to “teach all and to reach all.”
- The board will set clear goals for themselves and the superintendent. They will also set clear goals for the Urbandale Community School District.
- We agree to “move the question” when discussion is repetitive. Board meetings are for decision-making, actions, and votes, not endless discussion. To be efficient and effective, long board meetings must be avoided.

### **Communication and Decision-making**

- We will listen and direct individuals to follow policy related Chain of Command.
- We will ensure that every board member has equal access to all information and a responsibility to become well informed prior to conversations.
- We will consider research, best practice, public input, and financial impact when making decisions.
- We will listen with an open mind and be willing to change our stance based upon evidence.
- Surprises to the board or the superintendent will be the exception, not the rule. There should be no surprises at a board meeting.

### **Roles and Responsibilities**

- We will emphasize planning, policy-making, public relations, and direction for the district.
- We will develop and nurture positive relationships that foster trust among ourselves and our administrative team.
- We will commit to an annual retreat to review strategic plan progress and establish yearly goals.

Urbandale Community School District  
**2015-2016 Board Meeting Evaluation Form**  
Meeting Date: \_\_\_\_\_

**Purpose of form:** This form is provided as a meeting evaluation tool for the Urbandale School Board Members to keep us focused on the important issues and how we want to operate at board meetings. It further can help administration to ensure the right materials and information is provided to the directors so they can make informed decisions.

**UCSD School Board Mission:** To partner with stakeholders to teach all and reach all through governance of Board Policy and Operating Protocol.

**Board Goals:**

- Increase Board effectiveness to support district administration in improving student learning.
  - o Directors will continue to learn together
  - o Directors will be data-driven in decision-making process.
  
- To establish and maintain key financial targets.
  - o Solvency Ratio
  - o Spending Authority

**Questions:**

1. How well were you prepared for the decisions that you had to make tonight? If not, what other information would have been helpful?
  
  
  
  
  
  
  
  
  
  
2. What follow-up information or discussion is needed for any of the items we dealt with tonight?
  
  
  
  
  
  
  
  
  
  
3. How well did we hold ourselves accountable to our agreed upon *Operating Protocol*?

**Assessing Tonight's Meeting**

Plus (Positives)

Delta (Potential Changes)



