Cedar Rapids Community School District

BOARD of EDUCATION SPECIAL MEETING

January 19, 2026

Cedar Rapids Community School District

CALL TO ORDER

President Neumann

Cedar Rapids Community School District

CLOSED SESSION

The Board of Education will reconvene in open session upon completion of closed session.

Cedar Rapids Community School District

OPEN SESSION

Consideration in Open Session of Application for Open Enrollment - EXIT

AGENDA

Cedar Rapids Community School District

- Community Coalition Update
- Superintendent Executive Summary
- Strategic Budget Realignment

Note: Reconfiguration will be discussed on 1/26.

Cedar Rapids Community School District

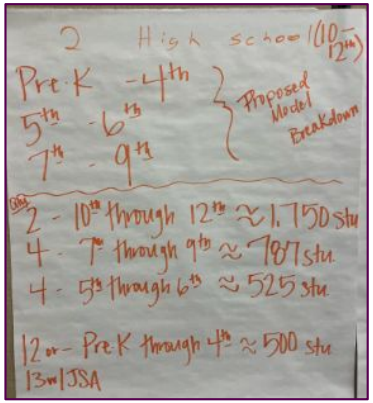
COMMUNITY COALITION UPDATE

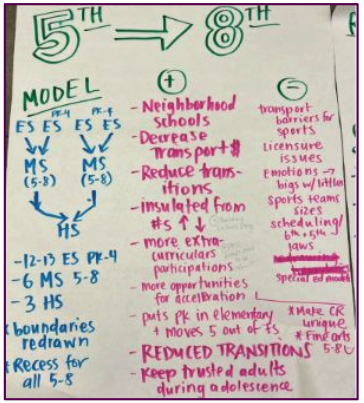
Caleb Claus

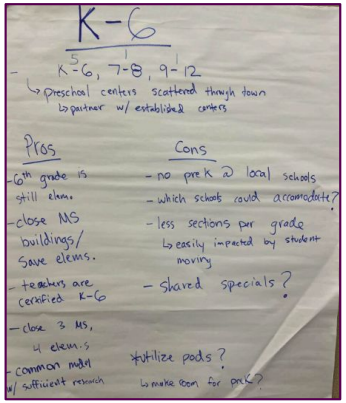
Community Coalition Update

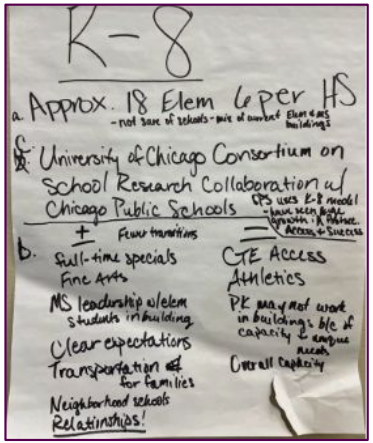
Ideas Explored:

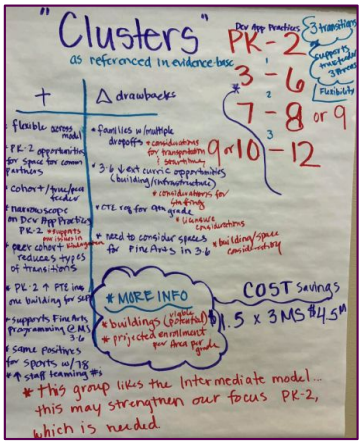
1. 2 High School Model
   (PreK-4, 5-6, 7-9, 10-12)
2. 5-8 Model
   (PreK-4, 5-8, 9-12)
3. K-6 Model
   (PreK-6, 7-8, 9-12)
4. K-8 Model
   (PreK-8, 9-12)
5. 5-1-1 Model
   (PreK-4, 5-6, 7-8, 9-12)
6. “Cluster” Model
   (PreK-2, 3-6, 7-8 or 7-9, 10-12 or 9-12)

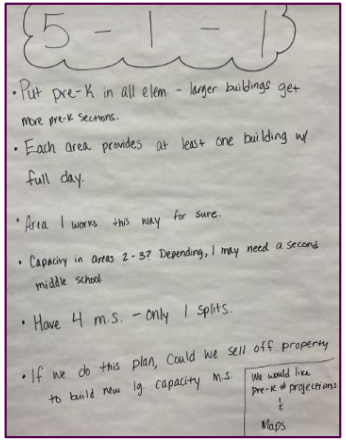












TIMELINE FOR DECISIONS (Update)

- **No Consolidation for 2026-2027:** We are proposing that no school closures or consolidations take place next school year. This intentional pause allows us to understand the daily impact on students better.
- **February 9th Board Action:** We are asking the Board to approve a proposed plan for community review and feedback.
- **Spring Engagement:** Throughout the spring, we will bring that proposal to you for additional feedback and deeper conversation.
- **Final Decision in April:** The Board is expected to make a final decision on consolidations in April, with changes not taking effect until **Fall 2027.**
- **January 19th Meeting:** The Board will still vote on other necessary cost-saving measures this month. Please understand that waiting a year to implement these changes will require us to make deeper sacrifices in other areas to balance our budget.

Cedar Rapids Community School District

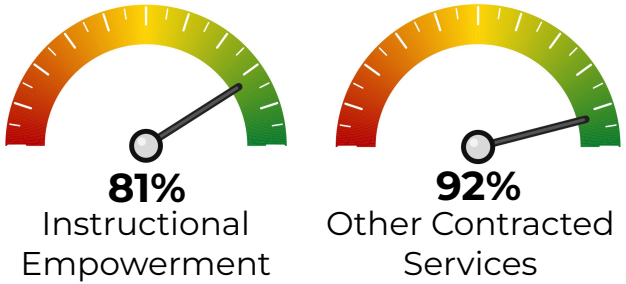
SUPERINTENDENT EXECUTIVE SUMMARY

Dr. Lannin

Proposed Cost Savings

ELSC Budget Reductions: *Curriculum, Instruction and Student Support*	
Consulting Services	**$2,200,000**
Mentoring and Induction	**$485,000**
Curriculum Purchases (Freeze)	**$1,075,800**
Community Partners	**$0**
Special Education	**$0**
Grant Wood AEA Contracts	**$487,000**
ELSC Budget Reductions: *Operational Savings*	
Software	**$300,000**
Travel*	**$250,000**
Food Related Purchases*	**$75,000**
ELSC Staff Reductions	**$988,653**
Building Based Budget Reductions: *Enrollment Based Staffing and Budgets*	
Backpack/Supplement *(based on enrollment)*	**$208,384**
Building Budgets *(based on enrollment)*	**$103,815**
Staffing Model	**$2,800,000**
Innovative Programming (CRVA, Home School, City View, BIG)	**$215,000**
Building Based Budget Reductions: *Compensation Package*	
Personify Health	**$116,000**
Insurance Stipend 5-Year Phase-Out	**$0**
Salary Increases	**$3,569,154**
ESTIMATED REDUCTIONS	**$12,873,806**

CONSULTING SERVICES



Recommended Reductions: $2,200,000

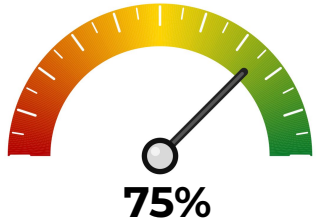
Future Context: The district will minimize the use of general fund consulting by rigorously evaluating all contracts for strategic priority and internal capacity before submitting them to the Board of Education for approval.

Reductions include: Instructional Empowerment $1.8M, Table Group $32,000, District Management Group, LLC $268,000, Ronald Lott $9,000, Steele Dynamics LLC $52,000, Wixted $28,000)

Impact:

- Empowering staff through increased ownership, skill development, and institutional knowledge
- Reducing reliance on external consultants will shift resources toward direct student services
- Students may benefit from greater continuity, consistency, and responsiveness in programs designed and implemented by internal teams of employees

MENTORING AND INDUCTION



Recommended Reductions: $485,000

Future Context: CRCSD will create and implement its own Mentoring and Induction program staffed by CRCSD personnel.

Impact:

- Building-based mentors and in-district induction coaches will be able to support and serve beginning educators with building and district context.
- Beginning educators will be supported on planning, instruction, and using data to inform instruction in order to support student learning.

CURRICULUM PURCHASES



Recommended Reductions: $1,075,800

Future Context: Reduce Curriculum Materials being purchased for FY27

Impact:

- Longer “on-ramp” towards implementation to allow for material allocation and professional learning.

BEHAVIOR SUPPORT & MENTAL HEALTH COMMUNITY PARTNERS

Recommended Reduction: $0

Future Context: The total amount budgeted for 2026-2027 Student Service Community Partners will remain the same as the 2025-2026 school year. We will continue to allocate $750,000 to student behavior and mental health student support.

Impact:

- We will sustain deep collaboration with school sites and community partners to accurately assess needs, guarantee equitable access, maintain implementation fidelity, and rigorously monitor impact.
- We will leverage transparent, data-driven metrics to optimize service delivery, ensuring students receive high-quality support that yields measurable success and maximizes the value of funded partnerships.

SPECIAL EDUCATION

Recommended Reduction: $0 at this time

Future Context: Realignment of programming and services to more efficiently meet the needs of our students identified for special education services. A final plan and recommendation on efficiencies will be presented this spring.

Impact:

- More specific special education programming will be added to our system allowing more access for students
- Staff will receive more specific training allowing staff to be more specialized
- More focused programming will allow general education staff to also better understand the needs of students in their building, providing a better educational experience for all students and staff

GRANT WOOD AEA CONTRACTS



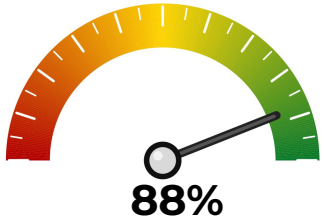
Recommended Reduction: $487,000

Future Context: CRCSD will utilize District staff to provide services, coaching, and expertise previously provided by GWAEA. We will maintain school improvement coach support. Finally, we will also maintain SEBH support in accordance, and paid through, our therapeutic grant award.

Impact:

- SEBH support will be gradually released to CRCSD staff as they have received coaching and training
- Providing more ownership for CRCSD and allowing those closest to students to become experts
- Allows for more investment in CRCSD staff and ensures stability in services

SOFTWARE



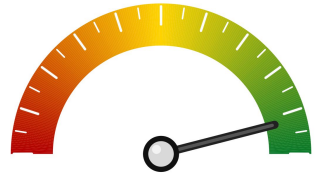
Recommended Reduction: $300,000

Future Context: The IT Dept will establish a collaborative review process to ensure all departments and schools are active partners in balancing instructional needs with fiscal discipline.

Impact:

- Tiered Licensing Optimization - Districtwide Licenses
- Identifying software that performs tasks already included in our "Big 3" platforms (Google, Infinite Campus, and Website Communication)
- Low-Engagement, Low Utilization software will not be renewed
- No software on P-cards but through our IT Department
- Apps need to have clear professional or student learning purpose

TRAVEL



Recommended Reduction: $250,000

Future Context: To implement a consistent and transparent travel approval process that ensures travel is fiscally responsible, reasonable, and necessary to an employee's role, while supporting professional learning and minimizing disruption to buildings and departments.

Impact:

- More consistent instruction and fewer disruptions because staff travel is planned in advance, aligned to instructional improvement, and includes clear coverage and shared learning.
- Clear, equitable expectations for travel approval and access to purposeful, role-aligned professional learning that benefits both individuals and teams.
- Improved visibility into professional learning across the district, enabling more strategic, coordinated, and intentional investment in high-impact opportunities.

FOOD PURCHASES



Recommended Reduction: $75,000

Future Context: Ensure consistent adherence to Board Policy by clearly communicating expectations, implementing pre-approval requirements, and standardizing documentation practices across departments and schools.

Impact:

- More resources are preserved for direct student learning by reducing nonessential food purchases and ensuring public funds are used appropriately.
- Clear, consistent expectations for food purchases reduce confusion and ensure equitable, policy-aligned practices across departments and schools.
- Standardized pre-approval and documentation strengthen fiscal responsibility, improve compliance with Board policy, and reduce unnecessary spending

BACKPACK & SUPPLEMENTAL



Recommended Reduction: $208,834

Future Context: No recommended change to allocation model as this is adjusted for enrollment trends.

Impact:

- Provide a predictable and sustainable model for supplemental staffing allocations based on enrollment counts
- Use of these funds is to support adding FTE needs within the buildings
- Using projected enrollment for FY27 at each building and FY25 F/R % per building to determine enrollment counts for allocation summary

BUILDING BUDGETS



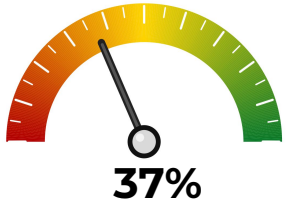
Recommended Reduction: $103,815

Future Context: No recommended change to allocation model as this is adjusted for enrollment trends

Impact:

- Maintaining a predictable, enrollment-based allocation model allows building leaders to plan responsibly, prioritize core instructional needs, and align resources with student populations in a transparent and equitable manner
- Buildings are allowed to carry over up to 15% of their prior year unspent new allocation into the next fiscal year, which allows for stronger predictability within the model

STAFFING MODEL



Recommended Reduction: $2,800,000

Future Context: Adjust certified FTE by 33.3 through attrition based on current student enrollment numbers.

Impact:

- Applying the staffing model will align class sizes and staffing levels more closely with actual enrollment
- Maintaining consistent class size expectations across schools
- The model is designed to stay within established caps to preserve instructional quality
- Ongoing monitoring and adjustments, along with individualized principal consultation, are intended to minimize disruption, and maintain equitable learning environments

INNOVATIVE SCHOOL OPTIONS



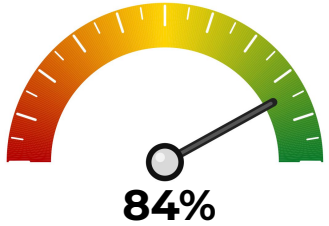
Recommended Reduction: $215,000 minimum

Future Context: All programs (City View, Iowa BIG, virtual learning, and homeschool) will consolidate under the City View umbrella to create a one-stop-shop for students and families who are seeking alternative options. We are actively exploring re-locating this programming to the ELSC.

Impact:

- Families will have expanded access to alternative options that include flexible schedules, increased academic support, rigorous coursework, and access to college and career pathways.
- Increase enrollment by tailoring programming to the demands of families who have sought alternative programming outside the district.
- Create meaningful student and staff experiences and budget efficiencies by exploring re-location to the ELSC.

PERSONIFY HEALTH



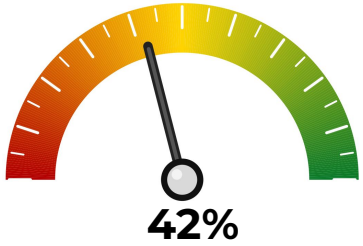
Recommended Reduction: $116,000

Future Context: The district remains committed to supporting employee well-being while ensuring that resources are used effectively and equitably.

Impact:

- Redirecting focus toward education about existing wellness-related benefits already available to district employees with no impact to the budget
- Exploring future, more effective approaches supports staff well-being in a more equitable

INSURANCE STIPEND



Recommended Reduction: $0 for FY27

Future Context: Create a task force to understand the impact and create solutions benefiting all employees.

Impact:

- Time to plan for changes in take-home pay and IPERS-eligible earnings, helping to mitigate immediate financial disruption
- A gradual approach balances fiscal sustainability with fairness and sensitivity to employee compensation and retirement considerations

Cedar Rapids Community School District

ELSC REDUCTIONS, REALIGNMENTS, & SALARY PROPOSAL

Dr. Tammy Wawro, Recruitment & Retention Lead
Derek Loutsch, Business Services Lead
Dr. Lannin, Superintendent

ELSC Historical Context

The Educational Leadership and Support Center (ELSC) is the central administrative and operational facility for the Cedar Rapids Community School District (CRCSD). It houses many of the district's essential departments, support services, and leadership offices, including:

- Buildings & Grounds
- Purchasing & Warehouse
- Transportation
- Payroll & Benefits
- Accounting & Business Services
- Food & Nutrition
- Technology
- Graphics & Printing
- Student Services
- Special Services
- Curriculum, Assessment & Instruction
- Human Resources
- Data & Communications
- Office of the Superintendent and the Board of Education

Cabinet & ELSC Historical Context

Cabinet size and structure have shifted over time in response to:

- District recovery needs following the 2008 flood
- Changes in superintendents and leadership models (e.g., associate superintendent, deputy, executive director, chief-based structures)
- Evolving instructional, operational, and compliance demands

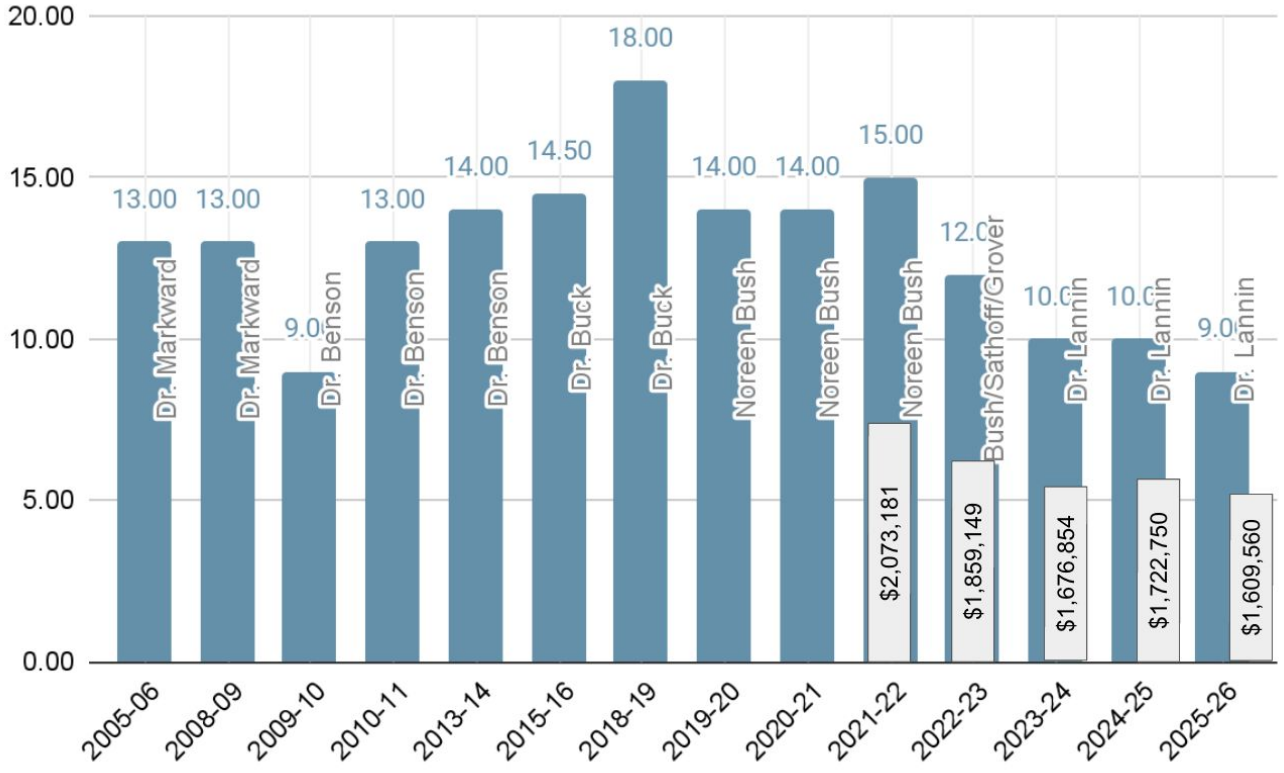
Cabinet & ELSC Historical Context

Cabinet members are responsible for:

- Advising the superintendent on districtwide strategy and priorities
- Ensuring alignment across academic, operational, and support functions
- Translating board direction into system-level implementation
- Identifying and managing districtwide risks, compliance, and resource alignment

Cabinet is not a governance body, and it is not the only place where leadership happens in the district.

Cabinet - Historical Context



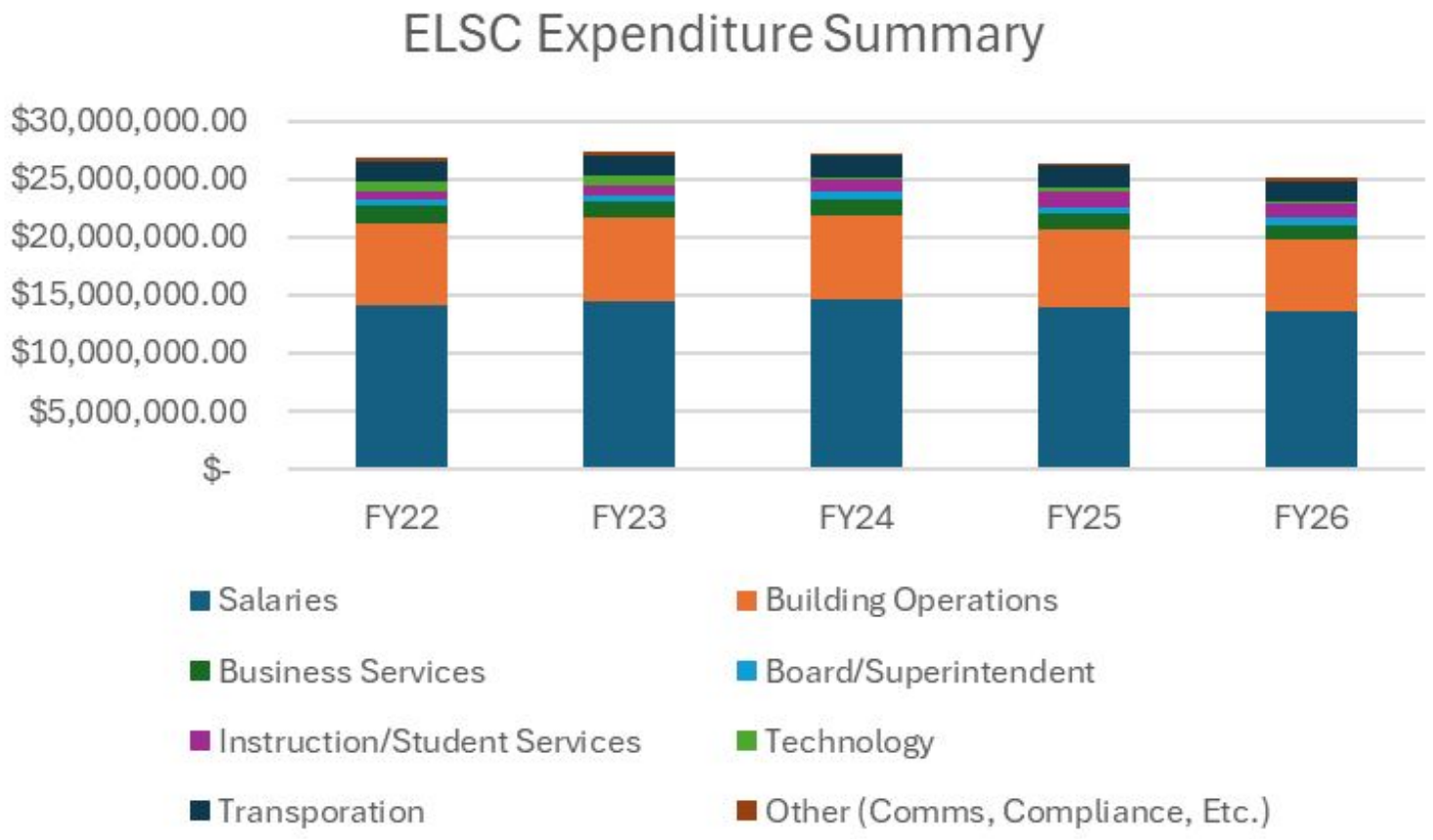
Cost of ELSC Salaries

ELSC FTE/Salary Comparison	FY22		FY23		FY24		FY25		FY26	
Department	**FTE**	**Salaries**	**FTE**	**Salaries**	**FTE**	**Salaries**	**FTE**	**Salaries**	**FTE**	**Salaries**
Business Services/Accounting	13	$921,204	11	$785,670	13	$940,913	11	$833,957	12	$904,158
Area 1									17	$1,545,709
Area 2									12	$762,199
Area 3									12	$996,104
Building Operations	14	$787,226	16	$1,081,956	16	$1,115,930	16	$1,079,898	15	$1,079,923
Communications	3	$231,061	4	$288,938	3	$236,345	6	$450,202		
Compliance					1	$140,543	1	$144,200	1	$147,949
Culture/Climate/Transformation	4	$459,222	4	$470,595	2	$201,386				
Five Seasons Daycare	4	$211,260								
Human Resources	11	$683,423	10	$707,518	8	$654,481	10	$854,717	9	$864,598
Innovation & Research									13	$1,094,286
Nutrition	7	$450,399	7	$464,956	6	$403,797	6	$416,133	6	$427,877
OLL	41	$2,912,605	43	$3,069,161	44	$3,726,985	42	$3,575,469		
Payroll/Benefits	9	$566,565	10	$632,772	10	$689,461	8	$530,479	8	$544,549
Purchasing/Warehouse/Printing/Graphics	19	$961,494	18	$943,201	15	$742,374	18	$940,106	15	$883,957
Special Services	40	$2,469,288	44	$2,840,527	37	$2,458,512	34	$2,176,524	33	$2,116,293
Superintendent	6	$695,020	5	$553,601	4	$549,056	4	$561,180	4	$564,736
Technology/Digital Learning	34	$2,229,546	33	$2,164,129	32	$2,279,831	28	$1,904,125	18	$1,240,335
Transportation	10	$505,269	9	$488,425	9	$505,580	9	$493,600	8	$481,954
Grand Total	**215**	**$14,083,582**	**214**	**$14,491,449**	**200**	**$14,645,194**	**193**	**$13,960,590**	**183**	**$13,654,627**

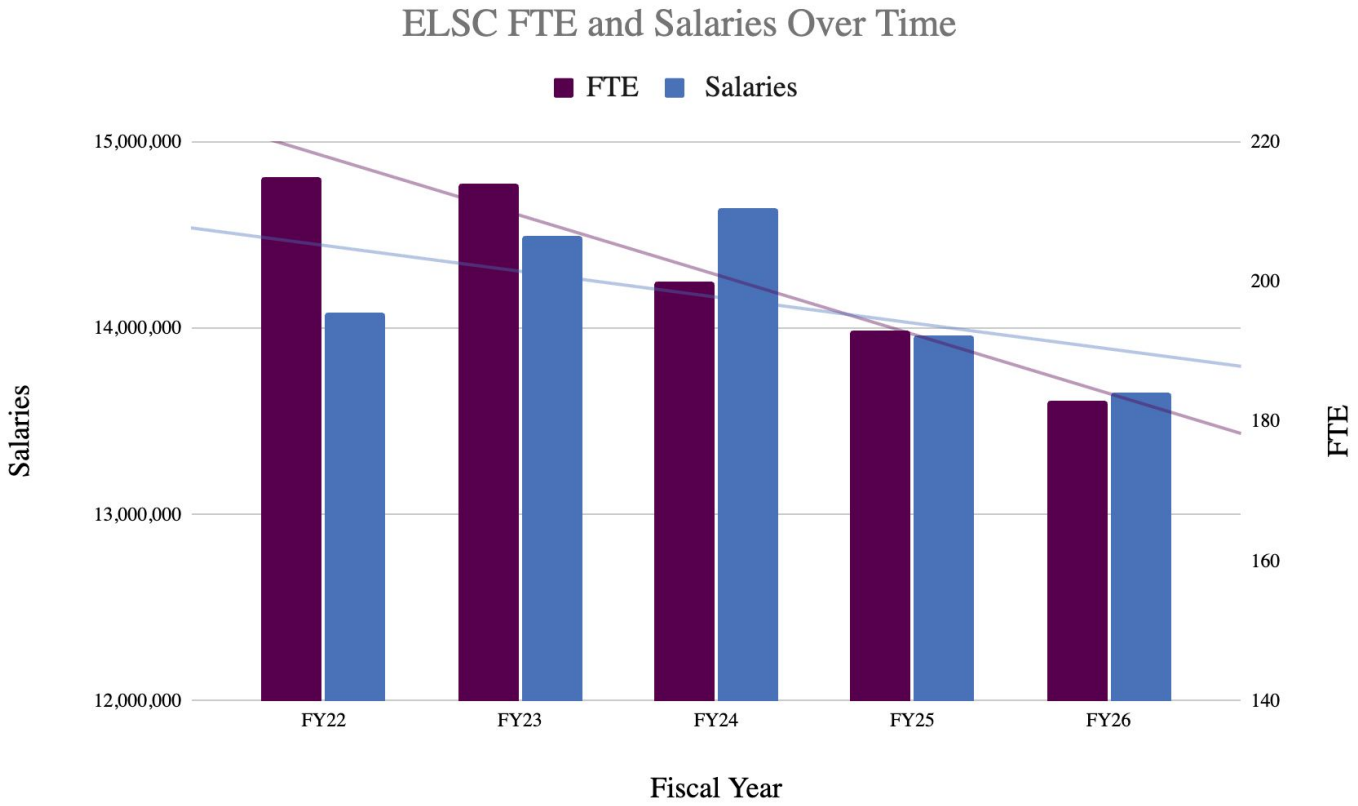
Cost of ELSC Operations

ELSC Operating Expenditures					
	FY22	FY23	FY24	FY25	FY26
Building Operations	$ 7,141,254.00	$ 7,159,390.00	$ 7,192,850.00	$ 6,754,850.00	$ 6,044,132.00
Business Services	$ 1,414,200.00	$ 1,344,600.00	$ 1,301,785.00	$ 1,282,830.00	$ 1,199,877.00
Board/Superintendent	$ 592,209.00	$ 553,659.00	$ 730,886.00	$ 584,500.00	$ 691,335.00
Instruction/Student Services	$ 716,158.00	$ 788,057.00	$ 999,459.00	$ 1,379,025.00	$ 1,307,130.00
Technology	$ 781,206.00	$ 877,883.00	$ 300,000.00	$ 300,000.00	$ 208,242.00
Transporation	$ 1,736,041.00	$ 1,828,325.00	$ 1,828,325.00	$ 1,828,325.00	$ 1,677,210.00
Other (Comms, Compliance, Etc.)	$ 283,285.00	$ 262,200.00	$ 211,000.00	$ 276,300.00	$ 243,521.00
Total Operating Budget	**$ 12,664,353.00**	**$ 12,814,114.00**	**$ 12,564,305.00**	**$ 12,405,830.00**	**$ 11,371,447.00**

ELSC Reductions Over Time



ELSC Reductions Over Time



ELSC Staff Reductions for FY27

- **Process for engaging with principals and collecting feedback**
  - Multiple options for reduction of district-wide staff were explored
  - All Principals weighed in on Strengths, Weaknesses, Opportunities, Threats
- **Major Themes from Principal Feedback:**
  - **Prioritizing Student Impact:** Administrators were unanimous: protect roles that provide the most direct service to students, families, and staff.
  - **Staffing Logistics:** Principals advised against relocating district-wide staff into school buildings. Given the mobile nature of these roles, permanent placement in schools was deemed inefficient.
  - **Building Internal Capacity:** As reliance on external consulting decreases, district-wide staff must pivot to support "home-grown" initiatives and internal solutions.

Cabinet Realignment

	Responsibilities	Adjustments	Savings

Cabinet	• Superintendent
	• Chief Financial and Human Resources Officer
	• Chief of Schools (3)
	  ○ Curriculum & Instruction, Mentoring & Induction
	  ○ Special Ed
	  ○ Student Services
	• Chief Operating Officer - Data, Coms, Operations
	• Chief of Compliance and Investigations - Compliance - Legal and Investigations
	• Administrator to the Office of the Superintendent and Board Secretary
		Reduce 1 FTE - Chief of Human Resources; realign duties of HR and Finance under a single chief
		
		Realign 1 FTE - Chief of Innovation and Research eliminated, with Chief Operating Officer added to include responsibilities of Data, Communications, and Operations
			$238,522

ELSC Staff Reductions for FY27

Position	Salary and Benefits
Chief	$238,522
Supervisor	$94,567
Specialist	$97,091
Director	$140,000
Teacher Leader (3 positions)	$364,429
Non-Admin Meet & Confer	$54,044
Total	**$988,653**

Reallocation into District Priorities

Expenditure	Cost
Direct Supports to Schools: Reallocate funds to support large elementaries (West Willow, Maple Grove, Viola Gibson, Trailside) and fine arts.	$500,000

ELSC Team Relocations

Expenditure	Salary and Benefits
Safe and Secure Team will be relocated to a campus in 26-27 (location TBD).	N/A

Salary Increases for FY27

Recommendation: We are proposing a one-year administrator salary freeze for FY27, and that the Board, in an exempt session, authorize the bargaining team to negotiate raises that do not exceed new money based on State Supplemental Aid.

Revenue- State Supplemental Aid	**How much should we plan to receive in state supplemental aid (SSA)?**	**2%**	**1%**	**0%**
		$1,287,721	$1,287,721	$1,287,721

*The SSA new money stays the same unless SSA is set at 2.4% or above due to our district being on Budget Guarantee.

Cedar Rapids Community School District

BOARD QUESTIONS ON PROPOSED BUDGET REDUCTIONS