

Public Copy

Board Packet

Woodbury Leadership Academy Board of Directors Meeting (Regular)

Tuesday, February 27, 2018

5:45 P.M.

Woodbury Leadership Academy School

600 Weir Drive, Woodbury, MN – Room 1200 (2nd Grade Pod Area)

**PLEASE LEAVE THIS BINDER ON THE BACK SIGN-IN TABLE AND DO NOT
REMOVE ANY DOCUMENTS.**

THANK YOU.

Property of: Woodbury Leadership Academy Board of Directors

Meeting: Board of Directors Regular Meeting

Date: Tuesday, February 27, 2018

Time: 5:45 P.M.

Location: Woodbury Leadership Academy School – 600 Weir Drive, Woodbury, MN 55125 – 2nd Grade Pod Area (Room 1200)

AGENDA

1. **Meeting Call to Order and Roll Call** Info (1 minute)
 - 1.1. Meeting Call to Order (Mandi Folks, Board Chair)
 - 1.2. Roll Call (Mandi Folks, Board Chair & Nancy Baumann, Board Clerk)

2. **WLA Mission & Vision** (Presenter: Mary Hitzemann) Info (1 minute)

The mission of WLA is to utilize leadership based programs and strategies grounded in solid research, combined with the demonstrated success of Core Knowledge curriculum as a basis of a rigorous overall educational program that builds strong skills in math, reading, literature, writing, music, science, and technology.

The vision of WLA is to be a school where students and graduates become exceptional leaders, and are prepared to take on the academic and leadership challenges they will face as they transition into high school.

3. **Approval of Agenda/Meeting Minutes** (Presenter: Mandi Folks, Board Chair) Action (1 minute)
 - 3.1. Approval of Meeting Agenda
Motion: _____ 2nd: _____ Vote: _____
 - 3.2. Approval of January 23, 2018 Meeting Minutes
Motion: _____ 2nd: _____ Vote: _____
4. **Conflict of Interest Declaration** (Presenter: Mandi Folks, Board Chair) Info (1 minute)
 - 4.1. Conflict of Interest Declaration
5. **Public Comment** Info (10 minutes)
WLA Board of Directors Procedure on Public Comment

*Woodbury Leadership Academy welcomes and values the contribution of stakeholders in creating a learning environment where students can achieve goals and aspirations. Individuals must sign up in advance to speak during the Public Comment by signing up prior to the start of the meeting. **The sign-up ends when the meeting is called to order.** Individuals when addressing the board must indicate their name, connection to the school, and the subject they are addressing, noting if it is related to an agenda specific item or a non-agenda related topic. Individuals will have two (2) minutes to address the board. The Board will not engage in a discussion or debate with individuals, but will take the information and find answers if appropriate. Individuals **MUST NOT** include names of school employees and/or titles, or names of students in their remarks for their own legal protection and the legal rights of staff or students. Issues with school employees should be made directly to the School Administration in accordance with school policy. Professional conduct is expected when participating in the public comment. No protesting, signs, or posters are allowed during open forums. Per Minnesota's Open Meeting Law, if a person becomes disruptive or abusive and chooses to disregard the policy requirements, they will be asked to leave the meeting.*

- 6. **Board and Administration Reports** Info (20 minutes)
 - 6.1. Board Report (Presenter: Mandi Folks, Board Chair)
 - 6.2. Executive Director Report (Presenter: Dr. Mortensen, Executive Director)
 - 6.3. Finance Report (Presenter: Judith Darling, BerganKDV)

- 7. **Board Committee and Ad Hoc Committee Reports** Info (10 minutes)
 - 7.1. Finance Committee (Presenter: Jess Erickson, Treasurer)
 - 7.1.1. Financial Statements **Action (1 minute)**
Motion: _____ 2nd: _____ Vote: _____
 - 7.2. Governance Committee (Presenter: Ro Krejci, Governance Chair)
 - 7.2.1. 1st Reading - Review of Policy 714 Fund Balance
 - 7.3. Facilities Ad Hoc Committee Report

- 8. **Development & Discussion** (Presenter: Mandi Folks, Board Chair) Discussion (20 minutes)
 - 8.1 Scheduling the Advance

- 9. **Business/Board Action** (Presenter: Mandi Folks, Board Chair) **Action (10 minutes)**
 - 9.1. New Employment Agreement(s)
 - 9.2. SPED Director Amended Contract
 - 9.3. Executive Director Position Description
 - 9.4. 2017-2018SY Class Size
 - 9.5. 2018-2019 School Calendar
 - 9.6. Extended Field Trip 5th and 6th Grade to Wolf Ridge

- 10. **Board Communication & Future Items** (Presenter: Mandi Folks, Board Chair) Discussion (5 minutes)
 - 10.1. Board Communication - Reflection
 - 10.2. Future Items

- 11. **Housekeeping** (Presenter: Mandi Folks, Board Chair) Info (1 minute)
 - 11.1. Next Regularly Scheduled WLA Board of Directors Meeting
Date: Tuesday, March 20, 2018
Time: 5:45 P.M.
Location: WLA – 600 Weir Drive, Woodbury, MN 55125 1200 (2nd Grade Pod)
 - 11.2. Delegation of Public Comment Items (if necessary)

- 12. **Adjournment** (Presenter: Mandi Folks, Board Chair) **Action (1 minute)**
 - 12.1. Adjournment
Motion: _____ 2nd: _____ Vote: _____

DRAFT

Woodbury Leadership Academy
Board of Directors Meeting Minutes
Regular Meeting
January 23, 2018



Directors Present: Jessica Erickson, Mandi Folks, Ro Krejci, Jason Livingston, Jolene Skordahl

Directors Absent: Claudia George, Mary Hitzemann

Administration/Advisors Present: Dr Kathleen Mortensen (Executive Director), Roderick Haekne (VOA)

Others in Attendance: WLA staff

1. Call to Order and Roll Call

1.1 Call to Order

Ms Folks called the meeting to order at 5:46 PM.

1.2 Roll Call

Ms Baumann took roll call.

2. WLA Mission and Vision

Ms Folks read the WLA Mission and Vision Statements.

3. Approval of Agenda

3.1 Approval of Agenda

Ms Erickson moved "to amend the agenda to add 9.3 Spirit Wear." Motion was seconded by Ms Skordahl. Motion passed unanimously.

3.2 Approval of Board Meeting Minutes

Ms Krejci moved "to approve the minutes of the December 19, 2017 meeting minutes." Ms Erickson seconded the motion. Motion passed unanimously.

4. Conflict of Interest Declaration

4.1 Conflict of Interest Declaration

Ms Folks asked if there were any conflicts of interest of members for items on the agenda. None were noted.

5. Public Comment

5.1 There was no public comment.

6. Committee Reports

6.1 Finance Committee

DRAFT

Ms Erickson reported that the Finance Committee met January 10th and discussed the December financials, staff interests for next year, and looked at various staffing scenarios. She reported that MDE is caught up on adjusting payments to reflect actual ADM and that the BerganKDV is working on submitting the lease aid application.

6.1.1 Financial Statements

Ms Erickson moved “to accept the December 2017 financial statements.” Seconded by Ms Krejci. Motion passed unanimously.

6.2 Governance Committee

No report-January meeting was cancelled. Next meeting will be February 20, 2017.

7. Board and Administration Reports

7.1 Board Report

Ms Folks reported the Applebee’s Pancake Breakfast was a success, both as a fundraiser and as a community builder. She introduced Rod Haekne from VOA who is reviewing governance at WLA. Ms Folks reported that the Board will be completing a self-evaluation of each meeting and asked that members take turns in doing the evaluation.

The facilities committee has toured several properties and is actively seeking to identify a property to lease for next school year, while also considering WLA’s long term needs.

Ms Folks reported that VOA has not confirmed their availability for the Board retreat/training date of February 24. Different dates and locations were discussed. Ms Krejci motioned “to add a training & strategic planning session on February 19, 2018 from 9:30 AM to 1:00 PM at 600 Weir Drive, Woodbury, MN in the 2nd grade pod area.” Motion was seconded by Ms Erickson. Motion passed unanimously.

7.2 Executive Director Report

Ms Mortensen shared a thank you received from a veteran in response to a Veteran’s Day project done by WLA students. She then highlighted several items in the Executive Director’s Report in the Board packet including application numbers for next school year, current year enrollment numbers, and detail of the lottery process. She is working on policies that are needed to finalize an OCR complaint. She discussed a proposed plan for the remainder of the current school year to address the class size exceeding the cap for grades 4 and 5. Ms Mortensen acknowledged Ms Skordahl for starting up an intramural league focused on team play. Preparations are underway for ACCESS, MAP and MCA testing, teachers are conducting peer observations, included in the Board packet was the results of a survey of teachers to identify their needs/wants for next year, NFL Play 60 fieldtrip, the Apex Funrun fundraiser starting February 5th and ideas for engaging incoming students through ongoing communication. Ms Skordahl explained the NFL challenge that WLA students participated in that won them the NFL Play 60 fieldtrip. Ms Krejci provided more information on the Apex Funrun and activities planned for the event from February 5th thru 16th.

8. Development & Discussion

8.1 The Growth Mindset

DRAFT

Ms Folks lead a discussion on the second half of the book “The Growth Mindset.” Board members shared their thoughts on the book and how it relates to growth of the school and WLA’s future.

8.2 WLA Strategic Plan

In preparation for creating a Strategic Plan, board members were asked to read the current Strategic Plan for the next meeting and plan for a discussion of it.

8.3 2018-19 Grade Offerings

Ms Mortensen distributed some thoughts to reflect upon as the Board considers grade level offerings and enrollment for the 2018-19 school year and overall school size. She also distributed the results of a survey of students of what they would like in a Middle School. There was discussion on class size, section size and overall school size. Ms Mortensen proposed enrolling up to 3 sections of Grades K-8 and over-enrolling by 10-20% knowing there will be some attrition. Any grades with significant numbers on a waiting list that would require adding a 4th section or a combined grade section with less than 18 students will be brought to the attention of the Board for further discussion.

8.4 2017-18 Class sizes

Ms Mortensen led a discussion on class size caps, acknowledging that issues remain with the grades 4-6 combination classes. The April 2016 Board Meeting minutes approved class sizes of 20 for Kindergarten and 22 for grades 1-8. Current homeroom classes are less than 22, but certain subjects are taught by grade so those classes have more than 22 students. She and the teachers are actively working to address the issue. Job openings have been posted for both a teacher and an EA, but responses have been limited.

9. Business/Board Action

9.1 2018-19 Grade Offering

Ms Erickson moved “to offer up to three sections of grades K-8 for the 2018-2019 school year.” Motion was seconded by Mr Livingston. Motion passed unanimously.

9.2 2017-18 class sizes

Ms Krejci moved “for the remainder of the 2017-2018 school year, for average class sizes of 22 for the combined grades of grades 4, 5 and 6.” There was no second. Motion died.

Mr Livingston moved “to acknowledge that there has been discussion regarding class size for grades 4, 5 and 6 and move to table that discussion pending additional information.”

Ms Erickson seconded the motion. Motion passed unanimously. Ms Folks stated the 2017-18 class size topic will be on the February or March agenda.

9.3 Spirit Wear

Ms Folks provided background information on the Spirit Wear that was previously purchased by the now defunct PTA. WLA will be purchasing the merchandise from the screen printing company and selling the Spirit Wear. It was decided that no Board action is needed for approval to sell Spirit Wear.

10. Board Communication and Future Items

10.1 Board Communication

DRAFT

Ms Folks lead Board members in a reflection of their thoughts on the meeting. There was discussion. Ms Krejci was acknowledged for putting together the Board packets which are beneficial to the functioning of the board meeting. Members agreed that the open communication and discussion is positive for successful meetings.

10.2 Future Items

Items requested by Board members for inclusion in the training and strategic planning session and for future meetings include a discussion on reinstating the PTA, interaction of a PTA with the board, training on board motions and/or board discussions, training on what constitutes a quorum, and including student involvement in Board meetings.

11. Housekeeping Items

11.1 Next regularly scheduled meeting

Ms Folks reminded members that there are two meetings coming up:

- a training and strategic planning session is scheduled for Monday, February 19 from 9:30 AM to 1:00 PM in the 2nd grade pod area
- a monthly Board meeting is scheduled for Tuesday, February 27, 2018 at 5:45 PM in the 2nd Grade pod area.

11.2 Delegation of Public Comment

There was no Public Comment items for which to delegate follow-up.

12. Adjournment

12.1 Adjournment

Ms Krejci moved to adjourn. Mr Livingston seconded. Motion passed unanimously. The meeting adjourned at 8:10 PM.

Minutes drafted by Nancy Baumann, Board Clerk (non-Board member); submitted by Ro Krejci, Board Secretary.

**WOODBURY LEADERSHIP ACADEMY
DIRECTOR REPORT, FEBRUARY 27, 2018**

Dr. Kathleen Mortensen

I. Organizational Leadership

Exercise strong leadership skills in promoting the mission and vision of the school

Work collaboratively with the School Board and staff to develop an ongoing strategic planning process to achieve the mission of Woodbury Leadership Academy. (WLA)

- WLA Enrollment Drive update: As of 2/23/2018, we have 82 new students enrolled for the 2018-2019 school year.
- Recent increases in ADM: Since our last board meeting we have seen enrollment for the current school year steady at 270. Although we continue to see increased enrollment, we also have some families that are moving out of state, or out of the country.
- I met with Justin Gehring, our IT contractor, and Nancy Baumann, and we discussed end of year close-outs for various technology situations.
- I have been working with multiple contractors to develop partnerships for the upcoming school year, and I expect to bring a bulk of those contracts to the board in March, for approval. (Speech Therapist, Psychological Services, Special Education Director, Technology Services and so forth).
- Mandi and I met with Andrew Melendres, from "Workflows" to discuss marketing options.

Provide leadership and monitor continuous school improvement

- VOA Spring Informal Site Visit will be in April to assess the progress that WLA has made this year.

Direct and supervise the development, maintenance, updating and distribution of WLA Board of Directors (BOD) policies and procedures

- Board Meeting January 23, 2018
- Governance Committee met on February 20, 2018
- Ongoing work in the area of policies, most recently our procurement policies, overnight fieldtrips, dress code, and fund balance policies.
- Ongoing work in the area of protocols, most recently parents shadowing classes, tutoring services, and chaperone responsibilities.

II. Instructional Leadership

Monitor the development, implementation and evaluation of curricular programs and ensure that all initiatives are student focused and aligned with the school's mission and vision. Provide leadership in the articulation among all instructional levels as well as special services within the school

- Professional development was held on Feb. 9th which included mentorship from Dave Denhartog. Dave assisted staff as they worked on curriculum and instructional development, and continued to align assessments. He also observed classrooms for the purpose of fine-tuning instructional efforts. Dave will return to WLA in March to facilitate ongoing efforts in these areas.
- Katie Grubish and myself attended required training for testing, on February 1st.

- I attended a required training at MDE for "Data Retention Procedures", on February 13th.
- The Curriculum Team met on February 15th, and PLCs continue to meet.

III. Financial Management

Exercise proactive leadership in organizing the school's resources to best meet the needs of all students

- The Finance Committee met on February 8th
- Judith Darling and I met at length on February 16th, to work on the budget for the 2018-2019 school year.
- Regular discussions with Mandi Folks, Board Chair, and Judith Darling, Finance Director
- Mandi Folks and myself did the signature changes as needed, with Anchor Bank.
- Lease: The Facilities Committee, has been working with Shawn Smith to procure a facility to lease. The FC met on February 7th, and the 21st, and has toured six buildings as of February 23rd. We have also been in communications with the SPPS.

IV. Human Resource Management

Provide staff supervision and conduct/oversee annual performance appraisals, which includes three formal observations, one per trimester, for each instructional staff member, including special education and educational assistants

- Teachers have completed their "rounds" for conducting peer observations, which is part of the statute for teacher evaluation processes.
- I am finishing round III teacher observations and have started round III observations. (The goal is to have all observations concluded prior to spring break)
- In response to both parent and staff member concerns, we have hired (pending board ratification) a para professional and a grades 4-6 teacher, and grades 4-6 students and parents have been informed about these changes.
- We have begun posting for positions that we anticipate openings for in the 2018-2019 school year. Interviews will be conducted mid-March. We have a number of applications that have already been sent in, and starting this process early ensures us of finding quality candidates early in the hiring season. Also, we have pulled together an interview team to assist with the spring interviews.

Oversee conflict resolution and all other personnel matters

- No issues at this time

V. Provision for a Safe and Effective Learning Environment

Monitor reporting systems involving health and safety of students

The St. Paul Public Schools have taken ownership of our building and they have re-keyed the front doors, eliminated entry from a side door that is not monitored by cameras, and they are in the process of looking at the building P.A. system. The change in ownership has went smoothly.

Oversee development and implementation of student/parent activities

A Middle School Open House was held on February 6th and enrollment tours are ongoing.

VI. Communications Management

Oversee communication system between school and parents through various means, including the WLA Family Newsletter, at minimum once a month

- NFL 60: This was a big success with families and students enjoying the day!
- APEX: This was also a big success and it breathed fresh energy and excitement into mid-winter! Teachers commented on how well the lessons were that underscored our core virtues, and we reached our fundraising goal!
- February has been a super busy month with Valentine's Day, 100 Days of School, Apex, and the Friendship Dance! Upcoming in early March is the Book Fair, Parent Conferences, and mid-March includes MAP testing, and Movie Night.
- In the end of April we will be sending students in grades 5-6 to Wolf Ridge (pending board approval)

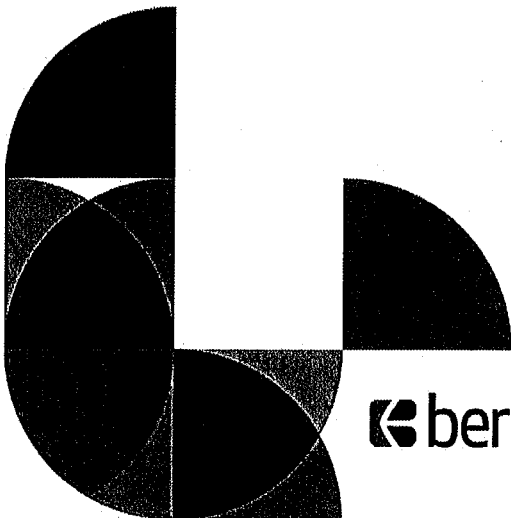


WOODBURY LEADERSHIP
Academy

Woodbury Leadership Academy
Woodbury, MN
District 4228

Financial Statements

January 2018



Prepared by:
Judith Darling, CPA
Finance Manager

 **bergankDV**
CPAS | ADVISORS

**Woodbury Leadership Academy
Woodbury, Minnesota
January 2018 Financial Statements**

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Supplemental Information – See Separate Document

Checks and Wires

Cash Receipts

Journal Entries

Woodbury Leadership Academy
Woodbury, Minnesota
January 2018 Financial Statements

Executive Summary

Balance Sheet

The beginning balances shown on the Balance Sheet are based on the preliminary actual ending information as of June 30, 2017 while the ending balances reflect the YTD balances.

Cash and Investments represent the amount of cash available to use for the operations of our school.

Accounts Receivable are amounts owed to the school by an outside vendor or parent. Typically this could be for a school lunch program, before/after school program or a vendor credit.

PY State Aid Receivable represents the amount that the State owes the School for the prior year. This is directly related to the holdback. The majority of this was paid by the state to the school during August, September, and October of 2017. If this amount is negative, this indicates that the State has paid the School more than anticipated for the previous year.

CY State Aid Receivable/ (Deferred Revenue) represents the estimated amount that the State owes the School for the current fiscal year. If this amount is negative that indicates that the State has overpaid the school at this point in time.

Federal Aids Receivable represents the amount of federal funds that are owed to the School at this point in time.

Prepays represent items that have been paid for as of June 30th but the expense will not be realized until after July 1.

Salaries and Wages Payable as well as Payroll Deductions and Contributions relate to salaries and benefits owed as of June 30th but will not be paid until after July. This primarily consists of the "summer paychecks" and related benefits for the teachers. Payroll Deductions and Contributions may have a debit balance at month end due to the timing of payments to the vendors.

Accounts Payable represent amounts due to vendors for invoices received but not yet paid as of the end of the period.

The Line of Credit Payable is the amount we owe on the line of credit as of month end. At this time, we do not have a line of credit available to us.

Summary of Key Indicators

Our enrollment at the end of January was 263 which was an increase of nine students from the end of December! In addition, as of mid-February, enrollment had further increased to 269.

Our cash balance is strong at \$599K.

The finance committee continues to work on updating the three year budget model.

Working Budget

A working budget column has been added in the Statement of Revenues and Expenditures. Because some information has changed since the budget was adopted, we want to revise some estimates. At some point, we might want to consider another budget revision.

Key changes on the revenue side relate to an increase in general education revenue of approximately \$61K due to a projected increase in ADM of 10. We have also projected an increase of local/miscellaneous revenues of \$16K. The majority of this revenue relates to a workers compensation audit adjustment, pizza Friday funds and milk sales.

Changes on the expense side relate primarily to an increase in the projected amount spent on substitutes. Much of the increase in the sub costs can be attributed to the need to provide a long-term substitutes for a teacher on leave as well as a vacant teacher position. This also has the impact of making the projected salaries appear lower than budget but actually it is just a reallocation of salaries to the sub line item. The projected salaries also include a new teacher position.

Overall, the amended budget for the General Fund projected a deficit of \$145K while the working budget projects a lessor deficit of \$86K.

Supplemental Information for January 2018

Reports are provided that show the checks that were written, receipts that were posted, and journal entry transactions that were recorded during January 2018.

Please feel free to contact Judith Darling at judith.darling@BerganKDV.com or 651-463-2233 ext. 6889 should you have questions related to the financial statements.

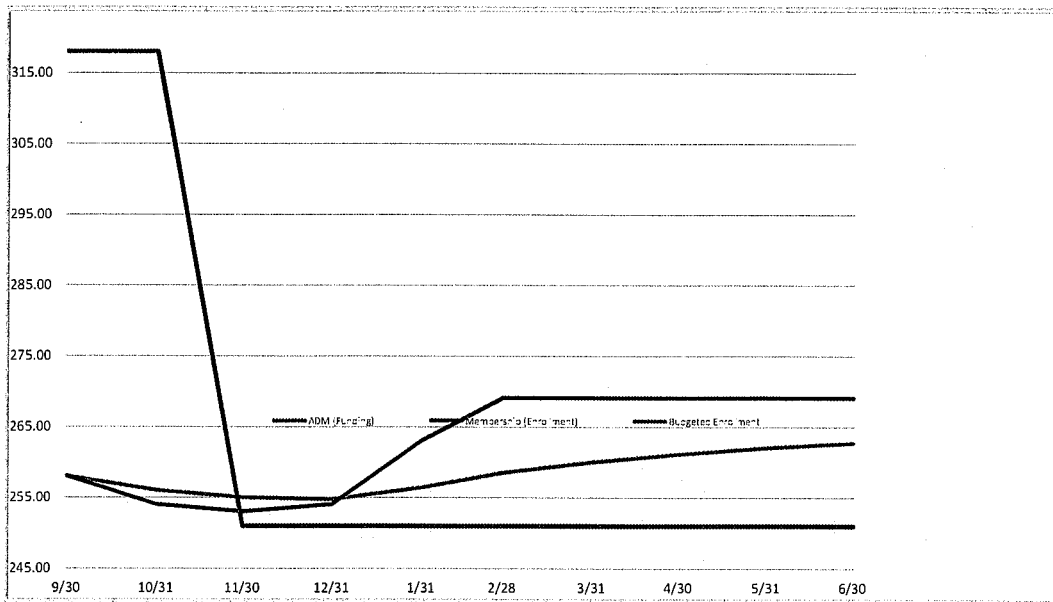
**Woodbury Leadership Academy
Woodbury, Minnesota**

**Attendance / Enrollment Report
2017-2018**

Average Daily Membership (ADM)											
Grade	9/30	10/31	11/30	12/31	1/31	2/28	3/31	4/30	5/30	6/30	
K	54	53	53	53	53	53	53	53	53	53	
1	54	54	54	54	54	55	55	55	55	56	
2	56	56	55	54	54	54	54	54	53	53	
3	37	37	38	38	39	40	40	41	41	41	
4	25	25	25	25	25	25	25	25	25	25	
5	28	28	27	27	27	28	28	28	29	29	
6	4	4	4	4	5	5	5	6	6	6	
GRAND TOTAL	258	256	255	255	256	259	260	261	262	263	

Membership (Enrollment) as of:											
Grade	9/30	10/31	11/30	12/31	1/31	2/28	3/31	4/30	5/30	6/30	
K	54	51	53	53	53	53	53	53	53	53	
1	54	54	53	53	56	57	57	57	57	57	
2	56	56	52	53	52	53	53	53	53	53	
3	37	37	39	38	43	44	44	44	44	44	
4	25	25	25	25	25	25	25	25	25	25	
5	28	27	27	27	28	30	30	30	30	30	
6	4	4	4	5	6	7	7	7	7	7	
GRAND TOTAL	258	254	253	254	263	269	269	269	269	269	

Budgeted Enrollments as of:											
Grade	9/30	10/31	11/30	12/31	1/31	2/28	3/31	4/30	5/30	6/30	
K	60	60	53	53	53	53	53	53	53	53	
1	66	66	54	54	54	54	54	54	54	54	
2	66	66	54	54	54	54	54	54	54	54	
3	44	44	36	36	36	36	36	36	36	36	
4	30	30	24	24	24	24	24	24	24	24	
5	36	36	26	26	26	26	26	26	26	26	
6	16	16	4	4	4	4	4	4	4	4	
GRAND TOTAL	318	318	251	251	251	251	251	251	251	251	



Management has elected to omit substantially all disclosures, government-wide financial statements, and required supplementary information. No CPA provides any assurance on these financial statements.

**Woodbury Leadership Academy
Woodbury, Minnesota**

**Balance Sheet
January 31, 2018**

	Balance July 1, 2017	Balance January 31, 2018
<u>Assets</u>		
Current Assets		
Cash and Investments	525,296	598,979
Accounts Receivable	0	0
PY State Aid Receivable	176,995	(64,577)
CY State Aid Receivable/(Deferred Rev)	0	168,945
Federal Aids Receivable	1,380	0
Prepaid Expenses and Deposits	42,381	1,251
Total Current Assets	746,052	704,598
Total All Assets	746,052	704,598
<u>Liabilities and Fund Balance</u>		
Current Liabilities		
Salaries and Wages Payable	68,946	32,778
Line of Credit Payable /Loan Payable	0	0
Accounts Payable	27,746	0
Payroll Deductions and Contributions	47,071	12,293
Deferred Revenue	0	0
Total Current Liabilities	143,763	45,071
Fund Balance		
Fund Balance 7-1-2017	602,289	602,289
Net Income To Date	0	57,237
Total Fund Balance	602,289	659,526
Total Liabilities and Fund Balance	746,052	704,598

Management has elected to omit substantially all disclosures, government-wide financial statements, and required supplementary information. No CPA provides any assurance on these financial statements.

**Woodbury Leadership Academy
Woodbury, Minnesota
Statement of Revenues and Expenditures
January 31, 2018**

	FY 2017 Actual 251 ADM	FY 2018 Revised Budget 251 ADM	FY 2018 Working Budget 261 ADM	January 2018 YTD Activity	58% Percent of Revised Budget
General Fund - 01					
Revenues					
State Revenues					
General Education Aid	1,682,101	1,642,486	1,704,009	939,785	57.2%
Literacy Aid	0	25,956	25,956	7,787	30.0%
Charter School Lease Aid	0	14,429	14,429	0	0.0%
Long-Term Facilities Maintenance Revenue	8,591	21,335	22,185	0	0.0%
Special Education Aid	241,346	186,676	186,676	43,031	23.1%
PY Over/Under Accrual	(1,253)	0	0	0	0.0%
Endowment Aid	10,171	9,053	9,053	4,527	50.0%
CY Estimated State Aid Receivable/(Deferred Rev)		0	0	168,945	0.0%
Total State Revenues	1,940,956	1,899,936	1,962,309	1,164,074	61.3%
	1,940,956		1,962,309	1,164,074	
Federal Revenues					
Federal CSP Grant \$225K (Imp 003, 9-30-16)	165,298	0	0	0	
Federal Special Education Aid	23,351	40,862	40,862	19,354	47.4%
PBIS Individuals with Disabilities Grant	14,994	6	6	6	100.0%
Title II	185	4,928	4,928	0	0.0%
Total Federal Revenues	203,828	45,795	45,795	19,360	42.3%
	203,828		45,795	19,360	
Local Revenues					
Interest Earnings	157	125	125	115	92.4%
Donations and Grants	88	500	2,400	2,396	479.1%
Give to the Max (course 200)	3,026	0	0	0	
Fees from Students (Field Trip, Milk Sales, Pizza Friday, Other)	8,305	8,750	17,700	8,293	94.8%
Miscellaneous Revenues	947	1,000	6,500	5,885	588.5%
Sale of Merchandise/Fundraising - Net	2,517	1,000	1,000	3,116	311.6%
071 Third Party Billing	134	150	150	0	0.0%
Total Local Revenues	15,174	11,525	27,875	19,805	171.8%
	15,174		27,875	19,805	
Total Revenues	2,159,958	1,957,256	2,035,979	1,203,240	61.5%

Woodbury Leadership Academy
Woodbury, Minnesota
Statement of Revenues and Expenditures
January 31, 2018

	FY 2017 Actual 251 ADM	FY 2018 Revised Budget 251 ADM	FY 2018 Working Budget 261 ADM	January 2018 YTD Activity	58% Percent of Revised Budget
Expenditures					
100's Salaries	880,071	811,505	801,681	409,482	50.5%
200's Benefits	195,927	207,647	209,678	120,431	58.0%
305 Contracted Services	323,915	433,435	460,460	280,728	64.8%
315 Technology Services	9,157	15,155	15,155	11,153	73.6%
320 Communications Services	550	21,482	21,876	9,446	44.0%
329 Postage	752	2,500	2,500	840	33.6%
330 Utilities	47,158	119,360	119,360	78,013	65.4%
340 Property and Liability Insurance	8,774	11,000	11,000	8,960	81.5%
350 Repairs and Maintenance	53,579	50,413	50,413	30,113	59.7%
360 Transportation for Field Trips	1,998	4,375	1,890	640	14.6%
366 Travel, Conferences, and Staff Training	1,395	1,000	2,000	1,011	101.1%
369 Field Trips / Registration Fees	3,894	4,375	1,470	1,346	30.8%
370 Building Lease	29,492	16,033	16,033	10,203	63.6%
370 Other Rentals and Operating Leases	0	42,358	42,358	28,083	66.3%
380 Computer and Tech Related Hardware Rental		10,275	10,275	5,180	50.4%
401 Supplies - Non Instructional	11,848	12,000	12,000	10,696	89.1%
401 Maintenance Supplies	35	750	750	13	1.7%
405 Non-Instructional Software and Licensing	8,262	9,715	9,715	7,838	80.7%
406 Instructional Software	1,198	2,500	2,500	2,201	88.0%
430 Instructional Supplies	12,153	7,500	7,500	4,007	53.4%
455 Non-Instructional Tech Supplies	407	1,600	1,600	552	34.5%
456 Instructional Tech Supplies	639	500	500	0	0.0%
460 Textbooks and Workbooks	1,657	20,000	20,000	18,083	90.4%
461 Standardized Tests	0	5,000	5,000	3,104	62.1%
470 Media/Library Resources	0	500	500	0	0.0%
490 Food Purchased	771	800	4,700	1,332	166.5%
530 Furniture and Other Equipment	0	0	0	0	
555 Technology Equipment	513	1,000	1,000	0	0.0%
556 Instructional Technology Equipment	2,485	0	0	0	

Woodbury Leadership Academy
Woodbury, Minnesota
Statement of Revenues and Expenditures
January 31, 2018

	FY 2017 Actual 251 ADM	FY 2018 Revised Budget 251 ADM	FY 2018 Working Budget 261 ADM	January 2018 YTD Activity	58% Percent of Revised Budget
580 Capital Leases (copier)	8,309	0	0	0	
740 Interest Expense	0	0	0	0	
820 Dues and Memberships, Fees	28,543	28,335	28,335	2,737	9.7%
State Special Ed Expenditures	259,512	200,727	200,727	78,136	38.9%
Federal CSP Grant (003)	166,547	0	0	0	
Federal Special Education Program	23,351	40,862	40,862	21,511	52.6%
PBIS Individuals with Disabilities Grant	14,994	6	6	6	100.0%
Title II	185	4,928	4,928	0	0.0%
Extended Time Expenses	0	0	0	0	
Give to the Max CRS 200	(2,934)	0	0	0	
Directors Discretionary Fund	0	15,000	15,000	0	0.0%
Subtotal Expenditures	2,095,137	2,102,635	2,121,771	1,145,844	54.5%
	2,095,137	2,102,635	2,121,771	1,145,844	
Transfers to Other Funds	0		0	0	
Total Expenditures	2,095,137	2,102,635	2,121,771	1,145,844	54.5%
General Fund Net Income	64,821	(145,379)	(85,792)	57,395	
Beginning Fund Balance, General Fund, July 1	410,862	475,683	475,683	475,683	
Projected Fund Balance, General Fund, June 30	475,683	330,303	389,891	533,078	
	22.7%	15.7%	18.4%		

Woodbury Leadership Academy
Woodbury, Minnesota
Statement of Revenues and Expenditures
January 31, 2018

	FY 2017 Actual 251 ADM	FY 2018 Revised Budget 251 ADM	FY 2018 Working Budget 261 ADM	January 2018 YTD Activity	58% Percent of Revised Budget
Fund 04 Program					
Revenues					
040 Tuition Revenue	240	0	0	0	
Total Revenues	240	0	0	0	
Expenditures					
Salaries and Wages	0	5,000	5,000	0	0.0%
Employee Benefits	0	800	800	0	0.0%
Purchased Services	500	3,410	3,410	0	0.0%
Supplies and Materials, Snacks	30	250	250	158	63.1%
Equipment	0	0	0	0	
Dues and Memberships	150	0	0	0	
Total Expenditures	680	9,460	9,460	158	
Community Services Fund Net Income	(440)	(9,460)	(9,460)	(158)	
Beginning Fund Balance, Fund 04, July 1	127,047	126,607	126,607	126,607	
Projected Fund Balance, Fund 04, June 30	126,607	117,147	117,147	126,449	

**Woodbury Leadership Academy
Woodbury, Minnesota
Statement of Revenues and Expenditures
January 31, 2018**

	FY 2017 Actual 251 ADM	FY 2018 Revised Budget 251 ADM	FY 2018 Working Budget 261 ADM	January 2018 YTD Activity	58% Percent of Revised Budget
Total All Funds					
Revenues					
State Revenues	1,940,956	1,899,936	1,962,309	1,164,074	61.3%
Federal Revenues	203,828	45,795	45,795	19,360	42.3%
Local Revenues	15,414	11,525	27,875	19,805	171.8%
Total Revenues	2,160,198	1,957,256	2,035,979	1,203,240	61.5%
	<small>2,160,198</small>	<small>1,957,256</small>	<small>2,035,979</small>	<small>1,203,240</small>	
Expenditures					
Salaries and Wages	880,071	816,505	806,681	409,482	50.2%
Employee Benefits	195,927	208,447	210,478	120,431	57.8%
Purchased Services	481,164	735,170	758,199	465,716	63.3%
Supplies and Materials	37,001	61,115	65,015	47,984	78.5%
Equipment	11,307	1,000	1,000	0	0.0%
Short Term Financing Costs	150	0	0	0	
Other (Fundraising, Special Ed, Dues, etc.)	490,198	289,857	289,857	102,390	35.3%
Total Expenditures	2,095,818	2,112,095	2,131,230	1,146,002	54.3%
	<small>2,095,818</small>	<small>2,112,095</small>	<small>2,131,230</small>	<small>1,146,002</small>	
Total Revenues All Funds	2,160,198	1,957,256	2,035,979	1,203,240	61.5%
Total Expenditures All Funds	2,095,818	2,112,095	2,131,230	1,146,002	54.3%
Net Income - All Funds	64,380	(154,839)	(95,251)	57,237	
	<small>64,380</small>	<small>(154,839)</small>	<small>(95,251)</small>	<small>57,237</small>	
Beginning Fund Balance, All Funds, July 1	537,909	602,289	602,289	602,289	
Projected Fund Balance, All Funds, June 30	602,289	447,451	507,038	659,526	
	<small>602,289</small>	<small>447,451</small>	<small>507,038</small>	<small>659,526</small>	

Management has elected to omit substantially all disclosures, government-wide financial statements, and required supplementary information. No CPA provides any assurance on these financial statements.

Woodbury Leadership Academy
Cash Flow Projection Summary
2017-2018 School Year

Period Ending	Cash Inflows (Revenues)					Cash Outflows (Expenditures)			Cash Balance	Ties to SMART 101-003
	State Aid Payments	Federal Aid Payments	Other Receipts*	Prior Year State & Federal Holdback	Total Receipts	Salaries** (Cash flow budgeted at Gross but updated at Net)	Other Expenses*** Actual Includes Benefits (Tax Payments, PERA, TRA) and AP	Total Expenses		
								Beginning Balance	525,296	
Jul 31	177,733	0	13	2,995	180,741	50,440	65,775	116,215	589,823	589,823
Aug 31	152,810	0	116	124,881	277,806	51,682	100,972	152,654	714,975	714,853
Sept 30	169,922	0	3,736	67,546	241,204	54,320	190,388	244,708	711,471	711,471
Oct 31	85,277	6,232	4,798	50,534	146,841	56,139	130,044	186,182	672,129	672,129
Nov 30	126,455	6,612	12,240	(3)	145,305	52,157	110,003	162,160	655,274	655,274
Dec 31	141,466	3,931	4,752	0	150,148	47,950	130,641	178,590	626,831	626,831
Jan 31	141,466	2,580	3,475	0	147,521	48,364	127,009	175,373	598,979	598,979
Feb 28	154,190	5,288		0	159,478	150,087	32,982	183,069	575,388	
Mar 31	154,190	5,288		0	159,478	150,087	32,982	183,069	551,796	
Apr 30	154,190	5,288		0	159,478	150,087	32,982	183,069	528,205	
May 31	154,190	5,288		(68,958)	90,520	150,087	32,982	183,069	435,655	
June 30	154,190	5,288		0	159,478	150,087	32,982	183,069	412,063	
Projected	1,766,078	45,795	29,129	176,995	2,017,997	1,111,486	1,019,744	2,131,230		
	1,766,078	45,795	19,805	176,995		1,111,486	1,019,744	2,131,230		
Totals	1,766,078	45,795	29,129	176,995	2,017,997	1,111,486	1,019,744	2,131,230	412,063	

Assumptions: 10% State Aid Holdback

This cash flow projection is to be used only to show that if we follow our working budget for the year that we will not encounter cash flow issues and that we will be able to maintain normal operations. It is not meant to be used to accurately predict what expenditures will be incurred in the short-term. Due to the manner in which MDE regulates the funding, abrupt changes may occur in the amounts of the payments. However, the total amount of the state aids should be reasonable given a stable budget.

Management has elected to omit substantially all disclosures, government-wide financial statements, and required supplementary information. No CPA provides any assurance on these financial statements.



Meeting: Finance Committee

Date: January 10, 2018

Time: 4:30pm

Location: Woodbury Leadership Academy School – 600 Weir Drive, Woodbury, MN 55125 – Conference Room 1044/Main Office

MINUTES

The meeting was called to order by Jessica Erickson at 4:43 pm.

Attendees: Jessica Erickson, Mandi Folks, and Kathy Mortensen

Absent: Judith Darling

Mandi Folks read the WLA Mission & Vision.

Development & Discussion

- Discussion:
 - Planned to review January financial statements and budget but were not sent to us.
 - Field Trips
 - Scholarships options for Wolf-Ridge Field trip (5/6 grade)
 - Remaining budget for field trips
 - Adjust budget on current enrollment (Judith not present to give us an updated budget)

Housekeeping

Next Regularly Scheduled WLA Board of Directors Finance Committee Meeting

Date: March 8, 2018

Time: 4:30pm

Location: Woodbury Leadership Academy School – 600 Weir Drive, Woodbury, MN 55125 – Conference Room 1044 in the Main Office.

Jessica Erickson adjourned the meeting at 5:30 pm.

WOODBURY LEADERSHIP ACADEMY

Payment Register by Check No.

Payment Date Range: 01/01/2018 - 01/31/2018

Bank	Check No	Ty	Girp Code	Vendor	Pay/Void	Date	Amount	Voucher #	Account Code	Description
ANCH						01/12/2018	\$659.67	4178	B 01 215 017	Payroll Deductions PERA
ANCH	1001	WX	1001	Public Employee Retirement Association		01/12/2018	\$4,540.36	4179	B 01 215 018	Payroll Deductions TRA
ANCH	1002	WX	1002	Teachers Retirement Association		01/12/2018	\$4,988.66	4180	B 01 215 010	Payroll Deductions FICA
ANCH	1003	WX	1003	Internal Revenue Service		01/12/2018	\$2,594.18	4180	B 01 215 011	Payroll Deductions Fed Tax
ANCH	1003	WX	1003	Internal Revenue Service		01/12/2018	\$1,143.55	4181	B 01 215 013	Payroll Deductions MN Tax
ANCH	1004	WX	1004	MN Department of Revenue Service		01/12/2018	\$1,575.00	4182	B 01 215 022	Payroll Deductions - HSA
ANCH	1128	WX	1128	AssociatedBank		01/12/2018	\$202.61	4183	E 01 005 110 000 000 305	Account Service Charge
ANCH	1337	WX	1337	Anchor Bank		01/18/2018	\$918.23	4202	B 01 215 017	Payroll Deductions PERA
ANCH	1001	WX	1001	Public Employee Retirement Association		01/31/2018	\$4,459.12	4203	B 01 215 018	Payroll Deductions TRA
ANCH	1002	WX	1002	Teachers Retirement Association		01/31/2018	\$5,192.62	4204	B 01 215 010	Payroll Deductions FICA
ANCH	1003	WX	1003	Internal Revenue Service		01/31/2018	\$2,685.72	4204	B 01 215 011	Payroll Deductions Fed Tax
ANCH	1003	WX	1003	Internal Revenue Service		01/31/2018	\$1,187.69	4205	B 01 215 013	Payroll Deductions MN Tax
ANCH	1004	WX	1004	MN Department of Revenue Service		01/31/2018	\$1,575.00	4206	B 01 215 022	Payroll Deductions - HSA
ANCH	1128	WX	1128	AssociatedBank		01/31/2018	\$20.50	4211	E 01 005 110 000 000 305	Background Checks
ANCH	1014	WX	1014	Trusted Employees		01/31/2018	\$147.00	4207	E 01 005 110 000 000 329	Postage
ANCH	1019	WX	1019	USPS		01/31/2018	\$34.95	4210	E 01 010 203 000 000 401	Tape, Magnets, glue sticks
ANCH	1027	WX	1027	Amazon.com		01/31/2018	\$32.95	4212	E 01 010 203 000 000 430	Construction Paper
ANCH	1027	WX	1027	Amazon.com		01/31/2018	\$5.89	4214	E 01 005 110 000 000 305	Pens
ANCH	1027	WX	1027	Amazon.com		01/31/2018	\$229.00	4216	E 01 010 420 000 419 401	Toner
ANCH	1031	WX	1031	Sam's Club		01/31/2018	\$67.12	4209	E 01 010 203 000 000 401	Paper towels, spoons, GoGurt for Fridays
ANCH	1031	WX	1031	Sam's Club		01/31/2018	\$34.86	4209	E 01 010 203 000 000 490	Paper towels, spoons, GoGurt for Fridays
ANCH	1148	WX	1148	Domino's Pizza		01/31/2018	\$111.49	4218	E 01 010 203 000 000 490	Pizza for Middle School grade 5/6
ANCH	1148	WX	1148	Domino's Pizza		01/31/2018	\$23.05	4219	E 01 005 110 000 000 490	Pizza for Curriculum Committee/Volunteers
ANCH	1259	WX	1259	Costco		01/31/2018	\$23.97	4217	E 01 010 203 000 000 490	Cookies for middle school
ANCH	1366	WX	1366	Aldi		01/31/2018	\$10.66	4208	E 01 010 203 000 000 490	Food for forgotten lunches
ANCH	1372	WX	1372	Teachers Pay Teachers		01/31/2018	\$98.00	4213	E 01 010 420 000 419 433	Executive functioning curriculum
ANCH	1414	WX	1414	Adobe		01/31/2018	\$35.00	4215	E 01 005 108 000 000 405	Adobe PDF Pack - Annual
ANCH	1414	WX	1414	Adobe		01/31/2018	\$34.99	4215	B 01 131 000	Adobe PDF Pack - Annual
ANCH	1047	WX	1047	MN Association of Charter Schools		01/31/2018	\$366.92	4221	E 01 005 110 000 000 820	Monthly membership fee
ANCH	1391	WX	1391	Alerus		01/31/2018	\$30.00	4220	E 01 005 110 000 000 305	Participant Fee
ANCH	1018	WX	1018	Office Max		01/31/2018	\$28.58	4225	E 01 010 203 000 000 430	PE Supplies, stamps and markers
ANCH	1019	WX	1019	USPS		01/31/2018	\$4.16	4232	E 01 005 110 000 000 329	Postage - Certified Letter
ANCH	1027	WX	1027	Amazon.com		01/31/2018	\$13.92	4236	E 01 005 107 000 000 401	Art Fair class project - canvas boards
ANCH	1027	WX	1027	Amazon.com		01/31/2018	\$29.90	4237	E 01 010 203 000 000 430	World Wall Map - Music
ANCH	1027	WX	1027	Amazon.com		01/31/2018	\$43.49	4238	E 01 010 203 000 000 430	Glockenspiel mallets - Grade 3 Music

WOODBURY LEADERSHIP ACADEMY

Payment Register by Check No.

Payment Date Range: 01/01/2018 - 01/31/2018

Bank	Check No	Ty	Grp	Code	Vendor	Pay/Void	Date	Amount	Voucher #	Account Code	Description	
ANCH		WX	1	1027	Amazon.com		01/31/2018	\$128.40	4239	E 01 010 203 000 000 460	US History Books - Grade 2	
ANCH		WX	1	1027	Amazon.com		01/31/2018	\$18.97	4240	E 01 010 203 000 000 401	Hanging Files, folders, command strips	
ANCH		WX	1	1027	Amazon.com		01/31/2018	\$45.33	4240	E 01 005 110 000 000 401	Post-It Easel Pads	
ANCH		WX	1	1027	Amazon.com		01/31/2018	\$78.98	4240	E 01 010 203 000 000 430	Rechargeable Batteries and charger	
ANCH		WX	1	1101	Papa John's		01/31/2018	\$161.54	4234	E 01 010 203 000 000 490	Friday Pizza	
ANCH		WX	1	1101	Papa John's		01/31/2018	\$235.44	4235	E 01 010 203 000 000 490	Friday Pizza	
ANCH		WX	1	1267	Lunds/Byerlys		01/31/2018	\$32.42	4231	E 01 005 110 000 000 490	Staff Meeting food	
ANCH		WX	1	1317	Panera Bread		01/31/2018	\$80.00	4226	E 01 005 110 000 000 490	Curriculum Committee food, open house vol	
ANCH		WX	1	1362	The Works		01/31/2018	\$680.00	4227	E 01 010 203 000 000 369	1st grade Field Trip	
ANCH		WX	1	1366	Aldi		01/31/2018	\$21.32	4233	E 01 010 203 000 000 490	Supplies for forgotten lunches	
ANCH		WX	1	1372	Teachers Pay Teachers		01/31/2018	\$38.80	4222	E 01 010 420 000 419 433	SpEd: Visual supports	
ANCH		WX	1	1372	Teachers Pay Teachers		01/31/2018	\$40.00	4223	E 01 010 420 000 419 433	SpEd: Math curriculum	
ANCH		WX	1	1372	Teachers Pay Teachers		01/31/2018	\$7.00	4224	E 01 010 203 000 000 430	Fitnessgram Certificates	
ANCH		WX	1	1400	Eventbrite		01/31/2018	\$225.00	4230	E 01 005 640 000 316 366	Staff Development	
ANCH		WX	1	1409	T-Mobile		01/31/2018	\$70.00	4228	E 01 005 110 000 000 320	Cell Phone Service - 12/4-1/1/2018	
ANCH		WX	1	1415	MN Music Educators Association		01/31/2018	\$165.00	4229	E 01 005 640 000 316 366	Staff Development 2018 MMEA Midwinter	
								Check Total:	\$35,177.01			
ANCH	5290	CH	1	1040	Houghton Mifflin Harcourt Publishing Co.		01/04/2018	\$94.25	4163	E 01 010 420 000 419 433	SPED - Testing Materials	
								Check Total:	\$94.25			
ANCH	5291	CH	1	1150	JR Computer Associates		01/04/2018	\$800.00	4164	E 01 005 605 000 000 315	January Tech Services	
								Check Total:	\$800.00			
ANCH	5292	CH	1	1240	Keys to Communication		01/04/2018	\$1,232.50	4165	E 01 010 401 000 740 394	Speech: 14hrs@\$85 1hr@\$42.50 12/12-12/12	
								Check Total:	\$1,232.50			
ANCH	5293	CH	1	1334	Mary Kelly		01/04/2018	\$2,240.00	4166	E 01 010 420 000 419 303	December SPED Director Services	
								Check Total:	\$2,240.00			
ANCH	5294	CH	1	1139	Perpich Center for Arts Education		01/04/2018	\$1,251.80	4167	E 01 005 810 000 000 320	WAN - November	
ANCH	5294	CH	1	1139	Perpich Center for Arts Education		01/04/2018	\$1,679.80	4167	E 01 005 810 000 000 320	Phone - November	
								Check Total:	\$2,931.60			
ANCH	5295	CH	1	1097	PLIC - SBD GRAND ISLAND		01/04/2018	\$887.69	4168	B 01 215 007	January Life,AD&D, STD, LTD	
								Check Total:	\$887.69			
ANCH	5296	CH	1	1233	Reno Mothes		01/04/2018	\$300.00	4169	E 01 010 420 000 740 394	DAPE: 12/4-12/18/2017 6hrs@\$50	
								Check Total:	\$300.00			
ANCH	5297	CH	1	1241	Sheila Meizer		01/04/2018	\$750.00	4170	E 01 010 408 000 740 394	ASD Specialist: 12/18-12/19/2017 6hrs@\$1:	
								Check Total:	\$750.00			

WOODBURY LEADERSHIP ACADEMY

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Payment Date Range: 01/01/2018 - 01/31/2018

Bank	Check No	Ty	Grp Code	Vendor	Pay/Void	Date	Amount	Voucher #	Account Code	Description
ANCH	5298	CH	1 1098	Teachers on Call		01/04/2018	\$442.00	4171	E 01 010 201 000 000 305	Kindergarten
ANCH	5298	CH	1 1098	Teachers on Call		01/04/2018	\$3,536.00	4171	E 01 010 203 000 000 305	Elementary
ANCH	5298	CH	1 1098	Teachers on Call		01/04/2018	\$1,989.00	4172	E 01 010 203 000 000 305	Elementary
							Check Total:	\$5,967.00		
ANCH	5299	CH	1 1214	The Hanover Insurance Group		01/04/2018	\$4,392.39	4162	E 01 005 940 000 000 340	Commercial Pkg and Umbrella Ins
							Check Total:	\$4,392.39		
ANCH	5300	CH	1 1411	Tiger Oak Media		01/04/2018	\$574.00	4173	E 01 005 107 000 000 305	Enrollment Ad - Woodbury Magazine Januar
							Check Total:	\$574.00		
ANCH	5301	CH	1 1302	Toshiba Financial Services		01/04/2018	\$717.44	4174	E 01 010 605 000 000 580	Copier Lease
ANCH	5301	CH	1 1302	Toshiba Financial Services		01/04/2018	\$55.29	4174	E 01 010 605 000 000 581	Copier Lease
ANCH	5301	CH	1 1302	Toshiba Financial Services		01/04/2018	\$626.11	4174	E 01 010 203 000 000 401	Overages
							Check Total:	\$1,398.84		
ANCH	5302	CH	1 1291	Booth Law Group, LLC		01/05/2018	\$1,839.50	4175	E 01 005 111 000 000 305	Legal Services - November
ANCH	5302	CH	1 1291	Booth Law Group, LLC		01/05/2018	\$47.00	4176	E 01 005 111 000 000 305	Legal Services - OCR Complaint 05-15-1159
ANCH	5302	CH	1 1291	Booth Law Group, LLC		01/05/2018	\$94.00	4177	E 01 005 111 000 000 305	Legal Services - OCR Complaint 05-17-107E
							Check Total:	\$1,980.50		
ANCH	5303	CH	1 1412	Amy Cahlander		01/25/2018	\$15.98	4185	E 01 010 203 000 000 490	Reim: Cookies for grades 5/6
							Check Total:	\$15.98		
ANCH	5304	CH	1 1413	AppleBees		01/25/2018	\$625.00	4186	R 01 005 000 000 000 619	Fundraiser - Pancake Breakfast 125 plates
							Check Total:	\$625.00		
ANCH	5305	CH	1 1369	BerganKDV Outsourced Services LLC		01/25/2018	\$4,743.00	4187	E 01 005 110 000 000 305	January Financial Mgmt & Acct Services
							Check Total:	\$4,743.00		
ANCH	5306	CH	1 1082	Delta Dental of MN		01/25/2018	\$1,460.60	4188	B 01 215 009	February dental premiums
							Check Total:	\$1,460.60		
ANCH	5307	CH	1 1064	HealthPartners - Group		01/25/2018	\$6,153.42	4189	B 01 215 008	February medical premiums
							Check Total:	\$6,153.42		
ANCH	5308	CH	1 1054	Integrative Therapy, LLC.		01/25/2018	\$1,323.00	4190	E 01 010 420 000 740 394	OT: 12/20-1/12/2018 15.75hrs@\$84
							Check Total:	\$1,323.00		
ANCH	5309	CH	1 1240	Keys to Communication		01/25/2018	\$1,423.75	4191	E 01 010 401 000 740 394	Speech: 16hrs@\$85 1.5hrs@\$42.50 1/2-1/1
							Check Total:	\$1,423.75		
ANCH	5310	CH	1 1139	Perpich Center for Arts Education		01/25/2018	\$10,583.33	4184	E 01 005 810 000 000 330	Utilities
ANCH	5310	CH	1 1139	Perpich Center for Arts Education		01/25/2018	\$21,750.00	4184	E 01 005 810 000 000 305	Janitorial
ANCH	5310	CH	1 1139	Perpich Center for Arts Education		01/25/2018	\$3,666.67	4184	E 01 005 810 000 000 350	Grounds Keeping

WOODBURY LEADERSHIP ACADEMY

Payment Register by Check No.

Payment Date Range: 01/01/2018 - 01/31/2018

Bank	Check No	Ty	Grp Code	Vendor	Pay/Void	Date	Amount	Voucher #	Account Code	Description
ANCH	5310	CH	1 1139	Perpich Center for Arts Education		01/25/2018	\$1,457.50	4184	E 01 005 850 000 348 370	Admin Fee
ANCH	5310	CH	1 1139	Perpich Center for Arts Education		01/25/2018	\$3,600.00	4184	E 01 005 850 000 000 370	Admin Fee
ANCH	5310	CH	1 1139	Perpich Center for Arts Education		01/25/2018	\$1,251.80	4192	E 01 005 810 000 000 320	December WAN/Phone Services
ANCH	5310	CH	1 1139	Perpich Center for Arts Education		01/25/2018	\$628.50	4192	E 01 005 810 000 000 320	December WAN/Phone Services
							Check Total:	\$42,937.80		
ANCH	5311	CH	1 1097	PLIC - SBD GRAND ISLAND		01/25/2018	\$800.69	4193	B 01 215 007	February Life, ADD, STD
							Check Total:	\$800.69		
ANCH	5312	CH	1 1013	Region V Computer Services		01/25/2018	\$1,411.00	4194	E 01 005 108 000 000 405	FY2018 Quarterly Fee
							Check Total:	\$1,411.00		
ANCH	5313	CH	1 1241	Sheila Merzer		01/25/2018	\$187.50	4195	E 01 010 408 000 740 394	IEP Meeting 1.5hrs@\$125
ANCH	5313	CH	1 1241	Sheila Merzer		01/25/2018	\$250.00	4196	E 01 010 408 000 740 394	IEP Meeting and development 2hrs@\$125
							Check Total:	\$437.50		
ANCH	5314	CH	1 1116	Strategic Staffing Solutions		01/25/2018	\$918.75	4197	E 01 010 420 000 740 394	Psychologist: 9/19-10/6/17 10.5hrs2\$87.50
ANCH	5314	CH	1 1116	Strategic Staffing Solutions		01/25/2018	\$437.50	4198	E 01 010 420 000 740 394	Psychologist: 11/3-11/10/17 5hrs@\$87.50
ANCH	5314	CH	1 1116	Strategic Staffing Solutions		01/25/2018	\$962.50	4199	E 01 010 420 000 740 394	Psychologist: 12/8-12/22/17 11hrs@\$87.50
							Check Total:	\$2,318.75		
ANCH	5315	CH	1 1098	Teachers on Call		01/25/2018	\$2,473.50	4200	E 01 010 203 000 000 305	GenEd
ANCH	5315	CH	1 1098	Teachers on Call		01/25/2018	\$2,159.00	4201	E 01 010 203 000 000 305	GenEd
							Check Total:	\$4,632.50		

Bank ANCH Total: **\$127,008.77**

Report Total: **\$127,008.77**

WOODBURY LEADERSHIP ACADEMY

Receipt Listing Report with Detail by Deposit

Deposit Co	Bank	Batch	Rct No	Receipt Type	Receipt St	Receipt Date	Check No	Pmt Type	Grp Code	Customer	Inv No	Inv Date	Inv Type	Invoice Amount	Applied Amount	Unapplied Amount	
1328	4228	ANCH	CR011E	Credit	A	01/12/18		Check	1	1001							
										MN DEPT OF EDUCATION							
										FY18 General Education Aid							
															70,818.02		0.00
															<u>\$70,818.02</u>		<u>\$0.00</u>
															Receipt Total:		
															Deposit Total:		\$70,818.02
1329	4228	ANCH	CR011E	Credit	A	01/18/18		Check	1	1001							
										MN DEPT OF EDUCATION							
										FY18 Special Education							
															2,579.65		0.00
															<u>\$2,579.65</u>		<u>\$0.00</u>
															Receipt Total:		
															Deposit Total:		\$2,579.65
1330	4228	ANCH	CR011E	Credit	A	01/30/18		Check	1	1001							
										MN DEPT OF EDUCATION							
										FY18 General Education							
															70,648.19		0.00
															<u>\$70,648.19</u>		<u>\$0.00</u>
															Receipt Total:		
															Deposit Total:		\$70,648.19
1331	4228	ANCH	CR011E	Credit	A	01/31/18		Check	1	1005							
										Anchor Bank							
										FY18 Interest Earnings							
															16.33		0.00
															<u>\$16.33</u>		<u>\$0.00</u>
															Receipt Total:		
															Deposit Total:		\$16.33
1332	4228	ANCH	CR011E	Credit	A	01/29/18		Check	1	1003							
										SCHOOL DEPOSIT							
										FY18 Pizza Friday							
															731.00		0.00
															<u>\$731.00</u>		<u>\$0.00</u>
															Receipt Total:		
															Deposit Total:		\$731.00
1333	4228	ANCH	CR011E	Credit	A	01/30/18		Check	1	1003							
										SCHOOL DEPOSIT							
										FY18 Field Trip							
										FY18 Milk Sales							
										FY18 Planner Sales							
										FY18 Gr 5/6 Wolf Ridge							
															34.00		0.00
															347.00		0.00
															10.00		0.00
															15.00		0.00

WOODBURY LEADERSHIP ACADEMY

Receipt Listing Report with Detail by Deposit

Deposit Co	Bank	Batch	Rct No	Receipt Type	Receipt St	Receipt Date	Check No	Pmt Type	Grp Code	Customer	Inv No	Inv Date	Inv Type	Invoice Amount	Applied Amount	Unapplied Amount	
1333	4228	ANCH	CR011E	1333	Credit	A	01/30/18	Check	1	1003							
				FY18 School Deposits													
				4228	E	01	005	110	000	000	305						
				SCHOOL DEPOSIT													
				FY18 Background Checks													
													129.50		0.00		
													Receipt Total:	\$535.50	\$0.00		
													Deposit Total:	\$535.50	\$0.00		
1334	4228	ANCH	CR011E	1334	Credit	A	01/30/18	Check	1	1003							
				FY18 School Deposit													
				4228	R	01	005	000	000	000	620						
				SCHOOL DEPOSIT													
				FY18 Pancake Breakfast													
													1,385.00		0.00		
													Receipt Total:	\$1,385.00	\$0.00		
													Deposit Total:	\$1,385.00	\$0.00		
1335	4228	ANCH	CR011E	1335	Credit	A	01/04/18	Check	1	M							
				FY18 Alerus Cobra													
				4228	B	01	215	008									
				Miscellaneous Customer													
				FY18 Cobra Medical													
				4228	B	01	215	007									
				FY18 Cobra Life													
													773.18		0.00		
													24.20		0.00		
													Receipt Total:	\$797.38	\$0.00		
													Deposit Total:	\$797.38	\$0.00		
1336	4228	ANCH	CR011E	1336	Credit	A	01/25/18	Check	1	M							
				FY18 Flaghouse Refund													
				4228	E	01	010	203	000	000	430						
				Miscellaneous Customer													
				FY18 Flaghouse Refund													
													9.62		0.00		
													Receipt Total:	\$9.62	\$0.00		
													Deposit Total:	\$9.62	\$0.00		
													Report Total:	\$147,520.69	\$0.00		

WOODBURY LEADERSHIP ACADEMY
Journal Entry Listing

JE Cd	Period	Date	St	Src	Ref	Description	Detail Desc	L	Fd	Org	Pro	Crs	Fin	O/S	Account Description	Debit Amount	Credit Amount
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Governance Committee Meeting Agenda

Date and Time of Meeting: Tuesday, February 20, 2018 at 2:30 p.m.

Location: 600 Weir Dr. Woodbury, MN 55125, Room 1044 - Conference Room in the schools main office

Development, Discussion and Recommendation

Review - Policy 701 Procurement, Policy 714 Fund Balance, Policy 610 Field Trips and Policy 504 Student Dress and Appearance/Uniform

Review - WLA Procurement Procedure

Discuss Governance Meeting Schedule Change - Third Wednesday of the Month at 4:15 P.M.

Outcome

Approve committee meeting day and time change

Recommend the BOD to review Policy 714 Fund Balance with no changes

Housekeeping

Next regularly scheduled WLA Board of Directors Governance Committee Meeting

Date: Wednesday, March 21, 2018

Time: 4:15 P.M.

Location: 600 Weir Dr. Woodbury Mn 55125 - Room 1044 Conference Room in the schools main office

WOODBURY LEADERSHIP ACADEMY

Adopted: May 26, 2015

714 FUND BALANCE POLICY

I. FUND BALANCE RESERVE LEVEL

The Board of Directors of Woodbury Leadership Academy recognizes the need to establish a general operations reserve fund balance amount in order to comply with the state Uniform Financial Accounting and Reporting Standards (UFARS) and maintain an adequate fund balance needed for the Woodbury Leadership Academy's cash flow needs.

It will be the policy of Woodbury Leadership Academy to budget towards maintaining a 20% general fund unreserved fund balance as a percentage of yearly general fund expenditures.

Excess annual year-end budget surpluses will not be allocated in following year budgets until the target fund balance is achieved, unless specifically directed by the Board of Directors.

The fund balance to be used is presented in the audited annual financial statement. The percentage will be calculated as follows: $(\text{Prior Year Audited General Fund Balance} + \text{Current Year General Fund Surplus of Revenues} - \text{Expenditures}) / (\text{Total Current Year General Fund Expenditures})$.

During the annual budget process, the Board will review the fund percentage in light of current state aid holdback provisions and other financial circumstances and will approve the annual long range budget model to maintain the targeted fund balance.

II. CLASSIFICATION OF FUND BALANCES

The purpose of this policy is to establish the terms and maintenance of the various funds of the Woodbury Leadership Academy.

The policy of the Woodbury Leadership Academy is to classify its fund balances based on the nature of the particular net resources reported in the separate funds of the Woodbury Leadership Academy. Nonspendable net resources will be identified first followed by restricted, committed, assigned, and lastly unassigned as per the guidelines in Governmental Accounting Standards Board (GASB) Statement No. 54. The Woodbury Leadership Academy's goal shall be to maintain an Unrestricted General Fund balance of not less than the amounts stated above for a Fund Balance Reserve Level. When the Unrestricted General Fund balance is projected to drop below the Reserve Level, the Woodbury Leadership Academy shall initiate measures to either generate additional revenue or to reduce expenditures through a budget reduction, or a combination of both.

The Board of Directors shall be responsible for committing any fund balance portions to specific purposes. Once the action has been taken, committed funds cannot be used for any other purpose unless the commitment is rescinded by the Board of Directors. Examples of committed general fund balances are general funds set aside for specific projects or Woodbury Leadership Academy expansion.

The Board of Directors delegates to the Woodbury Leadership Academy Director and Chief Financial Officer the authority to assign fund balances for specific purposes. Examples of assigned general fund balances are funds set aside for technology, staff development, and a variety of other uses.

The Board of Directors hereby establishes the following order for resource use: restricted funds shall be spent first followed by unrestricted funds. For unrestricted funds, committed fund balances shall be spent first, followed by assigned fund balances and lastly unassigned fund balances for amounts in which any of those fund balances may be used.

Position Description

Job Title: Executive Director

Adopted by Board: _____

The primary responsibilities for this position are:

- I. Organizational Leadership
- II. Instructional Leadership
- III. Financial Management
- IV. Human Resources Management
- V. Provision for a Safe and Effective Learning Environment
- VI. Communications Management

I. Organizational Leadership

- Exercise strong leadership skills in promoting the mission and vision of the school
- Work collaboratively with the School Board and staff to develop an ongoing strategic planning process to achieve the mission of Woodbury Leadership Academy. (WLA)
- Work towards long-term sustainability by providing insight and vision for strategic development.
- Provide leadership and monitor continuous school improvement
- Oversee development of internal processes for effective management and control of the school's resources
- Ensure that school adheres to all applicable state and federal laws and regulations
- Ensure that school meets the requirements of the contract with its authorizer, Volunteers of America (VOA)
- Oversee the collection and analysis of data related to the school goals for annual report and ensure annual report is completed
- Ensure that all annual state and federal grants and reports are completed and filed
- Direct and supervise the development, maintenance, updating and distribution of WLA Board of Directors (BOD) policies and procedures
- Ensure that school adheres to WLA policies, handbooks, and protocols
- Ensure legal and regulatory compliance and management of school facilities
- Anticipate problems within the system and design procedures and policies for dealing with them effectively and efficiently
- Monitor all internal systems of the school and make recommendations to WLA BOD

II. Instructional Leadership

- Monitor the development, implementation and evaluation of curricular programs and ensure that all initiatives are student focused and aligned with the school's mission and vision
- Provide leadership in the articulation among all instructional levels as well as special services within the school
- Promote and support effective instructional practice

- Promote and monitor continuous professional development
- Provide leadership in identifying and requiring appropriate teaching materials and equipment
- Provide leadership in the development of technology plan and purchasing of equipment
- Continue to develop a strong understanding of Core Knowledge Language Arts (CKLA), Saxon Math, Singapore Math, Core Knowledge and Responsive Classroom materials
- Oversee the design and implementation of a collaborative evaluation process that will provide ongoing information about academic program effectiveness
- Guide instructional staff toward ongoing assessment of student performance
- Monitor student achievement

III. Financial Management

- Exercise proactive leadership in organizing the school's resources to best meet the needs of all students
- Prepare and manage the school's annual budget
- Oversee long term capital improvement needs
- Monitor ongoing building lease, and facility development budget
- Establish and monitor contracts with external service providers (busing, food service, special education, snow removal and other)
- Oversee and monitor all grant proposal processes
- Oversee fundraising
- Oversee the development and implementation of yearly student recruitment plan

IV. Human Resource Management

- Recruit, interview, hire and develop strategies to retain highly qualified staff
- Ensure all staff understand and execute the mission and vision of WLA effectively
- Ensure that up to date job descriptions exist for every position and that the duties and expectations of each position have been well communicated
- Oversee and monitor school wide staff development plan/process
- Provide and communicate clear expectations for staff
- Train, coach and assist staff to develop and advance skills, reach their potential and address performance deficiencies
- Provide staff supervision and conduct/oversee annual performance appraisals, which includes three formal observations, one per trimester, for each instructional staff member, including special education and educational assistants
- Ensure that the school is in compliance with all state and federal laws regarding personnel
- Oversee conflict resolution and all other personnel matters
- Develop staff schedules and assignments

V. Provision for a Safe and Effective Learning Environment

- Guide the process of effective dissemination of information between teachers and parents
- Monitor reporting systems involving health and safety of students
- Provide and communicate clear expectations for student learning environment and behavior
- Develop opportunities for student-led conferences and learning experiences
- Oversee development and implementation of student/parent activities
- Ensure that all state and federal guidelines and rules regarding students are followed
- Enforce school policies and monitor student behavior and attendance

VI. Communications Management

- Monitor internal and external communication systems (staff members, contracted service providers, board members, community members)
- Oversee communication system between school and parents through various means, including the WLA Family Newsletter, at minimum once a month
- Serve as liaison between the school and its authorizer, VOA
- Maintain contact with Minnesota Department of Education (MDE) and other agencies/organizations for the exchange of information to enhance the ongoing efficiency and effectiveness of the school
- Provide assistance to WLA BOD regarding meeting agendas, development and other duties

(Executive Director)

(Date)

(WLA Board Chair)

(Date)



Woodbury Leadership Academy

2018-2019 School Year

July 2018							August 2018							September 2018							October 2018							November 2018							December 2018							January 2019							February 2019							March 2019							April 2019							May 2019							June 2019																																																																																																																																																																							
SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT																																																																																																																																																																	
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July 2018: 4 Independence Day

August 2018: 22-23 New Teacher Training (No School); 27-31 All Staff Workshops (No School); 29 Open House 5:00-8:00 PM (Teacher hours 12:00-8:00)

September 2018: 3 Labor Day (No School); 4 First Day of School Grades 1-8; 4-5 Kindergarten Assessments; 6 First Day of School for Kindergarten; 28 Free Dress Friday

October 2018: 18-19 MEA / Teacher Workshops (No School); 26 Free Dress Friday

November 2018: 3 Teacher Workshop (No School); 4 Start of Trimester 2; 21 Free Dress Friday; 24 Winter Break begins (No School); 22-23 Thanksgiving (No School); 30 End of Trimester 1; 30 Free Dress Friday

December 2018: 3 Teacher Workshop (No School); 4 Start of Trimester 2; 21 Free Dress Friday; 24 Winter Break begins (No School)

January 2019: 2 Classes resume; 21 MLK Jr Day (No School); 25 Free Dress Friday

February 2019: 15 Teacher Workshop (No School); 18 Presidents' Day (No School); 22 Free Dress Friday

March 2019: 7 End of Trimester 2; 7 Conferences 5:00-8:00 PM; 8 Conferences 8:00 AM-12:00 PM (No School); 11-16 Spring Break (No School)

April 2019: 19 Teacher Workshop (No School); 26 Free Dress Friday; 29 Teacher Workshop (No School)

May 2019: 27 Memorial Day (No School); 31 Free Dress Friday

June 2019: 6 End of Trimester 3 / Last day of school

5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000
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