

Public Copy

# Board Packet

Woodbury Leadership Academy Board of Directors Special Meeting

Wednesday, September 26, 2018

5:30 P.M.

Woodbury Leadership Academy  
8089 Globe Dr. Woodbury, Mn 55125  
Library

**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**

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**Meeting:** Board of Directors Regular Meeting

**Date:** Wednesday, September 26, 2018

**Time:** 5:30 P.M.

**Location:** Woodbury Leadership Academy 8089 Globe Dr. Woodbury Mn 55125 - Library

## AGENDA

1. **Meeting Call to Order and Roll Call**

- 1.1. Meeting Call to Order (Mandi Folks, Board Chair)
- 1.2. Roll Call (Mandi Folks, Board Chair & Board Clerk)

2. **WLA Mission & Vision** (Presenter: Jolene Skordahl)

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)

- 3.1. Approval of meeting agenda  
Motion: \_\_\_\_\_ 2<sup>nd</sup>: \_\_\_\_\_ Vote: \_\_\_\_\_
- 3.2. Approval of August 30, 2018 meeting minutes  
Motion: \_\_\_\_\_ 2<sup>nd</sup>: \_\_\_\_\_ Vote: \_\_\_\_\_

4. **Conflict of Interest Declaration** (Presenter: Mandi Folks, Board Chair)

- 4.1. Conflict of Interest Declaration

5. **Public Comment** (Presenter: Mandi Folks, Board Chair)

6. **Board and Administration Reports**

- 6.1. Executive Director Report (Presenter: Dr. Mortensen)
- 6.2. Board Report (Presenter: Mandi Folks, Board Chair)
- 6.3. Finance Committee (Presenter: Jess Erickson, Treasurer)
  - 6.3.1. Accept August 2018 financial statements and finance committee meeting minutes  
Motion: \_\_\_\_\_ 2<sup>nd</sup>: \_\_\_\_\_ Vote: \_\_\_\_\_
- 6.4. Governance Committee (Presenter: Ro Krejci, Governance Chair)
  - 6.4.1. Accept  
Motion: \_\_\_\_\_ 2<sup>nd</sup>: \_\_\_\_\_ Vote: \_\_\_\_\_

7. **Board Training/Discussion and Business** (Presenter: Mandi Folks, Board Chair)

- 7.1. Board September Training - student enrollment process, literacy plan (KM) how enrollment drives dollars and various funding sources (JD) 2018-2019 marketing plan (KG)
- 7.2. Ratify employment agreements

8. **Board Communication & Future Items** (Presenter: Mandi Folks, Board Chair)

- 8.1. Board Communication/Future Agenda Items - Reflection
- 8.2. Strategic plan on October 4, 2018 workshop (4:30-6:30 p.m.) Library

9. **Housekeeping** (Presenter: Mandi Folks, Board Chair)

- 9.1. Next Regularly Scheduled WLA Board of Directors Workshop



DRAFT

Date: Thursday, October 4, 2018  
Time: 4:30 p.m.  
Location: 8089 Globe Dr. Woodbury, MN - Library

- 9.2. Next Regularly Scheduled WLA Board of Directors Meeting and Training  
Date: Wednesday, October 24, 2018  
Time: 5:30 P.M.  
Location: 8089 Globe Dr. Woodbury, MN - Library
- 9.3. Delegation of Public Comment Items (if necessary)

- 10. **Adjournment** (Presenter: Mandi Folks, Board Chair)
  - 10.1. Adjournment  
Motion: \_\_\_\_\_ 2<sup>nd</sup>: \_\_\_\_\_ Vote: \_\_\_\_\_

**Board of Directors Meeting Minutes  
Regular Meeting  
August 30, 2018**

**Directors Present:** Jessica Erickson, Mandi Folks, Claudia George, Jason Livingston, Jolene Skordahl

**Directors Absent:** Shannon Kelly, Ro Krejci

**Administration/Advisors Present:** Kathy Mortensen (Executive Director), Judith Darling (BerganKDV)

**Others in Attendance:** WLA parents, and staff

**1. Call to Order and Roll Call**

**1.1 Call to Order**

Ms Folks called the meeting to order at 4:30 PM.

**1.2 Roll Call**

Ms Baumann took roll call.

**2. WLA Mission and Vision.**

Mr Livingston read the WLA Mission and Vision Statements.

Ms Folks thanked new teachers for coming and requested they briefly introduce themselves. Teachers attending included: Ms Langer-Sped, Ms Lautenbach-Gr 2, Ms Peterson-Gr 1, Ms Rolston-Gr 6, and Ms Wallisch-SpEd.

**3. Approval of Agenda/Meeting Minutes**

**3.1 Approval of Agenda**

Ms Erickson moved “to approve the agenda for the August 30, 2018 regular meeting”  
Seconded by Ms Skordahl. Motion passed unanimously.

**3.2 Approval of July 26 and August 2, 2018 Meeting Minutes**

Ms Skordahl moved “to approve the minutes from the WLA Board of Directors annual meeting held on July 26 and regular meeting held on August 2, 2018.” Ms Erickson seconded. 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**

A WLA parent expressed concerns over rumors of large class sizes in the Middle School and of how the Middle School was going to operate.

## **6. Board and Administration Reports**

### **6.1 Board Report**

Ms Folks reported Open House was a huge success with great attendance. She continues to work with the Director and the realtor to obtain the necessary Certificate of Occupancy from the City of Woodbury.

### **6.2 Executive Director Report**

Ms Mortensen reported that enrollment numbers are greater than anticipated. 407 students have applied and been accepted; 375-380 students are estimated to show up on day one. The increase in enrollment creates a need for budget changes and additional staffing. She reported that the Middle School will include grades 5-8, with Grade 5 being a transitional year. Grade 5 will continue to have recess, while grades 6-8 will have an elective during that time. Internet and phone are set up on an interim basis, with final installation scheduled for September. She asked Ms Skordahl to share the new Physical Education curriculum and Ms Skordahl explained "Heart Rates" to board members.

### **6.3 Finance Committee Report**

Ms Darling reported that lease aid had been approved by MDE for 2017-2018 and the application for 2018-2019 will be submitted to MDE as soon as all requirements are completed. She reported that she has contacted Management Assistance Program (MAP) to express interest in applying for a line of credit. Fieldwork for the FY2018 audit is scheduled for next week and the actual loss is expected to come in at about half of the budgeted \$96,000 loss for the year. Ms Darling shared that WLA had received the MDE Finance award for the 2016-2017 school year.

#### **6.3.1 Financial Statements**

Ms Erickson moved "to accept the June and July financial statements and the Finance Committee minutes for August 9, 2018." Seconded by Ms George. Motion passed unanimously.

Ms Erickson moved "to appoint Ms Kacie Paine, parent, to the Finance Committee." Seconded by Ms George. Motion passed unanimously.

### **6.4 Governance Committee**

Ms Krejci reported that Ms George had reviewed changes to the Student-Family Handbook at the last meeting. Further revisions include adding information about school/parent communication. The Handbook will be reviewed and amended annually, if necessary. The board discussed various methods of distribution of the handbook to families.

#### **6.4.1 Accept 2018-2019 Student-Family Handbook**

Ms Skordahl moved "to accept the 2018-2019 Student-Family Handbook and to place Policy 540 on 1<sup>st</sup> reading status." Mr Livingston seconded the motion. Motion passed unanimously.

Ms Mortenson informed the Board that grade 5 will be taking an overnight fieldtrip to Wolf Ridge again this year and that overnight fieldtrips require board approval. Mr Livingston moved "to amend the agenda to add item 7.4 Wolf Ridge Overnight

Fieldtrip.” Seconded by Ms Erickson. A roll call vote was taken: Ms Erickson, Ms Folks, Ms George, Mr Livingston, and Ms Skordahl voted for; there were no votes against and no abstentions. Motion passed to add the agenda item.

## **7. Board Training/Discussion and Business**

### **7.1 New Staff Introduction**

Ms Folks introduced Mr Lehne-Gr 5, who joined the meeting late and he introduced himself to the Board.

### **7.2 Ratify Employment Agreements**

Ms Folks stated that there were none at this time. New agreements will be brought to the next meeting.

### **7.3 Board Training-student assessment calendar, review MCA results and school security overview**

Ms Mortensen gave an overview of the assessments (standardized tests) that are given at WLA, the purpose of each and the timeframe in which they are scheduled. MCA results were reviewed at a meeting earlier in the summer, but she restated that overall, test results were very good for the school and individual test results will be mailed to parents in September. She reported on security measures being added to ensure the safety of students and staff including access cards, locked stairwells, possible cameras and monitors and purchasing higher quality walkie talkies.

### **7.4 Wolf Ridge Overnight Fieldtrip**

Ms Erickson presented information about the planned 3-day, 2-night fieldtrip for Grade 5 to Wolf Ridge. Ms Skordahl motioned “to approve the October 1<sup>st</sup> thru 3<sup>rd</sup> overnight fieldtrip to Wolf Ridge.” Ms George seconded. Motion passed unanimously.

## **8. Board Communication and Future Items**

### **8.1 Board Communication/Future Agenda Items - Reflection**

Board members reflected on the start of the new school year: great attendance at Open House and Back to School night, the move into a new building, increased enrollment and the addition of the Middle School. With the growth, several board members expressed concern over the definition of small class size and what was acceptable both financially and from a parent perspective. Ms Folks indicated that that the Finance Committee will be looking at the budget impact of the increased numbers and also analyzing the class size needed to be financially sustainable. This information will be presented at a future meeting.

### **8.2 Strategic Plan moved to October 4, 2018 workshop**

Ms Folks informed board members that the strategic planning process that began at the April 30<sup>th</sup> work session will be continued with David DenHartog facilitating on October 4<sup>th</sup>.

## **9. Housekeeping Items**

### **9.1 Next regularly scheduled WLA Board of Directors Meeting and Training**

Ms Folks stated the next regular meeting is scheduled for September 26, 2018 at 5:30 in the school library at Woodbury Leadership Academy, 8089 Globe Drive, Woodbury, MN.

### **9.2 Delegation of Public Comment**

The Middle School concerns expressed by the parent were adequately addressed during the meeting so there was no further public comment to delegate.

**10. Adjournment**

**10.1 Adjournment**

Ms Skordahl moved “to adjourn the August 30, 2018 meeting.” Mr Livingston seconded. Motion passed unanimously. The meeting adjourned at 6:05 PM.

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

DRAFT

**WOODBURY LEADERSHIP ACADEMY  
DIRECTOR REPORT, SEPTEMBER 26, 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) Provide leadership and monitor continuous school improvement

- Enrollment numbers at WLA are hovering between 385 and 390 students with many classes filled or filling

- K = 59
- 1 = 64
- 2 = 66
- 3 = 67
- 4 = 57
- 5 = 38
- 6 = 19
- 7/8=20

*390*

- The Governance Committee met on September 19, 2018
- The Finance Committee met on September 17, 2018
- VOA visit to use space for a work session and check-in on WLA
- The Special Education Advisory Committee (SEAC) held their second meeting on September 21<sup>st</sup>. This is a parent led group that Mary Kelly assists with facilitating

**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

- NWEA MAP Fall assessments began on September 24, 2018
- WIDA testing for English Language Learners will begin in late September
- We will be contracted with an English Learner consultant (as we did last year) to assist us with EL program planning. Although we have experienced significant growth in student numbers since last school year, the number of EL students is anticipated to stay about the same.
- We are adding special education staff members due to increased enrollment numbers. Although the number of special education students at WLA is increasing, we remain under the state average for students being served.
- Literacy Report as follows:



Schools in Minnesota are required to plan for, and assess progress for, all students to be reading at grade level by the end of third grade. During the 2017-2018 school year, WLA staff members used the following assessment tools to monitor student growth, with the following success:

#### GRADE 1

NWEA MAP (F-2017) 98% demonstrated growth with 85% at/above grade level  
NWEA MAP (S-2018) 70% at grade level with 29% more than one year advanced

#### GRADE 2

Dolch Sight Words (Fall to Winter) at 68% mastery for grade level  
Fountas & Pinnell 3 levels or more achieved at 62%  
NWEA MAP (F-2017) 94% demonstrated growth with 81% at/above grade level  
NWEA MAP (S-2018) 59% demonstrated growth with 30% at/above grade level

#### GRADE 3

Dolch Sight Words (Fall to Winter) 60% mastery for grade level  
CKLA Skills 25% went up in reading levels, 75% on track at grade level  
NWEA MAP (F-2017) 100% demonstrated growth with 78% at/above grade level  
NWEA MAP (S-2018) 82% demonstrated growth with 59% at/above grade level  
MCA Reading (S-2018) 43 tested, 29 meet or exceed, or 67.4% meet or exceed state average

*(NWEA MAP Reading includes Overall, Literature, Info Text, Vocab)*

### **III. Financial Management**

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

- Comcast installed internet on September 21, 2018
- The technology team has been setting up the labs for NWEA MAP testing
- We are waiting for the final bid and design for the cafeteria flooring
- We are waiting for the City to approve us to install our playground equipment
- We have ordered lockers for the upstairs middle school area
- Mary Kelly, Judith Darling, and myself are completing the CEIS grant
- Judith Darling, Mandi Folks, and myself have applied for some additional small grant/gift opportunities

### **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

- There are several employment agreements to (see red folder)
- We are advertising for a full-time, daytime, custodian to maintain building cleanliness.
- Due to the large increase in enrollment numbers, additional staff members are being hired, appropriate for our growth and within budget.

- We have added, or are adding, an additional special education teacher, an additional special education para professional, a regular education para professional to assist with lunches and academic interventions, an interventionist teacher to assist with academic interventions and middle school programming, a custodian, and two part-time office administrative assistants. (One for special education, and one for reception and health services.) Our staffing compliment is now as follows:

○ GR K	MP, AB, ME
○ GR 1	KN, CG, DN
○ GR 2	CC, KC, CL
○ GR 3	AK, KG, AI
○ GR 4	MW, CS, SR
○ GR 5	CL, DS
○ GR 6	AL
○ GR 7/8	JE
○ Specialists	JK, ET, LA, EL, TW, TBD (sped), MO
○ Para Professionals	SL, BB, NB, TBD, TBD (sped)
○ Custodial	TBD
○ Office Staff	AC, NB, TBD, TBD (sped), KG, KM

Oversee conflict resolution and all other personnel matters

- No issues at this time

## **V. Provision for a Safe and Effective Learning Environment**

Oversee operations for a safe school environment

- We conducted our first fire drill on September 14, 2018. The building was vacated in under 3 minutes.
- Emergency bars have now been installed on the staircase exit doors

## **VI. Communications Management**

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

- All of the WLA standing committees have now resumed regular meetings, and oversights
- Thursday news letters from teachers are outgoing as well as the “WLA Corner”

# WOODBURY LEADERSHIP ACADEMY

## ANNUAL REPORT 2017-2018

600 Weir Drive  
Woodbury, MN  
Telephone: (651) 539-2641  
[www.wlamn.org](http://www.wlamn.org)

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### SCHOOL INFORMATION

This report provides the Minnesota Department of Education, our school's authorizer, Volunteers of America, parents/families of Woodbury Leadership Academy (WLA), and the general public with information describing the progress of WLA and its students.

- Official School Name: Woodbury Leadership Academy
- MN School District Number: 4228 School
- Address: 600 Weir Drive, Woodbury, MN School
- Phone Number: 651-539-2641
- Website: [www.wlamn.org](http://www.wlamn.org)
- Executive Director: Dr. Kathleen Mortensen
- Year Opened: 2014
- Grades Served: K-6
- School Hours: 9:20 AM – 3:50 PM
- School Days: 171 student contact days per year
- Woodbury Leadership Academy Mission: 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.
- Woodbury Leadership Academy Vision: 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.
- Woodbury Leadership Academy's Authorizer: Volunteers of America - 7625 Metro Blvd, Edina, MN Contact: Stephanie Olsen, Senior Manager, [solsen@voamn.org](mailto:solsen@voamn.org) Phone: 612-270-1998

WLA is a tuition-free charter elementary and middle school which served 258 students during the 2017-2018 school year. Our primary goal is to work in partnership with families from Woodbury and the surrounding communities who wish to participate as full partners, in the education of their children in a rigorous educational environment that fosters student success. WLA ensures academic success through rigorous curriculum standards, while setting high expectations for students. WLA uses inquiry-based learning while building strong skills in math, reading, literature, writing, music, science and technology. We also implement a strong character education program to ensure students develop exceptional leadership skills and are well rounded in all areas, social and academic, and prepared for high school and beyond. WLA is a school where students and graduates receive exceptional leadership skills, and are prepared to take on the challenges they will face as they transition into high school. WLA utilizes Core Knowledge curriculum to provide an educational program that is academically rigorous, based on solid research, and demonstrates success. In addition to the Core Knowledge Curriculum, we utilize Saxon Math, and a character education program to build leadership skills throughout the school. At WLA we are committed to delivering curriculum with passion via dedicated teachers who work in partnership with families to ensure the success of every student. Furthermore, the Core Knowledge curriculum used by WLA covers and/or exceeds the Minnesota State Academic Standards for grades K-8. Finally, the Core Knowledge Sequence is currently being used successfully in schools throughout the United States to empower students to excel, and with great success and proven results!

## **STUDENT ENROLLMENT & DEMOGRAPHICS**

WLA served 294 students during the 2017-2018 school year. The Special Education population was 6.5%, LEP 5.1%, Free/Reduced Priced Lunch 11.9%, Asian 32%, Black 14.6%, White 44.6%, Hispanic 4.1%, American Indian 1%, two or more races 3.7%

**ADMISSION**

Woodbury Leadership Academy Admissions Policy: Once a student has accepted a space in the school, sibling preference applies for other siblings in that family. Preference is given to staff member children who have completed an application. Students admitted to Woodbury Leadership Academy are placed in the appropriate grade based on their age and previous schooling. Woodbury Leadership Academy does not accept a student for kindergarten unless they are at least five years old by September 1st of the school year in which they start kindergarten. The Board of Directors Adopted Enrollment Policy #538 on August 12, 2014, and it can be found on the WLA website as a part of the policy manual. Woodbury Leadership Academy follows Minnesota Statutes 124D.10 (Subd. 9) in its enrollment practices. The text of the law is provided below.

*“A charter school may limit admission to: 1. Pupils within an age group or grade level; 2. Pupils who are eligible to participate in the graduation incentives program under section 124D.68; or 3. Residents of a specific geographic area in which the school is located when the majority of students served by the school are members of underserved populations. A charter school shall enroll an eligible pupil who submits a timely application, unless the number of applications exceeds the capacity of a program, class, grade level, or building. In this case, pupils must be accepted by lot. The charter school must develop and publish a lottery policy and process that it must use when accepting pupils by lot. A charter school shall give enrollment preference to a sibling of an enrolled pupil and to a foster child of that pupil's parents and may give preference for enrolling children of the school's staff before accepting other pupils by lot. A charter school may not limit admission to pupils on the basis of intellectual ability, measures of achievement or aptitude, or athletic ability and may not establish any criteria or requirements for admission that are inconsistent with this subdivision. The charter school shall not distribute any services or goods of value to students, parents, or guardians as an inducement, term, or condition of enrolling a student in a charter school. Woodbury Leadership Academy does not discriminate based on age, gender, ethnicity, economic status, religion or services needed.”*

**STAFFING**

Certified Teaching Staff

<u>Grade/Subject</u>	<u>Name</u>	<u>MN License #</u>
K	Purinton, Monica	427868
K	Barthel, Ashley	470375
K	Engelsgjerd, Megan	471480
1	Hanson, Katie	491524
1	George, Claudia	486696

1	Alex Iwasko	498823
2	Coddington, Krista	481963
2	Cafferty, Claire	468950
2	Ebel, Krystal	470937
3	Ashlee Koerner	499012
3	Ellen Cooper	498240
4	Megan Walsh	499519
5	Cappelen, Kelly	473005
5	Erickson, Jessica	425129
6	Schrandt, Casidee	492200
Special Education	Grubisch, Katie	491404
Music	Trites, Elizabeth	505807
Physical Education	Jolene Skordahl	338977
Spanish	Alvarado, Lorena	500471
Director	Kathleen Mortensen	323303

## II. Non-Certified Staff

<u>Position</u>	<u>Name(s)</u>
Office Staff	Baumann, Nancy
	Cahlander, Amy
Educational Assistants	Lock, Steve
	Schlattman, Shanessa
	Balamurugan, Bharti
	Ryan, Antonio

## GOVERNANCE AND MANAGEMENT

Woodbury Leadership Academy's Board of Directors decides and is responsible for policy matters related to the operation of the school, including budgeting, curriculum programming, personnel, and operating procedures. The board is designed to be comprised of 3 parents, 3 teachers, and 3 community members. The Board meets at least once monthly and adopts policies and practices that, at a minimum: carry out the school's mission and goals, evaluate the execution of charter contract goals and commitments, evaluate student achievement, postsecondary and workforce readiness, and student engagement and connection goals, establish a teacher evaluation process under section 124E.03, subdivision 2, paragraph (h); and provide professional development related to the individual's job responsibilities.

### 2017-2018 Board Members:

Mandi Folks	Parent, Board Chair	<a href="mailto:mfolks@wlamn.org">mfolks@wlamn.org</a>	1/1/17 to 6/20/20
Romana Krejci	Parent	<a href="mailto:rkrejci@wlamn.org">rkrejci@wlamn.org</a>	Term Expires: 1/2019
Jason Livingston	Parent	<a href="mailto:jlivingston@wlamn.org">jlivingston@wlamn.org</a>	10/2017
Mary Hitzemann	Community Member	<a href="mailto:mhitzemann@wlamn.org">mhitzemann@wlamn.org</a>	10/2017 to 6/2018
Shannon Kelly	Community Member	<a href="mailto:skelly@wlamn.org">skelly@wlamn.org</a>	4/2018 to
Jess Erickson	Teacher	<a href="mailto:jerickson@wlamn.org">jerickson@wlamn.org</a>	1/1/17 to 6/1/20
Jolene Skordahl	Teacher	<a href="mailto:jskordahl@wlamn.org">jskordahl@wlamn.org</a>	8/2017
Claudia George	Teacher	<a href="mailto:cgeorge@wlamn.org">cgeorge@wlamn.org</a>	8/2017
Kathleen Mortensen	Executive Director	<a href="mailto:kmortensen@wlamn.org">kmortensen@wlamn.org</a>	Ex-Officio
Anna Yang	Teacher		Resigned, accepted a position elsewhere: 8/17/17

Kylie Griffith	Teacher, Secretary	Resigned, moved to Europe: 10/2019
Ed	Community Member	Resigned, personal reasons: 9/2017 to 10/2017
Barbara Young	Parent, Board Chair	Resigned, personal reasons: 10/2018

### Board Training

Our board is in compliance with the current requirements, and all members have or will completed the required training relating to board member roles and responsibilities, employment policies and practices, and financial management. All members participated in trainings regarding Open Meeting Law requirements as well. The trainings are conducted by Minnesota Association of Charter Schools, Volunteers of America, Booth Law Group, and the Information Policy Analysis Division of the State of Minnesota. Whenever new board members are first seated, Woodbury Leadership Academy immediately works to provide training as soon as possible, often times this training can be completed within 60-90 days of seating. A Board Binder is provided to all members.

### Management

The Woodbury Leadership Academy Executive Director oversees the day-to-day operation of WLA, including: executing Board policies; supervising and evaluating licensed teachers and administrative staff; managing business and fiscal operations; acting as WLA's instructional leader; and ensuring students achieve expected educational program outcomes.

### **ACADEMIC PERFORMANCE**

WLA's academic philosophy is based upon The Core Knowledge Sequence developed by The Core Knowledge Foundation. The Core Knowledge Sequence is defined as "a detailed outline of specific content and skills to be taught in language arts, history, geography, mathematics, science, and the fine arts. As the core of a school's curriculum, it provides a coherent, content specific foundation of learning, while allowing flexibility to meet local needs." (Core Knowledge website) The Core Knowledge Sequence is the result of research into the content and structure of the highest performing elementary education, systems around the world, as well as extensive consensus building among diverse groups and interests, including parents, teachers, scientists, professional curriculum organizations, and experts from The Core Knowledge Advisory Board on Multicultural Traditions. The Core Knowledge Sequence is recognized as an effective whole school model, being one of the 33 whole-school models recognized by the U.S. Education Department as high quality and determined to be effective through research.

WLA's educational program also includes "Words Their Way" program, "Fountas and Pinnell", and Saxon Math. In 2009, an independent study of students in grade K-3 found that students who had used the Saxon Math curriculum made statistically significant gains in math as compared to the national average. Using different methods have further our goal to address the varied learning styles and strengths of students at WLA. Saxon curriculum is a strong core subject program that fully support and implement Core Knowledge. WLA's curriculum includes language arts (reading, writing, grammar and usage, drama, poetry, fiction, nonfiction, speeches, sayings, and phrases), world and American history, geography, science (life, earth, and physical), mathematics, visual arts, and music. The Core Knowledge Sequence is supported by specific curricular resources. Additional activities this year included a school-wide Science Fair, as well as extra-curricular activities such as the Academic Triathlon.

WLA is a data-driven institution committed to rigorous and ambitious state and national test standards. As a data-driven organization, our school's approach to assessment is fully aligned with the goals and objectives of the NWEA MAP. WLA has an accountability plan that includes goals based on the



Minnesota Comprehensive Assessment, and for special needs students, the Minnesota Comprehensive Assessment – Modified, as well as Northwest Evaluation Association (NWEA) Measures of Academic Progress (MAP). Students attending WLA are assessed in each of the core academic skill areas using a range of valid and reliable methods, including, but not limited to, formative and summative assessments, criterion reference tests and assessments, homework, teacher observations, student project presentations, oral reports and standardized tests. Assessment data will be used throughout the educational process to inform and assist students, parents, teachers, and administrators. Assessment data is used immediately in the classroom through differentiated instruction to ensure that each student is being taught at his or her level. Scores are used, along with additional comparative data, to place students at appropriate levels in math and language arts.

WLA's Academic Performance Student Achievement Successes/Challenges: WLA has continued to keep a low teacher to student ratio, and instruction is differentiated in the classroom including a means for acceleration. Through the PLC process teachers use data and formative/summative assessments to determine areas of student strength, weakness, and growth. Parents continually comment and applaud not only the teaching strategies that are used, but also the curriculum that was selected – the Core Knowledge Curriculum and Saxon Math Curriculum meet the needs of students at all levels, but specifically engage students in higher levels of thinking. Some of the challenges related to student achievement has been fully implementing the intended curriculum with fidelity, and implementing the Responsive Classroom. Data: In both reading and math, WLA students again outperformed their peers statewide. In terms of NWEA MAP, in both subject areas students are out-performing that national average.

Increased Learning Opportunities: As indicated above, the Core Knowledge Curriculum is the cornerstone of WLA. This comprehensive curriculum includes literature, science, math, art history, and music. Additionally, students receive 90 minutes of instruction weekly from certified specialists in the areas of music, Spanish, and physical education. WLA has meet the goal of having an integrated hands-on approach by hosting science fairs, and hosting parent experts. The school addresses the leadership component through the use of a modified approach to Responsive Classroom in conjunction with a Core Values curriculum. Teacher standards and teaching objectives include specific learning goals related to leadership development. Enrichment opportunities are available to students such as soccer club, karate club, golf club, art clubs, science club, Lego club, band, and student council. These opportunities are based on student demand. The leadership data is that the school has monthly all school assemblies that focus on a different core value (curriculum used is a literature based approach by Mary Beth Klee). Assemblies are student developed and led, and the assemblies are published on the school calendar every year – allowing parents and family members to attend.

Academic Performance WLA's Academic Performance Encourage Varied and Innovate Teaching Methods Successes/Challenges: WLA has met the goal of integrating technology in the classroom. Each classroom is equipped with an interactive SMARTBoard and these are used daily by the teachers and are fully integrated as a part of the Core Knowledge Curriculum. Students have access to iPads and laptops as a part of the curriculum and for testing. Technology skills are listed on the report card. The technology helps to allow individualization of the curriculum and since some components of the Core Knowledge Curriculum are online, students are able to work ahead as needed. The challenges are to have all teachers use technology that is embedded in the curriculum and instruction. Data: The school owns a

SMARTBoard for each classroom, 4 classroom sets of laptops, a computer lab, and 2 iPad carts (for 250 students).

Measure Outcome/Provide Accountability Successes/Challenges: Students have completed the NWEA MAP test in all grades in both the fall and spring. This consistency in testing has allowed for usable data to not only determine individual student learning needs, but for further development of teacher skill. MAP tests results are shared with parents at conferences. Parent surveys have been issued and completed. Report cards are standards-based and align with the curriculum and state academic standards. Some of the challenges have been to impress upon the whole teaching staff, the importance of using data to inform instructional practices.

#### WLA's School Accountability Goals

Accountability Goal 1 (MCA Reading Goal) State the Full Goal: Three Year Goal: The students enrolled in grades 3-7 will show 75 percent baseline proficiency in MCA reading scores for the first year, with a 3 percent increase in proficiency in the following 2 years for the same grades. Progress toward achievement of goal: 2016 MCA Reading Proficiency = 75% (goal was met) 2017 MCA Reading Proficiency = 67.0% (goals was not met as the goal was 78%) 2018 MCA Reading Proficiency = 74% (goal was not met, as the goal was 81%) Although the MCA Reading Proficiency Goal was not met, the trajectory improved significantly during the 2017-2018 school year. In 2015 WLA students scored 80.5, in 2016 WLA students scored 75%, in 2017 WLA students scored 67%, and in 2018 WLA students stopped the declining scores, and scored 74%. This was an increase of 7% in one year. Staff members worked hard to stop the downward trajectory and improve reading scores this school year by creating a welcoming culture for all students, ensuring that teachers had the resources and support that they required.

Academic Performance WLA's School Accountability Goals Describe the evaluation activities, measurement tools and relevant data used to measure results and gauge success: At WLA we used formative and summative assessments, along with a PLC process where we looked at data to inform instruction. We also worked at improving teacher's abilities to individualize instruction.

Accountability Goal 2 (MCA Math Goal) State the Full Goal: Three Year Goal: The students enrolled in grades 3-7 will show 77 percent baseline proficiency in MCA math scores for the first year, with a 3 percent increase in proficiency in the following 2 years for the same grades. Progress toward achievement of goal: 2016 MCA Math Proficiency = 75% (goal was not met, as the goal was 75%) 2017 MCA Math Proficiency = 67.0% (goal was not met as the goal was 80%) 2018 MCA Math Proficiency = 70% (goal was not met as the goal was 83%) Although the MCA Math Proficiency Goal was not met, the trajectory improved significantly during the 2017-2018 school year. In 2015 WLA students scored 75.9, in 2016 WLA students scored 75%, in 2017 WLA students scored 67%, and in 2018 WLA students stopped the declining scores, and scored 70%. This was an increase of 3% in one year. Staff members worked hard to stop the downward trajectory and improve math scores this school year by creating a welcoming culture for all students, ensuring that teachers had the resources and support that they required.

Academic Performance WLA's School Accountability Goals Describe the evaluation activities, measurement tools and relevant data used to measure results and gauge success: At WLA we used formative and summative assessments, along with a PLC process where we looked at data to inform

instruction. We also worked at improving teacher's abilities to individualize instruction.

Accountability Goal 3 (NWEA Assessment Goal for Reading) State the Full Goal: Three Year Goal: WLA students in grades 3-7 will show an average of 8 RIT points above the national norm in reading based on the NWEA MAP testing in the first year, with an incremental goal of one-point increase at each grade levels for the following 2 years. Progress toward achievement of goal will be provided after the fall 2018 NWEA testing. Information from the fall of 2016 to the fall of 2017 is as follows:

Reading Growth from Fall of 2016 to Fall of 2017:

READING STUDENTS W/VALID GROWTH	MEAN RIT	NATIONAL MEAN RIT	STUDENTS AT OR ABOVE GR LEVEL
100%	170.1	160.7	13 of 16
17 of 18	175.3	160.17	15 of 17
100%	169.7	160.7	16 of 19
100%	188.4	174.7	17 of 18
19 of 21	182.8	174.7	14 of 19
16 of 17	185.4	174.7	12 of 16
100%	198.1	188.3	14 of 18
100%	196.7	188.3	15 of 19
100%	210.5	198.2	20 of 25
100%	214.6	205.7	22 of 27
100%	216	211	2 of 3

Accountability Goal 4 (NWEA Assessment Goal for Math) State the Full Goal: Three Year Goal: WLA students in grades 3-7 will show an average of 8 RIT points above the national norm in math based on the NWEA MAP testing in the first year, with an incremental goal of one-point increase at each grade levels for the following 2 years. Progress toward achievement of goal will be provided after the fall 2018 NWEA testing. Information from the fall of 2016 to the fall of 2017 is as follows:

Math Growth from Fall of 2016 to Fall of 2017:

MATH STUDENTS W/VALID GROWTH	MEAN RIT	NATIONAL MEAN RIT	STUDENTS AT OR ABOVE GR LEVEL
100%	172.8	162.4	14 of 16
100%	178.1	162.4	17 of 18
100%	172.7	162.4	18 of 19
100%	186.3	176.9	16 of 18

100%	187.4	176.9 18 of 21
100%	183.1	176.9 12 of 16
100%	197.8	190.4 13 of 18
100%	196.5	190.4 14 of 19
100%	215.2	201.9 22 of 25
100%	219.2	211.4 22 of 27
100%	222.75	218 3 of 4

## OPERATIONAL PERFORMANCE

All state and federal taxes, pensions, and insurances were paid as required. The financial audit was completed on time and submitted to the state by the required deadline. The 2018 Audit was filed on time and will be presented to the board in October 2018 by our auditor and BKDA Representative, Judith Darling. Facility and Grounds: WLA leases space from the State of Minnesota working with the Perpich Center for the Arts as the state agency in charge of the Crosswinds Building. WLA meets or exceeds all necessary building and content insurance as per state statute. The building and grounds maintenance is managed by Crosswinds Engineering Department.

Due Process and Privacy Rights: The WLA Parent – Student Handbook outlined the disciplinary procedures for students. The handbook is updated yearly. Employment: The procedures for hiring include defining staffing needs, reviewing or developing job descriptions if a new position, posting the openings, and interviewing. References are checked and the candidate meets with the director to learn more about the employment terms and benefits. New employees meet with the office manager upon hiring to fill out all forms and review employment policies and procedures. All new employees undergo background checks upon hiring. All school board members and volunteers also undergo background checks upon beginning service at WLA.

Food Service: For the 2017-2018 school year, WLA did not use any contracted food service programs.

Transportation: Students that reside in the ISD 833 school district receive transportation via bus for free. All other students are required to provide his/her own transportation to school.

Operational Performance WLA's Authorizer: Volunteers of America of Minnesota (VOA) is committed to fulfilling its role as a charter school authorizer by holding Woodbury Leadership Academy (WLA) accountable for a range of results. The accountability system is based on clear reporting by WLA and oversight by the authorizer. Through a combination of site visits, board meeting packets, annual reports, and Annual School Evaluations, VOA upholds its legal obligation to make sure WLA is reaching (or making adequate progress toward) the goals and benchmarks outlined in its charter contract and Minnesota statute. This collective body of evidence will also form the basis for contract renewal decisions. VOA uses a standard charter contract with unique school-specific terms that capture different approaches to achieving student success. The individuality of each school will be preserved in the Accountability Plan and self-reporting on the results of its respective outcomes. Reporting on school outcomes will take place annually (October 1), with contents listed in the Annual Reporting Format section. VOA uses the Annual School Evaluation Rubric to assess schools. In a consistent manner, while still factoring in the schools' respective mission-specific goals through the Accountability Plan. VOA will report its findings to the school's leader and board and encourage constructive dialogue on continuous improvement efforts.

One of the most important ways VOA gathers information about the schools it authorizes is through on-site visits. Site visits allow the authorizer to observe the school in action firsthand, hear directly from all key stakeholders, and corroborate school-reported information and data. VOA conducts three different types of site visits: Formal, End of Term, and Monitoring. The Formal and End of Term site visits will follow a more structured protocol, and will produce written and oral feedback to the school staff and board. VOA will also make informal monitoring visits to schools for follow-up oversight, special events, and check-ins.

### **INNOVATIVE PRACTICES**

Parental and community involvement are crucial to the success of Woodbury Leadership Academy. WLA recognizes that it is only as strong as its supporters, and has made parental and community involvement a key piece of the school's mission. WLA has a parent team whom solicit parent involvement and match parents with teacher and student needs. Teachers work with the surrounding communities to address one of WLA's core goals of leadership. Students participated in several service projects, such as a gift drive during the holiday for the Children's Hospital, Feed My Starving Children, the Leukemia Foundation, and other causes. Core Virtues: WLA operates using a core virtues curriculum that focused on the development of strong, ethical, caring, and loving global leaders. Monthly assemblies are held where students celebrate accomplishments and learn a virtue of the month. Staff extend this learning into the classroom and make connections between home and school for additional emphasis, understanding and involvement.

### **FINANCES**

The year-end financial report is attached herein. Questions regarding Fiscal Year 2018 school finances contact Beltz, Kes, Darling & Associates: Judith Darling, Senior Financial Manager/Partner 651-463-2233, Ext. 202 [judarling@bkda.org](mailto:judarling@bkda.org)



**Woodbury Leadership Academy  
Woodbury, MN  
District 4228**

**Preliminary Financial Statements**

**June 2018**



 **berganKDV**  
CPA ADVISORS

*Prepared by:*  
Judith Darling, CPA  
Finance Manager

**Woodbury Leadership Academy  
Woodbury, Minnesota**

**Balance Sheet  
June 30, 2018**

	Balance July 1, 2017	Balance June 30, 2018
<b><u>Assets</u></b>		
<b>Current Assets</b>		
Cash and Investments	525,296	395,300
Accounts Receivable	0	0
PY State Aid Receivable	176,995	0
CY State Aid Receivable/(Deferred Rev)	0	289,306
Federal Aids Receivable	1,380	9,670
Prepaid Expenses and Deposits	42,381	10,031
<b>Total Current Assets</b>	<b>746,052</b>	<b>704,307</b>
<b>Total All Assets</b>	<b>746,052</b>	<b>704,307</b>
<b><u>Liabilities and Fund Balance</u></b>		
<b>Current Liabilities</b>		
Salaries and Wages Payable	68,946	59,282
Line of Credit Payable /Loan Payable	0	0
Accounts Payable	27,746	39,202
Payroll Deductions and Contributions	47,072	46,591
Deferred Revenue	0	0
<b>Total Current Liabilities</b>	<b>143,764</b>	<b>145,074</b>
<b>Fund Balance</b>		
Fund Balance 7-1-2017	602,288	602,288
Net Income To Date	0	(43,055)
<b>Total Fund Balance</b>	<b>602,288</b>	<b>559,232</b>
<b>Total Liabilities and Fund Balance</b>	<b>746,052</b>	<b>704,307</b>

*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**  
**June 30, 2018**

	FY 2018 Revised Budget (5/2018) 259 ADM	June 2018 YTD Activity 260 ADM	100% Percent of Revised Budget
<b>General Fund - 01</b>			
<b>Revenues</b>			
<b>State Revenues</b>			
General Education Aid	1,695,838	1,705,085	100.5%
Literacy Aid	25,956	25,956	100.0%
Charter School Lease Aid	14,429	14,386	0.0%
Long-Term Facilities Maintenance Revenue	21,795	21,856	100.3%
Special Education Aid	186,218	189,346	101.7%
PY Over/Under Accrual	0	19,104	0.0%
Endowment Aid	9,394	9,394	100.0%
<b>Total State Revenues</b>	<b>1,953,630</b>	<b>1,985,128</b>	<b>101.6%</b>
	1,953,630	1,985,128	
<b>Federal Revenues</b>			
Federal CSP Grant \$225K (Imp 003, 9-30-16)	0	0	
Federal Special Education Aid	41,441	41,667	100.5%
Federal CEIS Program	0	1,176	
PBIS Individuals with Disabilities Grant	6	6	100.0%
Title II	5,012	5,025	100.3%
<b>Total Federal Revenues</b>	<b>46,459</b>	<b>47,874</b>	<b>103.0%</b>
	46,459	47,874	
<b>Local Revenues</b>			
Interest Earnings	175	178	101.6%
Donations and Grants	22,500	21,928	97.5%
Give to the Max (course 200)	2,833	2,740	96.7%
Fees from Students (Field Trip, Milk Sales, Pizza Friday, Other)	17,700	17,367	98.1%
Miscellaneous Revenues	6,500	9,140	140.6%
Sale of Merchandise/Fundraising - Net	4,250	414	9.7%
<b>Total Local Revenues</b>	<b>53,958</b>	<b>51,767</b>	<b>95.9%</b>
	53,958	51,767	
<b>Total Revenues</b>	<b>2,054,047</b>	<b>2,084,768</b>	<b>101.5%</b>

**Expenditures**

100's Salaries	816,922	821,446	100.6%
200's Benefits	212,573	196,231	92.3%
305 Contracted Services	464,911	447,225	96.2%
315 Technology Services	15,155	15,153	100.0%
320 Communications Services	21,876	19,719	90.1%
329 Postage	2,500	893	35.7%
330 Utilities	119,360	119,360	100.0%
340 Property and Liability Insurance	11,000	8,960	81.5%
350 Repairs and Maintenance	50,413	53,303	105.7%



**Woodbury Leadership Academy**  
**Woodbury, Minnesota**  
**Statement of Revenues and Expenditures**  
**June 30, 2018**

	FY 2018 Revised Budget (5/2018) 259 ADM	June 2018 YTD Activity 260 ADM	100% Percent of Revised Budget
360 Transportation for Field Trips	5,000	5,494	109.9%
366 Travel, Conferences, and Staff Training	9,500	16,638	175.1%
369 Field Trips / Registration Fees	3,000	7,065	235.5%
370 Building Lease	16,033	16,033	100.0%
370 Other Rentals and Operating Leases	42,358	42,482	100.3%
380 Computer and Tech Related Hardware Rental	10,275	9,273	90.2%
401 Supplies - Non Instructional	20,000	19,906	99.5%
401 Maintenance Supplies	250	1,515	606.0%
405 Non-Instructional Software and Licensing	9,887	9,887	100.0%
406 Instructional Software	2,500	2,201	88.0%
430 Instructional Supplies	7,500	7,337	97.8%
455 Non-Instructional Tech Supplies	1,600	846	52.9%
456 Instructional Tech Supplies	500	54	10.7%
460 Textbooks and Workbooks	20,000	18,242	91.2%
461 Standardized Tests	5,000	3,104	62.1%
470 Media/Library Resources	500	0	0.0%
490 Food Purchased	4,700	2,334	49.7%
530 Furniture and Other Equipment	0	0	
555 Technology Equipment	5,000	1,799	36.0%
820 Dues and Memberships, Fees	28,445	28,130	98.9%
State Special Ed Expenditures	200,235	201,432	100.6%
Federal Special Education Program	41,441	41,667	100.5%
Federal CEIS Program	0	1,176	
PBIS Individuals with Disabilities Grant	6	6	100.0%
Title II	5,012	5,025	100.3%
<b>Subtotal Expenditures</b>	<b>2,153,452</b>	<b>2,123,937</b>	<b>98.6%</b>
	2,153,452	2,123,937	
<b>Transfers to Other Funds</b>	<b>0</b>	<b>0</b>	
<b>Total Expenditures</b>	<b>2,153,452</b>	<b>2,123,937</b>	<b>98.6%</b>
<b>General Fund Net Income</b>	<b>(99,405)</b>	<b>(39,168)</b>	
<b>Beginning Fund Balance, General Fund, July 1</b>	<b>475,231</b>	<b>475,231</b>	
<b>Projected Fund Balance, General Fund, June 30</b>	<b>375,826</b>	<b>436,062</b>	
	17.5%		

**Woodbury Leadership Academy**  
**Woodbury, Minnesota**  
**Statement of Revenues and Expenditures**  
**June 30, 2018**

<b>FY 2018 Revised Budget (5/2018) 259 ADM</b>	<b>June 2018 YTD Activity 260 ADM</b>	<b>100%</b> <b>Percent of Revised Budget</b>
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**Fund 04 Program**

**Revenues**

050 Registration Revenue	2,000	1,720	
<b>Total Revenues</b>	<b>2,000</b>	<b>1,720</b>	

**Expenditures**

Salaries and Wages	0	0	
Employee Benefits	0	0	
Purchased Services	0	3,410	
Supplies and Materials, Snacks	2,250	2,198	97.7%
Equipment	0	0	
Dues and Memberships	0	0	
<b>Total Expenditures</b>	<b>2,250</b>	<b>5,607</b>	

**Community Services Fund Net Income**

	<b>(250)</b>	<b>(3,887)</b>
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Beginning Fund Balance, Fund 04, July 1	127,057	127,057
Projected Fund Balance, Fund 04, June 30	126,807	123,170

**Woodbury Leadership Academy**  
**Woodbury, Minnesota**  
**Statement of Revenues and Expenditures**  
**June 30, 2018**

100%

	FY 2018 Revised Budget (5/2018) 259 ADM	June 2018 YTD Activity 260 ADM	Percent of Revised Budget
<b>Total All Funds</b>			
<b>Revenues</b>			
State Revenues	1,953,630	1,985,128	101.6%
Federal Revenues	46,459	47,874	103.0%
Local Revenues	55,958	53,487	95.6%
<b>Total Revenues</b>	<b>2,056,047</b>	<b>2,086,488</b>	<b>101.5%</b>
	<small>2,056,047</small>	<small>2,086,488</small>	
<b>Expenditures</b>			
Salaries and Wages	816,922	821,446	100.6%
Employee Benefits	212,573	196,231	92.3%
Purchased Services	771,381	765,008	99.2%
Supplies and Materials	74,687	67,622	90.5%
Equipment	5,000	1,799	36.0%
Other (Fundraising, Special Ed, Dues, etc.)	275,139	277,436	100.8%
<b>Total Expenditures</b>	<b>2,155,702</b>	<b>2,129,544</b>	<b>98.8%</b>
	<small>2,155,702</small>	<small>2,129,544</small>	
<b>Total Revenues All Funds</b>	<b>2,056,047</b>	<b>2,086,488</b>	<b>101.5%</b>
<b>Total Expenditures All Funds</b>	<b>2,155,702</b>	<b>2,129,544</b>	<b>98.8%</b>
<b>Net Income - All Funds</b>	<b>(99,655)</b>	<b>(43,055)</b>	
	<small>(99,655)</small>	<small>(43,055)</small>	
<b>Beginning Fund Balance, All Funds, July 1</b>	<b>602,288</b>	<b>602,288</b>	
<b>Projected Fund Balance, All Funds, June 30</b>	<b>502,633</b>	<b>559,232</b>	
	<small>502,633</small>	<small>559,232</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**** (Includes Benefits (Tax Payments, PERA, TRA)	Total Expenses		
Jul 31	177,733	0	13	2,995	180,741	50,440	65,775	116,215	525,296	589,823
Aug 31	152,810	0	116	124,881	277,806	51,682	100,972	152,654	589,823	714,975
Sept 30	169,922	0	3,736	67,546	241,204	54,320	190,388	244,708	714,975	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	121,002	406	6,613	25	128,046	53,749	118,827	172,576	554,449	554,449
Mar 31	143,755	0	20,253	0	164,009	55,881	145,258	201,139	517,319	517,319
Apr 30	138,888	13,426	9,895	0	162,209	55,516	139,052	194,569	484,959	484,959
May 31	93,556	3,000	2,147	0	98,703	55,763	159,755	215,517	368,145	368,145
June 30	138,888	2,012	6,552	0	147,452	63,442	56,856	120,298	395,300	395,300
<b>Projected</b>	<b>1,631,219</b>	<b>38,198</b>	<b>74,589</b>	<b>245,978</b>	<b>1,989,985</b>	<b>645,402</b>	<b>1,474,580</b>	<b>2,119,982</b>		
<b>Totals</b>	<b>1,631,219</b>	<b>38,198</b>	<b>74,589</b>	<b>245,978</b>	<b>1,989,985</b>	<b>645,402</b>	<b>1,474,580</b>	<b>2,119,982</b>	<b>395,300</b>	

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.