

# Organizational and Regular School Board Meeting

Tuesday, January 13, 2026 5:45 PM

917 Board Room, 130 145th Street East, Rosemount, MN 55068

## I. **MISSION**

In partnership with member districts, Intermediate School District 917 provides high quality, equitable and specialized programming to meet the needs of all students.

## II. **Call to Order - Vice-Chair Cindy Nordstrom**

## III. **Conduct Pledge of Allegiance - Vice-Chair Cindy Nordstrom** *(This was conducted at the Board Work Session prior to this meeting.)*

## IV. **Oath of office administered to appointed Board members from Bloomington and Farmington - Melissa Torres (Integrity)**

## V. **Election of officers - Vice Chair Cindy Nordstrom**

### V.A. **Election of Chair - Vice-Chair Cindy Nordstrom**

### V.B. **Election of Vice-Chair**

### V.C. **Election of Clerk**

### V.D. **Election of Treasurer**

## VI. **Establish dates and times for 2026 School Board Meetings - Newly Elected Chair**

## VII. **Designate District Depository - Newly Elected Chair**

## VIII. **Designate official newspaper - Newly Elected Chair**

## IX. **Set level of compensation for School Board Members - Newly Elected Chair**

## X. **Review Board Committee and Representative Assignments - Newly Elected Chair**

## XI. **Appoint ISD 917 Calendar Committee Representative from Board - Request by Dr. Michael Favor (Collaboration)**

## XII. **Review Board Procedures, Code of Ethics (Policy 209), and Board Culture Guide -**

## XIII. **Consent Items - Chair** *(Communications)*

### XIII.A.

- Minutes
- Personnel
- Policies

## XIV. **New Business - Board Chair**

## XV. **Finance Director - Mark Johns** *(Stewardship)*

### XV.A.

- Bills

- Wire Transfers
- Payment Register
- Investment Reports
- Aged Receivables
- Other Earnings
- Temporary Work Assignments

XVI. **Approve Policies – Supt. Dr. Michael Favor**  
**(Integrity)**

***None this month***

XVII. **Approve 2026 Strategic Plan Proposal -**  
**Dr. Melissa Schaller (Integrity)**

XVIII. **Approve Education Support Professional**  
**Week January 19-25, 2026, Letter and Resolution**  
**- Dr. Michael Favor -**  
**Roll Call**

XIX. **Adjournment - Chair**

**Subject:** Pioneer Press Classifieds: Column Format Change, effective November 1<sup>st</sup>, 2025.

**Dear Valued Legal Partners,**

This letter is to inform you of an upcoming change to the classified advertising section of the **St. Paul Pioneer Press**, effective **November 1st, 2025**.

As part of our ongoing efforts to optimize the layout and improve the reader experience, the classified section will transition from a **10-column** to an **8-column** page format. This adjustment will impact the width of classified ads and may affect how your ads are designed and displayed.

**What This Means for Your Legal Ads/Liners:**

- **New Column Widths:** The page width will now be divided into eight columns instead of ten, resulting in wider columns and updated ad dimensions.
- **Ad Size Adjustments:** Display ads and liners will be designed/formatted to fit within the new 8-column structure.
- **New Cost Per Inch (CPI) Rate:** The new CPI rate, effective November 1st, 2025, will be \$9.12. This rate is equivalent to the current 10-column rate based on the new wider columns. Please refer to the examples included with this letter for a comparison of the pricing between the two formats.

Our classified advertising team is available to assist you with any questions or support needed during this transition to ensure your ads continue to run smoothly.

Thank you for your understanding and continued partnership. We remain committed to providing you with effective advertising opportunities and excellent service.

Please contact us 651-228-2166 or [legals@pioneerpress.com](mailto:legals@pioneerpress.com) or [tlee@pioneerpress.com](mailto:tlee@pioneerpress.com).

Best regards,

True Lee  
Multi-Media Sales Support



~~2025~~  
**2026**

**INTERMEDIATE SCHOOL DISTRICT 917  
SCHOOL BOARD  
COMMITTEE ASSIGNMENTS**

| <u>COMMITTEE</u> | <u>BOARD</u> |
|------------------|--------------|
| <u>MEMBER</u>    |              |

MSBA Representative

Mark Zuzek

AMSD

Mark Zuzek

All other committees will be discussed in the Board Work Sessions prior to the Regular Board meetings.

## **209 CODE OF ETHICS**

### **I. PURPOSE**

The purpose of this policy is to assist the individual school board member in understanding their role as part of a school board and in recognizing the contribution that each member must make to develop an effective and responsible school board.

### **II. GENERAL STATEMENT OF POLICY**

Each school board member shall follow the code of ethics stated in this policy.

#### **A. AS A MEMBER OF THE SCHOOL BOARD, I WILL:**

1. Attend school board meetings.
2. Come to the meetings prepared for discussion of the agenda items.
3. Listen to the opinions and views of others (including, but not limited to, other school board members, administration, staff, students, and community members).
4. Vote my conscience after informed discussion, unless I abstain because a conflict of interest exists.
5. Support the decision of the school board, even if my position concerning the issue was different.
6. Recognize the integrity of my predecessors and associates and appreciate their work.
7. Be primarily motivated by a desire to provide the best possible education for the students of my school district.
8. Inform myself about the proper duties and functions of a school board member.

#### **B. IN PERFORMING THE PROPER FUNCTIONS OF A SCHOOL BOARD MEMBER, I WILL:**

1. Focus on education policy as much as possible.
2. Remember my responsibility is to set policy – not to implement policy.
3. Consider myself a trustee of public education and do my best to protect, conserve, and advance its progress.
4. Recognize that my responsibility, exercised through the actions of the school board as a whole, is to see that the schools are properly run – not to run them myself.
5. Work through the superintendent – not over or around the superintendent.
6. Delegate the implementation of school board decisions to the superintendent.

C. TO MAINTAIN RELATIONS WITH OTHER MEMBERS OF THE SCHOOL BOARD, I WILL:

1. Respect the rights of others to have and express opinions.
2. Recognize that authority rests with the school board in legal session – not with the individual members of the school board except as authorized by law.
3. Make no disparaging remarks, in or out of school board meetings, about other members of the school board or their opinions.
4. Keep an open mind about how I will vote on any proposition until the board has met and fully discussed the issue.
5. Make decisions by voting in school board meetings after all sides of debatable questions have been presented.
6. Insist that committees be appointed to serve only in an advisory capacity to the school board.

D. IN MEETING MY RESPONSIBILITIES TO MY COMMUNITY, I WILL:

1. Attempt to appraise and plan for both the present and future educational needs of the school district and community.
2. Attempt to obtain adequate financial support for the school district's programs.

3. Insist that business transactions of the school district be ethical and open.
4. Strive to uphold my responsibilities and accountability to the taxpayers in my school district.

E. IN WORKING WITH THE SUPERINTENDENT OF SCHOOLS AND STAFF, I WILL:

1. Hold the superintendent responsible for the administration of the school district.
2. Give the superintendent authority commensurate with their responsibilities.
3. Assure that the school district will be administered by the best professional personnel available.
4. Consider the recommendation of the superintendent in hiring all employees.
5. Participate in school board action after considering the recommendation of the superintendent and only after the superintendent has furnished adequate information supporting the recommendation.
6. Insist the superintendent keep the school board adequately informed at all times.
7. Offer the superintendent counsel and advice.
8. Recognize the status of the superintendent as the chief executive officer and a non-voting, ex officio member of the school board.
9. Refer all complaints to the proper administrative officer or insist that they be presented in writing to the whole school board for proper referral according to the chain of command.
10. Present any personal criticisms of employees to the superintendent.
11. Provide support for the superintendent and employees of the school district so they may perform their proper functions on a professional level.

F. IN FULFILLING MY LEGAL OBLIGATIONS AS A SCHOOL BOARD MEMBER, I WILL:

1. Comply with all federal, state, and local laws relating to my work as a school board member.
2. Comply with all school district policies as adopted by the school board.
3. Abide by all rules and regulations as promulgated by the Minnesota Department of Education and other state and federal agencies with jurisdiction over school districts.
4. Recognize that school district business may be legally transacted only in an open meeting of the school board.
5. Avoid conflicts of interest and refrain from using my school board position for personal gain.
6. Take no private action that will compromise the school board or administration.
7. Guard the confidentiality of information that is protected under applicable law.

***Legal References:*** Minn. Stat. § 123B.02, Subd. 1 (School District Powers)  
Minn. Stat. § 123B.09 (School Board Powers)  
Minn. Stat. § 123B.143, Subd. 1 (Superintendent)

***Cross References:*** MSBA Service Manual, Chapter 1, School Board Member Code of Ethics



## Intermediate School District 917

*Purposeful. Personalized. Partners.*

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1300 145th Street East  
Rosemount, MN 55068

(651) 423-8229  
isd917.org

TO: School Board

FROM: Dr. Michael Favor

DATE: January 13, 2026

RE: Policies - Consent Agenda

The policies listed below are for final reading:

- **512 SCHOOL-SPONSORED STUDENT PUBLICATIONS AND ACTIVITIES** - MSBA now requires this policy

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### ISD 917 Vision

Intermediate School District 917 models an innovative culture with diverse pathways serving students and families through equitable practices with highly trained staff.

### ISD 917 Core Values

Collaboration | Empathy | Innovation | Stewardship | Communication | Integrity | Personalization | Equity | Diversity

**512 SCHOOL-SPONSORED STUDENT PUBLICATIONS AND ACTIVITIES**

**I. PURPOSE**

The purpose of this policy is to protect students' rights to free speech in production of school-sponsored media and activities while at the same time balancing the school district's role in supervising student publications and the operation of public schools.

**II. GENERAL STATEMENT OF POLICY**

A. Expressions and representations made by students in school-sponsored publications and activities are not expressions of official school district policy. Faculty advisors shall supervise student writers to ensure compliance with the law and school district policies.

B. Students who believe their right to free expression has been unreasonably restricted in school-sponsored media or activity may seek review of the decision by the building Principal/Assistant Dean. The Principal/Assistant Dean shall issue a decision no later than three (3) school days after the request for review is made.

1. Students producing school-sponsored media and activities shall be under the supervision of a faculty advisor and the school Principal/Assistant Dean. School-sponsored media and activities shall be subject to the guidelines set forth below.

2. School-sponsored media may be distributed at reasonable times and locations.

**III. DEFINITIONS**

A. "Distribution" means circulation or dissemination of material by means of handing out free copies, selling or offering copies for sale, accepting donations for copies, posting, or displaying material, or placing materials in internal staff or student mailboxes.

B. "Material and substantial disruption" of a normal school activity means:

1. Where the normal school activity is an educational program of the school district for which student attendance is compulsory, "material and

substantial disruption" is defined as any disruption that interferes with or impedes the implementation of that program.

2. Where the normal school activity is voluntary in nature (including, without limitation, school athletic events, school plays and concerts, and lunch periods) "material and substantial disruption" is defined as student rioting, unlawful seizures of property, conduct inappropriate to the event, participation in a school boycott, demonstration, sit-in, stand-in, walk-out, or other related forms of activity.

In order for expression to be considered disruptive, there must exist specific facts upon which the likelihood of disruption can be forecast, including past experience in the school, current events influencing student activities and behavior, and instances of actual or threatened disruption relating to the written material in question.

C. "Minor" means any person under the age of eighteen (18).

D. "Obscene to minors" means:

1. The average person, applying contemporary community standards, would find that the material, taken as a whole, appeals to the prurient interest of minors of the age to whom distribution is requested;

2. The material depicts or describes, in a manner that is patently offensive to prevailing standards in the adult community concerning how such conduct should be presented to minors of the age to whom distribution is requested, sexual conduct such as intimate sexual acts (normal or perverted), masturbation, excretory functions, or lewd exhibition of the genitals; and

3. The material, taken as a whole, lacks serious literary, artistic, political, or scientific value for minors.

E. "School activities" means any activity of students sponsored by the school including, but not limited to, classroom work, library activities, physical education classes, official assemblies and other similar gatherings, school athletic contests, band concerts, school plays and other theatrical productions, and in-school lunch periods.

F. "School-sponsored media" means material that is:

1. prepared, wholly or substantially written, published, broadcast, or otherwise disseminated by a student journalist enrolled in the school district;

2. distributed or generally made available to students in the school; and

3. prepared by a student journalist under the supervision of a student media adviser.

School-sponsored media does not include material prepared solely for distribution or transmission in the classroom in which the material is produced, or a yearbook.

G. "Student journalist" means a school district student in grades 6 through 12 who gathers, compiles, writes, edits, photographs, records, or otherwise prepares information for dissemination in school-sponsored media.

H. "Student media adviser" means a qualified teacher, as defined in Minnesota Statutes, section 122A.16, that the school district employs, appoints, or designates to supervise student journalists or provide instruction relating to school-sponsored media.

#### **IV. GUIDELINES**

A. Except as provided in paragraph B below, a student journalist has the right to exercise freedom of speech and freedom of the press in school-sponsored media regardless of whether the school-sponsored media receives financial support from the school or district, uses school equipment or facilities in its production, or is produced as part of a class or course in which the student journalist is enrolled. Freedom of speech includes freedom to express political viewpoints. Consistent with paragraph B below, a student journalist has the right to determine the news, opinion, feature, and advertising content of school-sponsored media. The school district must not discipline a student journalist for exercising rights or freedoms under this paragraph or the First Amendment of the United States Constitution.

B Student expression in school-sponsored media, a yearbook, or school-sponsored activity is prohibited when the material:

1. is obscene to minors;
2. is defamatory;
3. is profane, harassing, threatening, or intimidating;
4. constitutes an unwarranted invasion of privacy;
5. violates federal or state law;
6. causes a material and substantial disruption of school activities;
7. is directed to inciting or producing imminent lawless action on school premises or the violation of lawful school policies or rules, including a policy adopted in accordance with Minnesota Statutes, section 121A.03 or 121A.031;
8. advertises or promotes any product or service not permitted for minors by law;
9. advocates sexual, racial, or religious harassment or violence or prejudice; or
10. is distributed or displayed in violation of time, place, and manner regulations.

C. The school district must not retaliate or take adverse employment action against a student media adviser for supporting a student journalist exercising rights or freedoms under paragraph A above or the First Amendment of the United States Constitution.

D. Notwithstanding the rights or freedoms of this Article or the First Amendment of the United States Constitution, nothing in this Article inhibits a student media adviser from teaching professional standards of English and journalism to student journalists.

These professional standards may include, but are not limited to, the following:

1. assuring that participants learn whatever lessons the activity is designed to teach;
2. assuring that readers or listeners are not exposed to material that may be inappropriate for their level of maturity;
3. assuring that the views of the individual speaker are not erroneously attributed to the school;
4. assuring that the school is not associated with any position other than neutrality on matters of political controversy;
5. assuring that the sponsored student speech cannot reasonably be perceived to advocate conduct otherwise inconsistent with the shared values of a civilized social order;
6. assuring that the school is not associated with expression that is, for example, ungrammatical, poorly written, inadequately researched, biased or prejudiced, vulgar or profane, or unsuitable for immature audiences.

E. Time, Place, and Manner of Distribution

Students shall be permitted to distribute written materials at school as follows:

1. Time

Distribution shall be limited to the hours before the school day begins, during lunch hour, and after school is dismissed.

2. Place

Written materials may be distributed in locations so as not to interfere with the normal flow of traffic within the school hallways, walkways, entryways, and parking lots. Distribution shall not impede entrance to or exit from school premises in any way.

3. Manner

No one shall induce or coerce a student or staff member to accept a student publication.

**V. POSTING**

The school district must adopt a student journalist policy consistent with Minnesota Statutes, section 121A.80 and post it on the district website.

**Legal References:** U. S. Const., amend. I

*Morse v. Frederick*, 551 U.S. 393 (2007)

*Hazelwood School District v. Kuhlmeier*, 484 U.S. 260 (1988)

*Bystrom v. Fridley High School, I.S.D. No. 14*, 822 F. 2d 747 (8<sup>th</sup> Cir. 1987)

Minn. Stat. § 121A.03 (Model Policy)

Minn. Stat. § 121A.031 (School Student Bullying Policy)

Minn. Stat. § 121A.80 (Student Journalism; Student Expression)

**Cross References:** MSBA/MASA Model Policy 505 (Distribution of Nonschool-Sponsored Materials on School Premises by Students and Employees)

MSBA/MASA Model Policy 506 (Student Discipline)

MSBA/MASA Model Policy 904 (Distribution of Materials on School District Property by Nonschool Persons)

## INTERMEDIATE SCHOOL DISTRICT 917

A School Board Meeting of the Intermediate School District 917 School Board was held on Tuesday, December 9, 2025, at 1300 145<sup>th</sup> Street East, Rosemount, MN, in the Board Room.

**Members Present:** Tom Bennett, Lisa Ehleringer, Lesley Chester, Byron Schwab, Mark Zuzek, Hannah Simmons, Cindy Nordstrom, and Dr. Michael Favor.

**Members Absent:** Monica Weber, Kim Baker

**Also Present:** Melissa Schaller, Kate Hulse, Melissa Torres, Mark Johns, Dawn (from Bloomington)

School Board Vice-Chair Cindy Nordstrom called the meeting to order at 5:47 PM.

Chair Tom Bennett arrived 15 minutes late due to a snowstorm.

The Pledge of Allegiance was conducted in the prior Board work session.

1. Motion by Lesley Chester, seconded by Cindy Nordstrom, to approve the agenda, as presented.  
**Roll call:** Voting aye: Tom Bennett, Lisa Ehleringer, Byron Schwab, Mark Zuzek, Hannah Simmons, Lesley Chester, and Cindy Nordstrom. Voting naye: none. Motion passed.
2. Motion by Byron Schwab, seconded by Lesley Chester, to approve the consent items, as presented. **Roll call:** Voting aye: Tom Bennett, Lisa Ehleringer, Byron Schwab, Mark Zuzek, Hannah Simmons, Lesley Chester, and Cindy Nordstrom. Voting naye: None. Motion passed.

☐ **Minutes:** November 18, 2025, Regular School Board Meeting

☐ **Personnel:**

### NEW HIRES:

Arnisha Adams, Education Support Professional, effective November 11, 2025.

Quinn Baker, Education Support Professional, effective November 10, 2025.

Abigail Barnabas, Education Support Professional, effective November 17, 2025.

Kimary Calrson, Education Support Professional, effective November 12, 2025.

Rebecca Carter, Education Support Professional, effective November 24, 2025.

Chelsea Skluzacek, Education Support Professional, effective November 17, 2025.

Leah Springs, Education Support Professional, effective November 5, 2025.

Tayghan Wilkerson, Education Support Professional, effective November 10, 2025.

### RE-HIRES:

#### CHANGE IN STATUS:

#### LEAVES OF ABSENCE:

#### RESIGNATION & TERMINATIONS:

Bethany Aaker, Teacher, effective December 19, 2025.

Faisa Hasan, Education Support Professional, effective November 12, 2025.

Breanna Huback, Education Support Professional, effective January 5, 2026.

Kaho Yusuf, Education Support Professional, effective November 14, 2025.

RETIREMENT:

□ **Policies:** First and Final Readings of 404 Employment Background Checks, 420 Students and Employees with Sexually Transmitted Infections and Diseases and Certain Other Communicable Diseases and Infectious Conditions, 529 Violent Behavior by Students, 903 Visitors to School District Buildings and Sites.

Policies 512 School-Sponsored Student Publications and Activities was read on a first reading basis.

3. Motion by Lisa Ehleringer, seconded by Cindy Nordstrom, to approve the bills from November 1, 2025, to November 30, 2025, wire transfers, and investment report as presented. **Roll call:** Voting aye: Tom Bennett, Lisa Ehleringer, Byron Schwab, Mark Zuzek, Hannah Simmons, Lesley Chester and Cindy Nordstrom. Voting naye: none. Motion passed.
4. Motion by Byron Schwab, seconded by Mark Zuzek, to approve the Finance Audit for 2024-2025. **Roll call:** Voting aye: Tom Bennett, Lisa Ehleringer, Byron Schwab, Mark Zuzek, Hannah Simmons, Lesley Chester and Cindy Nordstrom. Voting naye: none. Motion passed.  
(Addendum A)

Closed Session began at 5:49 PM.

Closed Session ended at 6:03 PM.

There being no further business, the meeting adjourned at 6:03 PM.

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Clerk

| <u>Last name</u> | <u>First name</u> | <u>Position</u>           | <u>New Hire, Rehire, or Employee Status Change</u> | <u>Site</u>  | <u>Program</u> | <u>Reason for Vacancy</u> | <u>Educational Level</u> | <u>Lane &amp; Step</u> | <u>Salary/ Hourly Rate</u> | <u>Start/ Effective Date</u> |
|------------------|-------------------|---------------------------|--|--------------|----------------|---------------------------|--------------------------|------------------------|----------------------------|------------------------------|
| Thames           | Jennifer          | Special Education Teacher | Rehire   | DCTC         | TESA           | Replacement               | MA                       | MA, Step 4             | 62429                      | January 5                    |
| Wagner           | Emily             | License School Nurse      | New Hire   | Cedar School | SUN            | Replacement               | MA                       | MA, Step 5             | 64798                      | December 8, 2025             |

**SUMMARY OF PERSONNEL ITEMS RECOMMENDED FOR  
ACTION AT BOARD MEETING OF January 6, 2026**

**NEW HIRES:**

Daisy Kramer, Education Support Professional, effective January 5, 2026.

Camila Mesa, Education Support Professional, effective January 5, 2026.

Olivia Ohmann, Education Support Professional, effective January 5, 2026.

Emily Wagner, Licensed School Nurse, effective December 8, 2025.

**RE-HIRES:**

Jennifer Thames, Teacher, effective January 5, 2026.

**CHANGE IN STATUS:**

**LEAVES OF ABSENCE:**

**RESIGNATION & TERMINATIONS:**

Arnisha Adams, Education Support Professional, effective December 2, 2025.

Nicole Broadwater, Education Support Professional, effective December 19, 2025.

Yolandita Colon, Education Support Professional, effective December 5, 2025.

Ashley Depover, Education Support Professional, effective December 15, 2025.

Samiya Yusuf, Education Support Professional, effective November 25, 2025.

**RETIREMENT:**

AUDREY WEILER, PAYROLL SPECIALIST

PLEASE APPROVE NET PAYROLL FOR:

|   |           |                   |
|---|-----------|-------------------|
| 12/15/2025 TEACHER RETRO DIRECT DEPOSIT (PR550) | \$        | 119,829.09        |
| 12/15/25 DIRECT DEPOSITS REGULAR PAY (PR511)    | \$        | 859,175.26        |
| 12/05/25 CHECK                                  | \$        | 647.03            |
| 12/15/25 CHECK                                  | \$        | 791.76            |
| <b>NET PAYROLL</b>                              | <b>\$</b> | <b>980,443.14</b> |

Authorized Signature Mark John Date 12/15/2025



| CHECK NUMBER | ISSUE DATE | VENDOR                           | STATUS | TOTAL      | DESCRIPTION              |
|--------------|------------|----------------------------------|--------|------------|--------------------------|
| 1910218      | 12/22/2025 | FRESH FINDS BY KN CJ, LLC        | V      | (96.00)    | VOID MANUAL CHECK        |
| 1910227      | 12/01/2025 | CITY OF INVER GROVE HTS          | R      | 448.22     | ACCOUNTS PAYABLE CHECK   |
| 1910228      | 12/01/2025 | MASSP                            | R      | 885.00     | ACCOUNTS PAYABLE CHECK   |
| 1910229      | 12/01/2025 | SAM'S CLUB/SYNCHRONY BANK        | R      | 787.61     | ACCOUNTS PAYABLE CHECK   |
| 1910230      | 12/01/2025 | WISCONSIN SCTF                   | R      | 987.50     | ACCOUNTS PAYABLE CHECK   |
| 1910231      | 12/01/2025 | EDUCATION MINNESOTA, LOCAL 3904  | R      | 10,158.59  | ACCOUNTS PAYABLE CHECK   |
| 1910232      | 12/01/2025 | ESP LOCAL 4242                   | R      | 4,007.84   | ACCOUNTS PAYABLE CHECK   |
| 1910233      | 12/01/2025 | FTC                              | R      | 1,390.83   | ACCOUNTS PAYABLE CHECK   |
| 1910234      | 12/01/2025 | O.P.E.I.U., LOCAL 12             | R      | 428.86     | ACCOUNTS PAYABLE CHECK   |
| 1910235      | 12/01/2025 | RELATED SERVICES NURSES ESP      | R      | 134.70     | ACCOUNTS PAYABLE CHECK   |
| 1910236      | 12/10/2025 | ARVIG ENTERPRISES, INC           | R      | 2,017.95   | ACCOUNTS PAYABLE CHECK   |
| 1910237      | 12/10/2025 | BRIGHTWORKS                      | R      | 2,000.00   | ACCOUNTS PAYABLE CHECK   |
| 1910238      | 12/10/2025 | CUB FOODS BLOOMINGTON            | R      | 69.36      | ACCOUNTS PAYABLE CHECK   |
| 1910239      | 12/10/2025 | CUB FOODS - INVER GROVE HTS      | R      | 15.94      | ACCOUNTS PAYABLE CHECK   |
| 1910240      | 12/10/2025 | CUB FOODS - ROSEMOUNT            | R      | 172.29     | ACCOUNTS PAYABLE CHECK   |
| 1910241      | 12/10/2025 | DISTRICT 191 FOOD SERVICE        | R      | 2,021.85   | ACCOUNTS PAYABLE CHECK   |
| 1910242      | 12/10/2025 | THE HANOVER INSURANCE GROUP      | R      | 21,416.04  | ACCOUNTS PAYABLE CHECK   |
| 1910243      | 12/10/2025 | IND SCH DIST 194                 | R      | 189.00     | ACCOUNTS PAYABLE CHECK   |
| 1910244      | 12/10/2025 | OUTDOOR IMAGES, INC              | R      | 226.00     | ACCOUNTS PAYABLE CHECK   |
| 1910245      | 12/18/2025 | WISCONSIN SCTF                   | R      | 987.50     | ACCOUNTS PAYABLE CHECK   |
| 1910246      | 12/18/2025 | EDUCATION MINNESOTA, LOCAL 3904  | R      | 10,272.63  | ACCOUNTS PAYABLE CHECK   |
| 1910247      | 12/18/2025 | ESP LOCAL 4242                   | R      | 3,984.49   | ACCOUNTS PAYABLE CHECK   |
| 1910248      | 12/18/2025 | FTC                              | R      | 1,390.83   | ACCOUNTS PAYABLE CHECK   |
| 1910249      | 12/18/2025 | O.P.E.I.U., LOCAL 12             | R      | 428.86     | ACCOUNTS PAYABLE CHECK   |
| 1910250      | 12/18/2025 | RELATED SERVICES NURSES ESP      | R      | 134.70     | ACCOUNTS PAYABLE CHECK   |
| 1910251      | 12/22/2025 | BOARD OF SCHOOL ADMINISTRATORS   | R      | 1,400.00   | ACCOUNTS PAYABLE CHECK   |
| 1910252      | 12/22/2025 | CENTERPOINT ENERGY               | R      | 909.24     | ACCOUNTS PAYABLE CHECK   |
| 1910253      | 12/22/2025 | CITY OF ROSEMOUNT                | R      | 1,280.80   | ACCOUNTS PAYABLE CHECK   |
| 1910254      | 12/22/2025 | DAKOTA AWARDS & ENGRAVING        | R      | 66.00      | ACCOUNTS PAYABLE CHECK   |
| 1910255      | 12/22/2025 | KIMBERLY NITCHER                 | R      | 96.00      | ACCOUNTS PAYABLE CHECK   |
| 1910256      | 12/22/2025 | OFFICE OF MN.IT SERVICES         | R      | 938.70     | ACCOUNTS PAYABLE CHECK   |
| 1910257      | 12/22/2025 | OUTDOOR IMAGES, INC              | R      | 1,294.50   | ACCOUNTS PAYABLE CHECK   |
| 1910258      | 12/22/2025 | STEPHANIE A. ADAMS               | R      | 110.00     | ACCOUNTS PAYABLE CHECK   |
| 1910259      | 12/31/2025 | WISCONSIN SCTF                   | R      | 987.50     | ACCOUNTS PAYABLE CHECK   |
| 1910260      | 12/31/2025 | EDUCATION MINNESOTA, LOCAL 3904  | R      | 10,215.61  | ACCOUNTS PAYABLE CHECK   |
| 1910261      | 12/31/2025 | ESP LOCAL 4242                   | R      | 3,954.02   | ACCOUNTS PAYABLE CHECK   |
| 1910262      | 12/31/2025 | FTC                              | R      | 1,390.83   | ACCOUNTS PAYABLE CHECK   |
| 1910263      | 12/31/2025 | O.P.E.I.U., LOCAL 12             | R      | 428.86     | ACCOUNTS PAYABLE CHECK   |
| 1910264      | 12/31/2025 | RELATED SERVICES NURSES ESP      | R      | 134.70     | ACCOUNTS PAYABLE CHECK   |
| 1910265      | 12/31/2025 | CITY OF INVER GROVE HTS          | R      | 438.90     | ACCOUNTS PAYABLE CHECK   |
| 1910266      | 12/31/2025 | DISTRICT 191 FOOD SERVICE        | R      | 1,450.65   | ACCOUNTS PAYABLE CHECK   |
| 1910267      | 12/31/2025 | NESSIM AND ASSOCIATES            | R      | 210.00     | ACCOUNTS PAYABLE CHECK   |
| 1910268      | 12/31/2025 | SAM'S CLUB/SYNCHRONY BANK        | R      | 884.64     | ACCOUNTS PAYABLE CHECK   |
| V4002849     | 12/08/2025 | ABLENET INC.                     | R      | 510.00     | ACCOUNTS PAYABLE VOUCHER |
| V4002850     | 12/08/2025 | ADVANCE AUTO PARTS               | R      | 671.51     | ACCOUNTS PAYABLE VOUCHER |
| V4002851     | 12/08/2025 | ALDI                             | R      | 292.33     | ACCOUNTS PAYABLE VOUCHER |
| V4002851     | 12/10/2025 | ALDI                             | V      | (292.33)   | VOID MANUAL CHECK        |
| V4002852     | 12/08/2025 | AM PRINTING HOUSE FOR BLIND, INC | R      | 225.00     | ACCOUNTS PAYABLE VOUCHER |
| V4002853     | 12/08/2025 | AMERGIS                          | V      | -          | VOID: MULTI STUB VOUCHER |
| V4002854     | 12/08/2025 | AMERGIS                          | V      | -          | VOID: MULTI STUB VOUCHER |
| V4002855     | 12/08/2025 | AMERGIS                          | V      | -          | VOID: MULTI STUB VOUCHER |
| V4002856     | 12/08/2025 | AMERGIS                          | V      | -          | VOID: MULTI STUB VOUCHER |
| V4002857     | 12/08/2025 | AMERGIS                          | R      | 119,946.28 | ACCOUNTS PAYABLE VOUCHER |
| V4002858     | 12/08/2025 | ARK THERAPEUTIC                  | R      | 280.12     | ACCOUNTS PAYABLE VOUCHER |
| V4002859     | 12/08/2025 | BAYADA HOME HEALTH CARE          | R      | 4,861.25   | ACCOUNTS PAYABLE VOUCHER |
| V4002860     | 12/08/2025 | BILINGUAL GRAMMAR CURRICULUM LLC | R      | 2,000.00   | ACCOUNTS PAYABLE VOUCHER |
| V4002861     | 12/08/2025 | BOYS TOWN PRESS                  | R      | 75.00      | ACCOUNTS PAYABLE VOUCHER |
| V4002862     | 12/08/2025 | WELLS FARGO                      | R      | 1,393.15   | ACCOUNTS PAYABLE VOUCHER |

| CHECK NUMBER | ISSUE DATE | VENDOR                              | STATUS | TOTAL    | DESCRIPTION              |
|--------------|------------|-------------------------------------|--------|----------|--------------------------|
| V4002863     | 12/08/2025 | CITY OF APPLE VALLEY                | R      | 411.04   | ACCOUNTS PAYABLE VOUCHER |
| V4002864     | 12/08/2025 | COYLE APPLIANCE REPAIR              | R      | 3,900.00 | ACCOUNTS PAYABLE VOUCHER |
| V4002865     | 12/08/2025 | CUB FOODS - HASTINGS                | R      | 22.70    | ACCOUNTS PAYABLE VOUCHER |
| V4002866     | 12/08/2025 | DELL MARKETING L.P.                 | R      | 1,130.00 | ACCOUNTS PAYABLE VOUCHER |
| V4002867     | 12/08/2025 | DESIGN SCIENCE INC                  | R      | 51.16    | ACCOUNTS PAYABLE VOUCHER |
| V4002868     | 12/08/2025 | INSPIRE TO CREATE, LLC              | R      | 259.53   | ACCOUNTS PAYABLE VOUCHER |
| V4002869     | 12/08/2025 | DICK'S SANITATION-LAKEVILLE         | R      | 272.25   | ACCOUNTS PAYABLE VOUCHER |
| V4002870     | 12/08/2025 | GOOGLE HQ                           | R      | 3,055.73 | ACCOUNTS PAYABLE VOUCHER |
| V4002871     | 12/08/2025 | HEALTHIEST YOU                      | R      | 4,036.50 | ACCOUNTS PAYABLE VOUCHER |
| V4002872     | 12/08/2025 | INDEED, INC                         | R      | 1,678.52 | ACCOUNTS PAYABLE VOUCHER |
| V4002873     | 12/08/2025 | KEYSTONE INTERPRETING SOLUTIONS INC | R      | 1,019.50 | ACCOUNTS PAYABLE VOUCHER |
| V4002874     | 12/08/2025 | MAXI AIDS, INC                      | R      | 94.25    | ACCOUNTS PAYABLE VOUCHER |
| V4002875     | 12/08/2025 | MENARDS                             | R      | 1,642.65 | ACCOUNTS PAYABLE VOUCHER |
| V4002876     | 12/08/2025 | MN SCHOOL PSYCHOLOGISTS ASSN        | R      | 540.00   | ACCOUNTS PAYABLE VOUCHER |
| V4002877     | 12/08/2025 | SONOVA USA INC.                     | R      | 1,364.59 | ACCOUNTS PAYABLE VOUCHER |
| V4002878     | 12/08/2025 | STEALTHWEAR PROTECTIVE CLOTHING INC | R      | 282.60   | ACCOUNTS PAYABLE VOUCHER |
| V4002879     | 12/08/2025 | SUMMIT FIRE PROTECTION              | R      | 824.50   | ACCOUNTS PAYABLE VOUCHER |
| V4002880     | 12/08/2025 | THEORY OF MIND INVENTORY LLC        | R      | 80.00    | ACCOUNTS PAYABLE VOUCHER |
| V4002881     | 12/08/2025 | THERAPY NOTES, LLC                  | R      | 39.00    | ACCOUNTS PAYABLE VOUCHER |
| V4002882     | 12/08/2025 | TIGER MEDICAL                       | R      | 170.31   | ACCOUNTS PAYABLE VOUCHER |
| V4002883     | 12/08/2025 | ULTIMATE SLP                        | R      | 139.92   | ACCOUNTS PAYABLE VOUCHER |
| V4002884     | 12/08/2025 | UNIVERSAL CLEANING SERVICES         | R      | 7,649.67 | ACCOUNTS PAYABLE VOUCHER |
| V4002885     | 12/08/2025 | USI                                 | R      | 281.24   | ACCOUNTS PAYABLE VOUCHER |
| V4002886     | 12/08/2025 | VERIZON WIRELESS                    | R      | 890.34   | ACCOUNTS PAYABLE VOUCHER |
| V4002887     | 12/10/2025 | ALDI                                | R      | 262.33   | ACCOUNTS PAYABLE VOUCHER |
| V6608705     | 12/18/2025 | KATHRYN J ADEE                      | R      | 4.20     | ACCOUNTS PAYABLE VOUCHER |
| V6608706     | 12/18/2025 | ELIZABETH SHAWL ANNONI              | R      | 100.10   | ACCOUNTS PAYABLE VOUCHER |
| V6608707     | 12/18/2025 | MELISSA L ARMBRUST                  | R      | 174.30   | ACCOUNTS PAYABLE VOUCHER |
| V6608708     | 12/18/2025 | KIM MARIE AUSTIN                    | R      | 269.50   | ACCOUNTS PAYABLE VOUCHER |
| V6608709     | 12/18/2025 | TREVOR R BAILEY                     | R      | 90.00    | ACCOUNTS PAYABLE VOUCHER |
| V6608710     | 12/18/2025 | KIMBERLY D BAKER                    | R      | 21.70    | ACCOUNTS PAYABLE VOUCHER |
| V6608711     | 12/18/2025 | KEITH JAMES BARTHOLOMAUS            | R      | 127.40   | ACCOUNTS PAYABLE VOUCHER |
| V6608712     | 12/18/2025 | THOMAS RICHARD BENNETT              | R      | 47.60    | ACCOUNTS PAYABLE VOUCHER |
| V6608713     | 12/18/2025 | STEPHANIE BETLEY                    | R      | 274.95   | ACCOUNTS PAYABLE VOUCHER |
| V6608714     | 12/18/2025 | MICHAEL JASON BIBRO                 | R      | 297.20   | ACCOUNTS PAYABLE VOUCHER |
| V6608715     | 12/18/2025 | AMANDA JO BOEHMER                   | R      | 148.10   | ACCOUNTS PAYABLE VOUCHER |
| V6608716     | 12/18/2025 | ANNA ELIZABETH BUSCH                | R      | 77.00    | ACCOUNTS PAYABLE VOUCHER |
| V6608717     | 12/18/2025 | CHRISTINE KLECATSKY CHESSLER        | R      | 45.00    | ACCOUNTS PAYABLE VOUCHER |
| V6608718     | 12/18/2025 | LESLEY ANNE CHESTER                 | R      | 36.40    | ACCOUNTS PAYABLE VOUCHER |
| V6608719     | 12/18/2025 | BETHANY LEIGH CHRISTIANSON          | R      | 41.30    | ACCOUNTS PAYABLE VOUCHER |
| V6608720     | 12/18/2025 | CRAIG ALAN CURTIS                   | R      | 296.50   | ACCOUNTS PAYABLE VOUCHER |
| V6608721     | 12/18/2025 | JEANNE MARIE D'ALOIA                | R      | 167.70   | ACCOUNTS PAYABLE VOUCHER |
| V6608722     | 12/18/2025 | AMANDA R ECKRE                      | R      | 45.00    | ACCOUNTS PAYABLE VOUCHER |
| V6608723     | 12/18/2025 | LISA A EHLERINGER                   | R      | 53.20    | ACCOUNTS PAYABLE VOUCHER |
| V6608724     | 12/18/2025 | SHAE K ELLIOTT                      | R      | 90.00    | ACCOUNTS PAYABLE VOUCHER |
| V6608725     | 12/18/2025 | DALE EDWARD ENGMAN                  | R      | 77.00    | ACCOUNTS PAYABLE VOUCHER |
| V6608726     | 12/18/2025 | DAWN MARIE EPPS                     | R      | 7.00     | ACCOUNTS PAYABLE VOUCHER |
| V6608727     | 12/18/2025 | MICHAEL LEONARD FAVOR               | R      | 216.30   | ACCOUNTS PAYABLE VOUCHER |
| V6608728     | 12/18/2025 | ANGELITA LEE FLEMING                | R      | 28.00    | ACCOUNTS PAYABLE VOUCHER |
| V6608729     | 12/18/2025 | NICOLE K FLESNER                    | R      | 90.00    | ACCOUNTS PAYABLE VOUCHER |
| V6608730     | 12/18/2025 | ALICE LORETTA GAUDE                 | R      | 229.60   | ACCOUNTS PAYABLE VOUCHER |
| V6608731     | 12/18/2025 | SHERILYN FAYE FRISQUE               | R      | 148.60   | ACCOUNTS PAYABLE VOUCHER |
| V6608732     | 12/18/2025 | ALYSSA GAYLE GAHIMER                | R      | 58.80    | ACCOUNTS PAYABLE VOUCHER |
| V6608733     | 12/18/2025 | ADAM R GHORMLEY                     | R      | 167.00   | ACCOUNTS PAYABLE VOUCHER |
| V6608734     | 12/18/2025 | CHRISTINA ANN TUOHY                 | R      | 77.00    | ACCOUNTS PAYABLE VOUCHER |
| V6608735     | 12/18/2025 | BRITNEY A GREELEY                   | R      | 96.60    | ACCOUNTS PAYABLE VOUCHER |
| V6608736     | 12/18/2025 | MEGAN KRISTINE HAROLDSON            | R      | 551.60   | ACCOUNTS PAYABLE VOUCHER |
| V6608737     | 12/18/2025 | JANA LEE HEIDEMANN                  | R      | 34.30    | ACCOUNTS PAYABLE VOUCHER |

| CHECK NUMBER | ISSUE DATE | VENDOR                      | STATUS | TOTAL  | DESCRIPTION              |
|--------------|------------|-----------------------------|--------|--------|--------------------------|
| V6608738     | 12/18/2025 | PETER ALLYN HENDRICKS       | R      | 150.50 | ACCOUNTS PAYABLE VOUCHER |
| V6608739     | 12/18/2025 | SARA ASHLEY HENRY           | R      | 277.20 | ACCOUNTS PAYABLE VOUCHER |
| V6608740     | 12/18/2025 | ERIK J HERMAN               | R      | 86.29  | ACCOUNTS PAYABLE VOUCHER |
| V6608741     | 12/18/2025 | FRANK E HERMAN              | R      | 90.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608742     | 12/18/2025 | JENNIFER AMY HETLAND        | R      | 197.80 | ACCOUNTS PAYABLE VOUCHER |
| V6608743     | 12/18/2025 | MELISSA ROCHELL HO          | R      | 45.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608744     | 12/18/2025 | JUSTIN DAVID HOELSCHER      | R      | 90.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608745     | 12/18/2025 | KATE SCHNEEWEIS HULSE       | R      | 394.22 | ACCOUNTS PAYABLE VOUCHER |
| V6608746     | 12/18/2025 | SARAH CAITLIN IDEEN         | R      | 45.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608747     | 12/18/2025 | JULIE CHRISTINE ILLA        | R      | 90.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608748     | 12/18/2025 | COURTNEY ELIZABETH ROBINSON | R      | 90.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608749     | 12/18/2025 | MACKENZIE M IRWIN           | R      | 63.70  | ACCOUNTS PAYABLE VOUCHER |
| V6608750     | 12/18/2025 | ROBERT J JACOBSON           | R      | 233.80 | ACCOUNTS PAYABLE VOUCHER |
| V6608751     | 12/18/2025 | MARK W JOHNS                | R      | 90.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608752     | 12/18/2025 | SARAH LYNN JOHNSON          | R      | 158.20 | ACCOUNTS PAYABLE VOUCHER |
| V6608753     | 12/18/2025 | AMY TAMARAH WOLF KAUFMAN    | R      | 276.50 | ACCOUNTS PAYABLE VOUCHER |
| V6608754     | 12/18/2025 | AMBER LEIGH KURTEN          | R      | 107.80 | ACCOUNTS PAYABLE VOUCHER |
| V6608755     | 12/18/2025 | CORY LEE LANGENFELD         | R      | 90.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608756     | 12/18/2025 | BETSY SUE LARSEN            | R      | 163.10 | ACCOUNTS PAYABLE VOUCHER |
| V6608757     | 12/18/2025 | THOMAS J LEDOUX             | R      | 77.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608758     | 12/18/2025 | JOSEPH PAUL LORENTZ         | R      | 436.10 | ACCOUNTS PAYABLE VOUCHER |
| V6608759     | 12/18/2025 | SARAH MARIE LUDEWIG         | R      | 160.30 | ACCOUNTS PAYABLE VOUCHER |
| V6608760     | 12/18/2025 | KIM MARIE MARTIN            | R      | 105.70 | ACCOUNTS PAYABLE VOUCHER |
| V6608761     | 12/18/2025 | CATHLEEN CAROL MATTICE      | R      | 45.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608762     | 12/18/2025 | LISA M MAYER                | R      | 14.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608763     | 12/18/2025 | SHARRI HELENE MCGIBBON      | R      | 45.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608764     | 12/18/2025 | NOELLE K MEYER              | R      | 9.10   | ACCOUNTS PAYABLE VOUCHER |
| V6608765     | 12/18/2025 | JENNA ANN NACE              | R      | 113.60 | ACCOUNTS PAYABLE VOUCHER |
| V6608766     | 12/18/2025 | CLAIRE M NACHTWEY           | R      | 19.60  | ACCOUNTS PAYABLE VOUCHER |
| V6608767     | 12/18/2025 | RACHEL LOIS NASAL           | R      | 7.00   | ACCOUNTS PAYABLE VOUCHER |
| V6608768     | 12/18/2025 | CINDY L NORDSTROM           | R      | 11.90  | ACCOUNTS PAYABLE VOUCHER |
| V6608769     | 12/18/2025 | RACHEL ERIN NOVY            | R      | 45.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608770     | 12/18/2025 | ROSALIE L PALAN             | R      | 162.40 | ACCOUNTS PAYABLE VOUCHER |
| V6608771     | 12/18/2025 | JACKIE MARIE PAULEY         | R      | 90.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608772     | 12/18/2025 | EMILY COLLEEN GOODSON       | R      | 73.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608773     | 12/18/2025 | HOLLY MARIE PEMBLE          | R      | 243.67 | ACCOUNTS PAYABLE VOUCHER |
| V6608774     | 12/18/2025 | AMANDA LYNN PETERS          | R      | 105.00 | ACCOUNTS PAYABLE VOUCHER |
| V6608775     | 12/18/2025 | JENNIFER MAE PETERSEN       | R      | 45.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608776     | 12/18/2025 | BROOKE ALLYSON PETERSON     | R      | 252.17 | ACCOUNTS PAYABLE VOUCHER |
| V6608777     | 12/18/2025 | CAROLINE ROSE PETERSON      | R      | 320.60 | ACCOUNTS PAYABLE VOUCHER |
| V6608778     | 12/18/2025 | EMILY ANN PFISTERER         | R      | 336.00 | ACCOUNTS PAYABLE VOUCHER |
| V6608779     | 12/18/2025 | MEGAN E PLOTTS              | R      | 85.40  | ACCOUNTS PAYABLE VOUCHER |
| V6608780     | 12/18/2025 | KELLI MARIE PROULX          | R      | 271.60 | ACCOUNTS PAYABLE VOUCHER |
| V6608781     | 12/18/2025 | MELANIE LAVONNE REINARDY    | R      | 102.90 | ACCOUNTS PAYABLE VOUCHER |
| V6608782     | 12/18/2025 | WENDI MARLAINA RENKEN       | R      | 45.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608783     | 12/18/2025 | MELANIE ANN RIX             | R      | 45.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608784     | 12/18/2025 | SARAH CATHERINE ROWLEY      | R      | 117.81 | ACCOUNTS PAYABLE VOUCHER |
| V6608785     | 12/18/2025 | HAWA D SALAD                | R      | 51.80  | ACCOUNTS PAYABLE VOUCHER |
| V6608786     | 12/18/2025 | OLIVIA E SARASIO MEYER      | R      | 201.60 | ACCOUNTS PAYABLE VOUCHER |
| V6608787     | 12/18/2025 | MELISSA RAE SCHALLER        | R      | 302.03 | ACCOUNTS PAYABLE VOUCHER |
| V6608788     | 12/18/2025 | BYRON LEITH SCHWAB          | R      | 42.00  | ACCOUNTS PAYABLE VOUCHER |
| V6608789     | 12/18/2025 | ROLAND ARTHUR SESSIONS III  | R      | 350.00 | ACCOUNTS PAYABLE VOUCHER |
| V6608790     | 12/18/2025 | KARLEEN SHERMAN             | R      | 39.90  | ACCOUNTS PAYABLE VOUCHER |
| V6608791     | 12/18/2025 | HANNAH GRACE SIMMONS        | R      | 23.80  | ACCOUNTS PAYABLE VOUCHER |
| V6608792     | 12/18/2025 | MEGAN ELIZABETH ELEY        | R      | 32.20  | ACCOUNTS PAYABLE VOUCHER |
| V6608793     | 12/18/2025 | ANN T STROM                 | R      | 156.45 | ACCOUNTS PAYABLE VOUCHER |
| V6608794     | 12/18/2025 | MICHELLE ERIN STROMME       | R      | 72.10  | ACCOUNTS PAYABLE VOUCHER |
| V6608795     | 12/18/2025 | AMY LYNN SWANEY             | R      | 108.90 | ACCOUNTS PAYABLE VOUCHER |

| CHECK NUMBER | ISSUE DATE | VENDOR                             | STATUS | TOTAL      | DESCRIPTION              |
|--------------|------------|------------------------------------|--------|------------|--------------------------|
| V6608796     | 12/18/2025 | KAYLEEN LAVONNE TAFFE              | R      | 39.13      | ACCOUNTS PAYABLE VOUCHER |
| V6608797     | 12/18/2025 | DELANEY R TATARKA                  | R      | 437.51     | ACCOUNTS PAYABLE VOUCHER |
| V6608798     | 12/18/2025 | MARY ELIZABETH TAYLOR              | R      | 208.60     | ACCOUNTS PAYABLE VOUCHER |
| V6608799     | 12/18/2025 | SONIA LYNN TENDRICH                | R      | 145.10     | ACCOUNTS PAYABLE VOUCHER |
| V6608800     | 12/18/2025 | LAURA J. TENNESSEN                 | R      | 90.30      | ACCOUNTS PAYABLE VOUCHER |
| V6608801     | 12/18/2025 | EVE THOMAS BROOK                   | R      | 10.50      | ACCOUNTS PAYABLE VOUCHER |
| V6608802     | 12/18/2025 | TAYLOR MAY LOVIN                   | R      | 90.00      | ACCOUNTS PAYABLE VOUCHER |
| V6608803     | 12/18/2025 | MELISSA M TORRES                   | R      | 90.00      | ACCOUNTS PAYABLE VOUCHER |
| V6608804     | 12/18/2025 | SHANYN NICOLE TUFTEE               | R      | 136.70     | ACCOUNTS PAYABLE VOUCHER |
| V6608805     | 12/18/2025 | ANTHONY JOSEPH VILLELLI            | R      | 77.00      | ACCOUNTS PAYABLE VOUCHER |
| V6608806     | 12/18/2025 | JOHN NATHAN VOLKERT                | R      | 152.60     | ACCOUNTS PAYABLE VOUCHER |
| V6608807     | 12/18/2025 | ASHLEY LYNNETTE WARD               | R      | 690.20     | ACCOUNTS PAYABLE VOUCHER |
| V6608808     | 12/18/2025 | MONICA J WEBER                     | R      | 20.30      | ACCOUNTS PAYABLE VOUCHER |
| V6608809     | 12/18/2025 | SARAH MICHELLE WEILER              | R      | 10.47      | ACCOUNTS PAYABLE VOUCHER |
| V6608810     | 12/18/2025 | CASANDRA JO WOOD                   | R      | 14.00      | ACCOUNTS PAYABLE VOUCHER |
| V6608811     | 12/18/2025 | SCOTT MICHAEL ZEHNDER              | R      | 45.00      | ACCOUNTS PAYABLE VOUCHER |
| V6608812     | 12/18/2025 | MARK A. ZUZEK                      | R      | 30.80      | ACCOUNTS PAYABLE VOUCHER |
| V7704568     | 12/01/2025 | MN CHILD SUPPORT PAYMENT CENTER    | R      | 433.00     | ACCOUNTS PAYABLE VOUCHER |
| V7704569     | 12/01/2025 | AFLAC                              | R      | 1,588.25   | ACCOUNTS PAYABLE VOUCHER |
| V7704570     | 12/01/2025 | AMERIPRISE FINANCIAL ADVISORS      | R      | 11,894.14  | ACCOUNTS PAYABLE VOUCHER |
| V7704571     | 12/01/2025 | AXA EQUITABLE LIFE INS CO          | R      | 2,687.10   | ACCOUNTS PAYABLE VOUCHER |
| V7704572     | 12/01/2025 | FIDELITY INVSTMT TAX-EX SVC CO     | R      | 15,642.93  | ACCOUNTS PAYABLE VOUCHER |
| V7704573     | 12/01/2025 | HEALTH EQUITY, INC.                | R      | 32,859.90  | ACCOUNTS PAYABLE VOUCHER |
| V7704574     | 12/01/2025 | HORACE MANN LIFE INS               | R      | 1,465.83   | ACCOUNTS PAYABLE VOUCHER |
| V7704575     | 12/01/2025 | INTERNAL REVENUE SERVICE           | R      | 286,531.51 | ACCOUNTS PAYABLE VOUCHER |
| V7704576     | 12/01/2025 | EDUCATION MN ESI BILLING TRUST     | R      | 11,250.36  | ACCOUNTS PAYABLE VOUCHER |
| V7704577     | 12/01/2025 | MN DEPT OF REVENUE                 | R      | 48,995.64  | ACCOUNTS PAYABLE VOUCHER |
| V7704578     | 12/01/2025 | MN DEPT OF REVENUE(C)              | R      | 250.00     | ACCOUNTS PAYABLE VOUCHER |
| V7704579     | 12/01/2025 | MN STATE RETIREMENT SYSTEM         | R      | 150.00     | ACCOUNTS PAYABLE VOUCHER |
| V7704580     | 12/01/2025 | EXECUTIVE DIRECTOR                 | R      | 68,995.14  | ACCOUNTS PAYABLE VOUCHER |
| V7704581     | 12/01/2025 | STATE TREASURER, TRA               | R      | 139,835.83 | ACCOUNTS PAYABLE VOUCHER |
| V7704582     | 12/01/2025 | VARIABLE ANNUITY LIFE INS CO       | R      | 10,058.87  | ACCOUNTS PAYABLE VOUCHER |
| V7704583     | 12/01/2025 | VOYA                               | R      | 4,190.41   | ACCOUNTS PAYABLE VOUCHER |
| V7704584     | 12/02/2025 | APPLE VALLEY ISD LLC               | R      | 38,414.07  | ACCOUNTS PAYABLE VOUCHER |
| V7704585     | 12/02/2025 | FIDELITY SECURITY LIFE INS CO      | R      | 2,645.04   | ACCOUNTS PAYABLE VOUCHER |
| V7704586     | 12/02/2025 | NATIONAL INSURANCE SERVICES OF WI, | R      | 9,867.87   | ACCOUNTS PAYABLE VOUCHER |
| V7704587     | 12/02/2025 | SE ISD, DST                        | R      | 83,800.86  | ACCOUNTS PAYABLE VOUCHER |
| V7704588     | 12/02/2025 | UNITED HEALTHCARE SERVICES, INC    | R      | 111,614.36 | ACCOUNTS PAYABLE VOUCHER |
| V7704589     | 12/04/2025 | 1ST CHOICE PEDIATRIC HOME CARE     | R      | 7,676.25   | ACCOUNTS PAYABLE VOUCHER |
| V7704590     | 12/04/2025 | AMANDA GROH                        | R      | 2,112.50   | ACCOUNTS PAYABLE VOUCHER |
| V7704591     | 12/04/2025 | AMAZON CAPITAL SERVICES            | V      | -          | VOID: MULTI STUB VOUCHER |
| V7704592     | 12/04/2025 | AMAZON CAPITAL SERVICES            | V      | -          | VOID: MULTI STUB VOUCHER |
| V7704593     | 12/04/2025 | AMAZON CAPITAL SERVICES            | R      | 8,948.72   | ACCOUNTS PAYABLE VOUCHER |
| V7704594     | 12/04/2025 | AMPERSAND THERAPY, LLC             | R      | 7,600.00   | ACCOUNTS PAYABLE VOUCHER |
| V7704595     | 12/04/2025 | BAMBOO PROFESSIONALS, LLC          | R      | 8,823.75   | ACCOUNTS PAYABLE VOUCHER |
| V7704596     | 12/04/2025 | KELLY SERVICES, INC                | R      | 16,352.54  | ACCOUNTS PAYABLE VOUCHER |
| V7704597     | 12/04/2025 | MENARDS                            | R      | 145.67     | ACCOUNTS PAYABLE VOUCHER |
| V7704598     | 12/04/2025 | MIDWEST SPECIAL INSTRUMENTS, CORP  | R      | 6,834.93   | ACCOUNTS PAYABLE VOUCHER |
| V7704599     | 12/04/2025 | MN CLN SERVICES, INC               | R      | 6,222.00   | ACCOUNTS PAYABLE VOUCHER |
| V7704600     | 12/04/2025 | NORTHEAST METRO 916                | R      | 3,526.25   | ACCOUNTS PAYABLE VOUCHER |
| V7704601     | 12/04/2025 | NOVA EDUCATION CONSULTANTS         | R      | 7,735.00   | ACCOUNTS PAYABLE VOUCHER |
| V7704602     | 12/04/2025 | PROCARE THERAPY                    | R      | 9,498.67   | ACCOUNTS PAYABLE VOUCHER |
| V7704603     | 12/04/2025 | REGINA MAENDLER, HEART & SCIENCE   | R      | 8,122.50   | ACCOUNTS PAYABLE VOUCHER |
| V7704604     | 12/04/2025 | SOURCEWELL                         | R      | 286.73     | ACCOUNTS PAYABLE VOUCHER |
| V7704605     | 12/04/2025 | TRIUMPH EDUCATIONAL CONSULTING     | R      | 812.50     | ACCOUNTS PAYABLE VOUCHER |
| V7704606     | 12/04/2025 | XCEL ENERGY                        | R      | 2,152.75   | ACCOUNTS PAYABLE VOUCHER |
| V7704607     | 12/04/2025 | ZEN EDUCATE INC                    | V      | -          | VOID: MULTI STUB VOUCHER |
| V7704608     | 12/04/2025 | ZEN EDUCATE INC                    | R      | 22,880.11  | ACCOUNTS PAYABLE VOUCHER |

| CHECK NUMBER | ISSUE DATE | VENDOR                              | STATUS | TOTAL      | DESCRIPTION              |
|--------------|------------|-------------------------------------|--------|------------|--------------------------|
| V7704609     | 12/08/2025 | UNITED HEALTHCARE SERVICES, INC     | R      | 23,410.81  | ACCOUNTS PAYABLE VOUCHER |
| V7704610     | 12/11/2025 | ACCESSIBYTE LLC                     | R      | 924.96     | ACCOUNTS PAYABLE VOUCHER |
| V7704611     | 12/11/2025 | ALL IN ONE TRANSLATION AGENCY, LLC  | R      | 360.00     | ACCOUNTS PAYABLE VOUCHER |
| V7704612     | 12/11/2025 | AM THERMOFORM CORP                  | R      | 138.00     | ACCOUNTS PAYABLE VOUCHER |
| V7704612     | 12/17/2025 | AM THERMOFORM CORP                  | V      | (138.00)   | VOID MANUAL CHECK        |
| V7704613     | 12/11/2025 | AMPERSAND THERAPY, LLC              | R      | 7,600.00   | ACCOUNTS PAYABLE VOUCHER |
| V7704614     | 12/11/2025 | APPLE COMPUTER, INC                 | R      | 348.00     | ACCOUNTS PAYABLE VOUCHER |
| V7704615     | 12/11/2025 | AI TECHNOLOGIES, LLC                | R      | 3,176.16   | ACCOUNTS PAYABLE VOUCHER |
| V7704616     | 12/11/2025 | CDWG                                | R      | 11.00      | ACCOUNTS PAYABLE VOUCHER |
| V7704617     | 12/11/2025 | CENTURYLINK                         | R      | 562.75     | ACCOUNTS PAYABLE VOUCHER |
| V7704618     | 12/11/2025 | ESTR PUBLICATIONS                   | R      | 199.40     | ACCOUNTS PAYABLE VOUCHER |
| V7704619     | 12/11/2025 | FRONTIER COMMUNICATIONS             | R      | 1,005.36   | ACCOUNTS PAYABLE VOUCHER |
| V7704620     | 12/11/2025 | HILLER COMMERCIAL FLOORS            | R      | 23,429.80  | ACCOUNTS PAYABLE VOUCHER |
| V7704621     | 12/11/2025 | INVER HILLS COMMUNITY COLLEGE       | R      | 34.68      | ACCOUNTS PAYABLE VOUCHER |
| V7704622     | 12/11/2025 | KIVI STRATEGIC EDUCATION SOLUTION   | R      | 450.00     | ACCOUNTS PAYABLE VOUCHER |
| V7704623     | 12/11/2025 | LAKESHORE LEARNING MATERIALS        | R      | 266.82     | ACCOUNTS PAYABLE VOUCHER |
| V7704624     | 12/11/2025 | MN ENERGY RESOURCES CORPORATION     | R      | 1,542.81   | ACCOUNTS PAYABLE VOUCHER |
| V7704625     | 12/11/2025 | MN STATE UNIVERSITY, MANKATO        | R      | 4,811.88   | ACCOUNTS PAYABLE VOUCHER |
| V7704626     | 12/11/2025 | MRI INTERMEDIATE HOLDINGS, LLC      | R      | 221.00     | ACCOUNTS PAYABLE VOUCHER |
| V7704627     | 12/11/2025 | PROCARE THERAPY                     | R      | 3,395.15   | ACCOUNTS PAYABLE VOUCHER |
| V7704628     | 12/11/2025 | PROFESSIONAL WIRELESS COMMUNICATION | R      | 158.83     | ACCOUNTS PAYABLE VOUCHER |
| V7704629     | 12/11/2025 | TODD A SAVAGE                       | R      | 2,632.00   | ACCOUNTS PAYABLE VOUCHER |
| V7704630     | 12/11/2025 | UNITED HEALTHCARE SERVICES, INC     | R      | 101,128.43 | ACCOUNTS PAYABLE VOUCHER |
| V7704631     | 12/11/2025 | WEAVING CULTURES, LLC               | R      | 227.85     | ACCOUNTS PAYABLE VOUCHER |
| V7704632     | 12/11/2025 | ZEN EDUCATE INC                     | R      | 9,323.18   | ACCOUNTS PAYABLE VOUCHER |
| V7704633     | 12/15/2025 | UNITED HEALTHCARE SERVICES, INC     | R      | 118,373.04 | ACCOUNTS PAYABLE VOUCHER |
| V7704634     | 12/18/2025 | AM THERMOFORM CORP                  | R      | 138.00     | ACCOUNTS PAYABLE VOUCHER |
| V7704635     | 12/18/2025 | AMAZON CAPITAL SERVICES             | R      | 3,238.44   | ACCOUNTS PAYABLE VOUCHER |
| V7704636     | 12/18/2025 | BENEFIT EXTRAS, INC                 | R      | 512.74     | ACCOUNTS PAYABLE VOUCHER |
| V7704637     | 12/18/2025 | CENTURYLINK                         | R      | 1,177.82   | ACCOUNTS PAYABLE VOUCHER |
| V7704638     | 12/18/2025 | CKC GOOD FOOD                       | R      | 23,945.42  | ACCOUNTS PAYABLE VOUCHER |
| V7704639     | 12/18/2025 | DAKOTA TRUCK UNDERWRITERS           | R      | 30,573.00  | ACCOUNTS PAYABLE VOUCHER |
| V7704640     | 12/18/2025 | FRONTIER COMMUNICATIONS             | R      | 80.96      | ACCOUNTS PAYABLE VOUCHER |
| V7704641     | 12/18/2025 | GRAINGER W W INC.                   | R      | 219.52     | ACCOUNTS PAYABLE VOUCHER |
| V7704642     | 12/18/2025 | KAREN CASS FELLING, M.A., LP        | R      | 750.00     | ACCOUNTS PAYABLE VOUCHER |
| V7704643     | 12/18/2025 | KELLY SERVICES, INC                 | R      | 14,466.73  | ACCOUNTS PAYABLE VOUCHER |
| V7704644     | 12/18/2025 | MENARDS                             | R      | 100.17     | ACCOUNTS PAYABLE VOUCHER |
| V7704645     | 12/18/2025 | NOVA EDUCATION CONSULTANTS          | R      | 7,685.00   | ACCOUNTS PAYABLE VOUCHER |
| V7704646     | 12/18/2025 | ODP BUSINESS SOLUTIONS, LLC         | R      | 1,309.22   | ACCOUNTS PAYABLE VOUCHER |
| V7704647     | 12/18/2025 | PROCARE THERAPY                     | R      | 5,450.70   | ACCOUNTS PAYABLE VOUCHER |
| V7704648     | 12/18/2025 | THE HOME DEPOT PRO                  | R      | 1,752.27   | ACCOUNTS PAYABLE VOUCHER |
| V7704649     | 12/18/2025 | VOYAGER SOPRIS LEARNING, INC        | R      | 149.60     | ACCOUNTS PAYABLE VOUCHER |
| V7704650     | 12/18/2025 | ZEN EDUCATE INC                     | R      | 18,137.23  | ACCOUNTS PAYABLE VOUCHER |
| V7704651     | 12/18/2025 | MN CHILD SUPPORT PAYMENT CENTER     | R      | 433.00     | ACCOUNTS PAYABLE VOUCHER |
| V7704652     | 12/18/2025 | AMERIPRISE FINANCIAL ADVISORS       | R      | 11,894.14  | ACCOUNTS PAYABLE VOUCHER |
| V7704653     | 12/18/2025 | AXA EQUITABLE LIFE INS CO           | R      | 2,687.10   | ACCOUNTS PAYABLE VOUCHER |
| V7704654     | 12/18/2025 | FIDELITY INVSTMT TAX-EX SVC CO      | R      | 15,642.93  | ACCOUNTS PAYABLE VOUCHER |
| V7704655     | 12/18/2025 | HEALTH EQUITY, INC.                 | R      | 35,071.56  | ACCOUNTS PAYABLE VOUCHER |
| V7704656     | 12/18/2025 | HORACE MANN LIFE INS                | R      | 1,465.83   | ACCOUNTS PAYABLE VOUCHER |
| V7704657     | 12/18/2025 | INTERNAL REVENUE SERVICE            | R      | 314,117.41 | ACCOUNTS PAYABLE VOUCHER |
| V7704658     | 12/18/2025 | EDUCATION MN ESI BILLING TRUST      | R      | 11,792.02  | ACCOUNTS PAYABLE VOUCHER |
| V7704659     | 12/18/2025 | MN DEPT OF REVENUE                  | R      | 52,226.79  | ACCOUNTS PAYABLE VOUCHER |
| V7704660     | 12/18/2025 | MN DEPT OF REVENUE(C)               | R      | 250.00     | ACCOUNTS PAYABLE VOUCHER |
| V7704661     | 12/18/2025 | MN STATE RETIREMENT SYSTEM          | R      | 150.00     | ACCOUNTS PAYABLE VOUCHER |
| V7704662     | 12/18/2025 | EXECUTIVE DIRECTOR                  | R      | 67,767.11  | ACCOUNTS PAYABLE VOUCHER |
| V7704663     | 12/18/2025 | STATE TREASURER, TRA                | R      | 169,769.04 | ACCOUNTS PAYABLE VOUCHER |
| V7704664     | 12/18/2025 | VARIABLE ANNUITY LIFE INS CO        | R      | 10,058.87  | ACCOUNTS PAYABLE VOUCHER |
| V7704665     | 12/18/2025 | VOYA                                | R      | 4,190.41   | ACCOUNTS PAYABLE VOUCHER |

Intermediate School District 917  
 Check Register Including System Voids  
 Run Date: 12/1/2025 - 12/31/2025

| CHECK NUMBER | ISSUE DATE | VENDOR                            | STATUS | TOTAL        | DESCRIPTION              |
|--------------|------------|-----------------------------------|--------|--------------|--------------------------|
| V7704666     | 12/22/2025 | DELTA DENTAL OF MINNESOTA         | R      | 32,298.13    | ACCOUNTS PAYABLE VOUCHER |
| V7704667     | 12/22/2025 | UNITED HEALTHCARE SERVICES, INC   | R      | 74,883.32    | ACCOUNTS PAYABLE VOUCHER |
| V7704668     | 12/24/2025 | 1ST CHOICE PEDIATRIC HOME CARE    | R      | 6,762.00     | ACCOUNTS PAYABLE VOUCHER |
| V7704669     | 12/24/2025 | AMANDA GROH                       | R      | 2,957.50     | ACCOUNTS PAYABLE VOUCHER |
| V7704670     | 12/24/2025 | AMPERSAND THERAPY, LLC            | R      | 5,320.00     | ACCOUNTS PAYABLE VOUCHER |
| V7704671     | 12/24/2025 | BAMBOO PROFESSIONALS, LLC         | R      | 2,341.25     | ACCOUNTS PAYABLE VOUCHER |
| V7704672     | 12/24/2025 | ESPECIAL NEEDS, LLC               | R      | 3,304.80     | ACCOUNTS PAYABLE VOUCHER |
| V7704673     | 12/24/2025 | IND SCH DIST 191                  | R      | 30,010.24    | ACCOUNTS PAYABLE VOUCHER |
| V7704674     | 12/24/2025 | INTEGRATED PROTECTION SYSTEMS INC | R      | 280.00       | ACCOUNTS PAYABLE VOUCHER |
| V7704675     | 12/24/2025 | KELLY SERVICES, INC               | R      | 8,780.93     | ACCOUNTS PAYABLE VOUCHER |
| V7704676     | 12/24/2025 | LUBE-TECH & PARTNERS, LLC         | R      | 281.75       | ACCOUNTS PAYABLE VOUCHER |
| V7704677     | 12/24/2025 | PROCARE THERAPY                   | R      | 11,781.87    | ACCOUNTS PAYABLE VOUCHER |
| V7704678     | 12/24/2025 | RATWIK, ROSZAK & MALONEY, P.A.    | R      | 234.00       | ACCOUNTS PAYABLE VOUCHER |
| V7704679     | 12/24/2025 | WARNER TECH CARE PRODUCTS, LLC    | R      | 143.58       | ACCOUNTS PAYABLE VOUCHER |
| V7704680     | 12/24/2025 | ZEN EDUCATE INC                   | R      | 16,325.42    | ACCOUNTS PAYABLE VOUCHER |
| V7704681     | 12/30/2025 | UNITED HEALTHCARE SERVICES, INC   | R      | 26,051.31    | ACCOUNTS PAYABLE VOUCHER |
| V7704682     | 12/31/2025 | MN CHILD SUPPORT PAYMENT CENTER   | R      | 433.00       | ACCOUNTS PAYABLE VOUCHER |
| V7704683     | 12/31/2025 | AFLAC                             | R      | 1,666.32     | ACCOUNTS PAYABLE VOUCHER |
| V7704684     | 12/31/2025 | AMERIPRISE FINANCIAL ADVISORS     | R      | 11,894.14    | ACCOUNTS PAYABLE VOUCHER |
| V7704685     | 12/31/2025 | AXA EQUITABLE LIFE INS CO         | R      | 2,687.10     | ACCOUNTS PAYABLE VOUCHER |
| V7704686     | 12/31/2025 | FIDELITY INVSTMT TAX-EX SVC CO    | R      | 15,642.93    | ACCOUNTS PAYABLE VOUCHER |
| V7704687     | 12/31/2025 | HEALTH EQUITY, INC.               | R      | 34,091.34    | ACCOUNTS PAYABLE VOUCHER |
| V7704688     | 12/31/2025 | HORACE MANN LIFE INS              | R      | 1,465.83     | ACCOUNTS PAYABLE VOUCHER |
| V7704689     | 12/31/2025 | INTERNAL REVENUE SERVICE          | R      | 287,835.26   | ACCOUNTS PAYABLE VOUCHER |
| V7704690     | 12/31/2025 | EDUCATION MN ESI BILLING TRUST    | R      | 21,234.15    | ACCOUNTS PAYABLE VOUCHER |
| V7704691     | 12/31/2025 | MN DEPT OF REVENUE                | R      | 49,675.65    | ACCOUNTS PAYABLE VOUCHER |
| V7704692     | 12/31/2025 | MN DEPT OF REVENUE(C)             | R      | 581.50       | ACCOUNTS PAYABLE VOUCHER |
| V7704693     | 12/31/2025 | MN STATE RETIREMENT SYSTEM        | R      | 150.00       | ACCOUNTS PAYABLE VOUCHER |
| V7704694     | 12/31/2025 | EXECUTIVE DIRECTOR                | R      | 67,603.26    | ACCOUNTS PAYABLE VOUCHER |
| V7704695     | 12/31/2025 | STATE TREASURER, TRA              | R      | 143,566.73   | ACCOUNTS PAYABLE VOUCHER |
| V7704696     | 12/31/2025 | VARIABLE ANNUITY LIFE INS CO      | R      | 10,058.87    | ACCOUNTS PAYABLE VOUCHER |
| V7704697     | 12/31/2025 | VOYA                              | R      | 4,190.41     | ACCOUNTS PAYABLE VOUCHER |
| Total        |            |                                   |        | 3,252,925.59 |                          |



Customer Service  
PO Box 11760  
Harrisburg, PA 17108-11760

## ACCOUNT STATEMENT

For the Month Ending

**November 30, 2025**

## INTERMEDIATE SCHOOL DISTRICT 917

### Client Management Team

#### Amber Cannegieter

Key Account Manager  
213 Market Street  
Harrisburg, PA 17101-2141  
1-888-4-MSDLAF  
cannegietera@pfmam.com

#### Danny A. Nelson

Director  
800 Nicollet Mall, 4th Floor  
Minneapolis, MN 55402  
612-371-3747  
nelsond@pfmam.com

### Contents

Cover/Disclosures  
Summary Statement  
Individual Accounts

### Accounts included in Statement

600430 STATE PAYMENTS

### Important Messages

MSDLAF will be closed on 12/25/2025 for Christmas Day.  
MSDLAF will be closed on 01/01/2026 for New Years Day.

INTERMEDIATE SCHOOL DISTRICT 917  
AMY D ALEXANDER  
1300 145TH STREET E  
ROSEMOUNT, MN 55068

**Online Access** [www.msdlaf.org](http://www.msdlaf.org)

**Customer Service** 1-888-4-MSDLAF

**Important Disclosures**

**Important Disclosures**

This statement is for general information purposes only and is not intended to provide specific advice or recommendations. PFM Asset Management ("PFMAM") is a division of U.S. Bancorp Asset Management, Inc. ("USBAM"), a SEC-registered investment adviser. USBAM is direct subsidiary of U.S. Bank National Association ("U.S. Bank") and an indirect subsidiary of U.S. Bancorp. U.S. Bank is not responsible for and does not guarantee the products, services or performance of PFMAM. PFMAM maintains a written disclosure statement of our background and business experience. If you would like to receive a copy of our current disclosure statement, please contact Service Operations at the address below.

**Proxy Voting** PFMAM does not normally receive proxies to vote on behalf of its clients. However, it does on occasion receive consent requests. In the event a consent request is received the portfolio manager contacts the client and then proceeds according to their instructions. PFMAM's Proxy Voting Policy is available upon request by contacting Service Operations at the address below.

**Questions About an Account** PFMAM's monthly statement is intended to detail our investment advisory activity as well as the activity of any accounts held by clients in pools that are managed by PFMAM. The custodian bank maintains the control of assets and executes (i.e., settles) all investment transactions. The custodian statement is the official record of security and cash holdings and transactions. PFMAM recognizes that clients may use these reports to facilitate record keeping and that the custodian bank statement and the PFMAM statement should be reconciled and differences resolved. Many custodians use a settlement date basis which may result in the need to reconcile due to a timing difference.

**Account Control** PFMAM does not have the authority to withdraw funds from or deposit funds to the custodian outside the scope of services provided by PFMAM. Our clients retain responsibility for their internal accounting policies; implementing and enforcing internal controls and generating ledger entries or otherwise recording transactions.

**Market Value** Generally, PFMAM's market prices are derived from closing bid prices as of the last business day of the month as supplied by ICE Data Services. There may be differences in the values shown for investments due to accrued but uncollected income and the use of differing valuation sources and methods. Non-negotiable FDIC-insured bank certificates of deposit are priced at par. Although PFMAM believes the prices to be reliable, the values of the securities may not represent the prices at which the securities could have been bought or sold. Explanation of the valuation methods for a registered investment company or local government investment program is contained in the appropriate fund offering documentation or information statement.

**Amortized Cost** The original cost of the principal of the security is adjusted for the amount of the periodic reduction of any discount or premium from the purchase date until the date of the report. Discount or premium with respect to short term securities (those with less than one year to maturity at time of issuance) is amortized on a straightline basis. Such discount or premium with respect to longer term securities is amortized using the constant yield basis.

**Tax Reporting** Cost data and realized gains / losses are provided for informational purposes only. Please review for accuracy and consult your tax advisor to determine the tax consequences of your security transactions. PFMAM does not report such information to the IRS or other taxing authorities and is not responsible for the accuracy of such information that may be required to be reported to federal, state or other taxing authorities.

**Financial Situation** In order to better serve you, PFMAM should be promptly notified of any material change in your investment objective or financial situation.

**Callable Securities** Securities subject to redemption prior to maturity may be redeemed in whole or in part before maturity, which could affect the yield represented.

**Portfolio** The securities in this portfolio, including shares of mutual funds, are not guaranteed or otherwise protected by PFMAM, the FDIC (except for certain non-negotiable certificates of deposit) or any government agency. Investment in securities involves risks, including the possible loss of the amount invested. Actual settlement values, accrued interest, and amortized cost amounts may vary for securities subject to an adjustable interest rate or subject to principal paydowns. Any changes to the values shown may be reflected within the next monthly statement's beginning values.

**Rating** Information provided for ratings is based upon a good faith inquiry of selected sources, but its accuracy and completeness cannot be guaranteed.

Shares of some local government investment programs and TERM funds are distributed by representatives of USBAM's affiliate, U.S. Bancorp Investments, Inc. which is registered with the SEC as a broker/dealer and is a member of the Financial Industry Regulatory Authority ("FINRA") and the Municipal Securities Rulemaking Board ("MSRB"). You may reach the FINRA by calling the FINRA Hotline at 1-800-289-9999 or at the FINRA website address <https://www.finra.org/investors/investor-contacts>. A brochure describing the FINRA Regulation Public Disclosure Program is also available from FINRA upon request.

**Key Terms and Definitions**

**Dividends** on local government investment program funds consist of interest earned, plus any discount ratably amortized to the date of maturity, plus all realized gains and losses on the sale of securities prior to maturity, less ratably amortization of any premium and all accrued expenses to the fund. Dividends are accrued daily and may be paid either monthly or quarterly. The monthly earnings on this statement represent the estimated dividend accrued for the month for any program that distributes earnings on a quarterly basis. There is no guarantee that the estimated amount will be paid on the actual distribution date.

**Current Yield** is the net change, exclusive of capital changes and income other than investment income, in the value of a hypothetical fund account with a balance of one share over the seven-day base period including the statement date, expressed as a percentage of the value of one share (normally \$1.00 per share) at the beginning of the seven-day period. This resulting net change in account value is then annualized by multiplying it by

365 and dividing the result by 7. The yields quoted should not be considered a representation of the yield of the fund in the future, since the yield is not fixed. **Average maturity** represents the average maturity of all securities and investments of a portfolio, determined by multiplying the par or principal value of each security or investment by its maturity (days or years), summing the products, and dividing the sum by the total principal value of the portfolio. The stated maturity date of mortgage backed or callable securities are used in this statement. However the actual maturity of these securities could vary depending on the level or prepayments on the underlying mortgages or whether a callable security has or is still able to be called.

**Monthly distribution yield** represents the net change in the value of one share (normally \$1.00 per share) resulting from all dividends declared during the month by a fund expressed as a percentage of the value of one share at the beginning of the month. This resulting net change is then annualized by multiplying it by 365 and dividing it by the number of calendar days in the month.

**YTM at Cost** The yield to maturity at cost is the expected rate of return, based on the original cost, the annual interest receipts, maturity value and the time period from purchase date to maturity, stated as a percentage, on an annualized basis.

**YTM at Market** The yield to maturity at market is the rate of return, based on the current market value, the annual interest receipts, maturity value and the time period remaining until maturity, stated as a percentage, on an annualized basis.

**Managed Account** A portfolio of investments managed discretely by PFMAM according to the client's specific investment policy and requirements. The investments are directly owned by the client and held by the client's custodian.

**Unsettled Trade** A trade which has been executed however the final consummation of the security transaction and payment has not yet taken place.

Please review the detail pages of this statement carefully. If you think your statement is wrong, missing account information, or if you need more information about a transaction, please contact PFMAM within 60 days of receipt. If you have other concerns or questions regarding your account, or to request an updated copy of PFMAM's current disclosure statement, please contact a member of your client management team at PFMAM Service Operations at the address below.

PFM Asset Management  
Attn: Service Operations  
213 Market Street  
Harrisburg, PA 17101

**NOT FDIC INSURED      NO BANK GUARANTEE      MAY LOSE VALUE**

**U.S. Bancorp Investments, Inc., is registered with the U.S. Securities and Exchange Commission (SEC) and is subject to the rules of the Municipal Securities Rulemaking Board (MSRB) as it relates to the distribution of shares of local government investment pools. The MSRB requires investors to be informed of the availability of the MSRB Investor Brochure which describes the protections that may be provided by the MSRB rules and how to file a complaint with an appropriate regulatory authority. The MSRB Investor Brochure can be found on the MSRB's website at [www.msrb.org](http://www.msrb.org).**

**Account Statement - Transaction Summary**

For the Month Ending **November 30, 2025**

**INTERMEDIATE SCHOOL DISTRICT 917 - STATE PAYMENTS - 600430**

| <b>MSDLAF+ Liquid Class</b> |           |
|-----------------------------|-----------|
| Opening Market Value        | 11,453.92 |
| Purchases                   | 36.07     |
| Redemptions                 | 0.00      |
| Unsettled Trades            | 0.00      |
| Change in Value             | 0.00      |

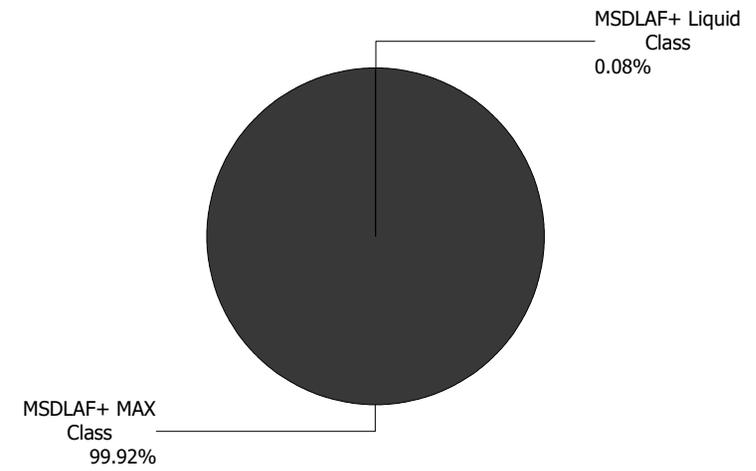
**Closing Market Value** **\$11,489.99**  
Cash Dividends and Income 36.07

| <b>MSDLAF+ MAX Class</b> |                |
|--------------------------|----------------|
| Opening Market Value     | 15,441,764.04  |
| Purchases                | 47,778.81      |
| Redemptions              | (1,500,000.00) |
| Unsettled Trades         | 0.00           |
| Change in Value          | 0.00           |

**Closing Market Value** **\$13,989,542.85**  
Cash Dividends and Income 47,778.81

| <b>Asset Summary</b>        |                          |                         |
|-----------------------------|--------------------------|-------------------------|
|                             | <b>November 30, 2025</b> | <b>October 31, 2025</b> |
| <b>MSDLAF+ Liquid Class</b> | 11,489.99                | 11,453.92               |
| <b>MSDLAF+ MAX Class</b>    | 13,989,542.85            | 15,441,764.04           |
| <b>Total</b>                | <b>\$14,001,032.84</b>   | <b>\$15,453,217.96</b>  |

**Asset Allocation**



**Account Statement**

For the Month Ending **November 30, 2025**

**INTERMEDIATE SCHOOL DISTRICT 917 - STATE PAYMENTS - 600430**

| Trade Date                  | Settlement Date | Transaction Description                         | Share or Unit Price | Dollar Amount of Transaction | Total Shares Owned |
|-----------------------------|-----------------|---|---------------------|------------------------------|--------------------|
| <b>MSDLAF+ Liquid Class</b> |                 |   |                     |                              |                    |
| <b>Opening Balance</b>      |                 |   |                     |                              | <b>11,453.92</b>   |
| 11/28/25                    | 12/01/25        | Accrual Income Div Reinvestment - Distributions | 1.00                | 36.07                        | 11,489.99          |
| <b>Closing Balance</b>      |                 |   |                     |                              | <b>11,489.99</b>   |

|                                   | Month of November | Fiscal YTD July-November |                                   |           |
|-----------------------------------|-------------------|--------------------------|-----------------------------------|-----------|
| <b>Opening Balance</b>            | 11,453.92         | 11,297.07                | <b>Closing Balance</b>            | 11,489.99 |
| <b>Purchases</b>                  | 36.07             | 192.92                   | <b>Average Monthly Balance</b>    | 11,457.53 |
| <b>Redemptions (Excl. Checks)</b> | 0.00              | 0.00                     | <b>Monthly Distribution Yield</b> | 3.84%     |
| <b>Check Disbursements</b>        | 0.00              | 0.00                     |                                   |           |
| <b>Closing Balance</b>            | <b>11,489.99</b>  | <b>11,489.99</b>         |                                   |           |
| <b>Cash Dividends and Income</b>  | 36.07             | 192.92                   |                                   |           |

| <b>MSDLAF+ MAX Class</b> |          |   |      |                |                      |
|--------------------------|----------|---|------|----------------|----------------------|
| <b>Opening Balance</b>   |          |   |      |                | <b>15,441,764.04</b> |
| 11/06/25                 | 11/06/25 | Redemption - ACH Redemption                     | 1.00 | (500,000.00)   | 14,941,764.04        |
| 11/25/25                 | 11/25/25 | Redemption - ACH Redemption                     | 1.00 | (1,000,000.00) | 13,941,764.04        |
| 11/28/25                 | 12/01/25 | Accrual Income Div Reinvestment - Distributions | 1.00 | 47,778.81      | 13,989,542.85        |

**Account Statement**

For the Month Ending **November 30, 2025**

**INTERMEDIATE SCHOOL DISTRICT 917 - STATE PAYMENTS - 600430**

| Trade Date                        | Settlement Date | Transaction Description  | Share or Unit Price             | Dollar Amount of Transaction      | Total Shares Owned   |
|-----------------------------------|-----------------|--------------------------|---------------------------------|-----------------------------------|----------------------|
| <b>Closing Balance</b>            |                 |                          |                                 |                                   | <b>13,989,542.85</b> |
|                                   |                 | <b>Month of November</b> | <b>Fiscal YTD July-November</b> |                                   |                      |
| <b>Opening Balance</b>            |                 | 15,441,764.04            | 13,238,175.67                   | <b>Closing Balance</b>            | 13,989,542.85        |
| <b>Purchases</b>                  |                 | 47,778.81                | 3,751,367.18                    | <b>Average Monthly Balance</b>    | 14,829,875.25        |
| <b>Redemptions (Excl. Checks)</b> |                 | (1,500,000.00)           | (3,000,000.00)                  | <b>Monthly Distribution Yield</b> | 3.92%                |
| <b>Check Disbursements</b>        |                 | 0.00                     | 0.00                            |                                   |                      |
| <b>Closing Balance</b>            |                 | <b>13,989,542.85</b>     | <b>13,989,542.85</b>            |                                   |                      |
| <b>Cash Dividends and Income</b>  |                 | 47,778.81                | 251,367.18                      |                                   |                      |

**Intermediate School District 917  
School Board Report  
Consolidate Investments (General & Building)**

|              | MSDLAF: Liquid |       |      |          |                |               | MSDLAF: +Max |              |      |            |                |               | Total          |            |
|--------------|----------------|-------|------|----------|----------------|---------------|--------------|--------------|------|------------|----------------|---------------|----------------|------------|
|              | Purchases      | Sales | Fees | Interest | Ending Balance | Monthly Yield | Purchases    | Sales        | Fees | Interest   | Ending Balance | Monthly Yield | Ending Balance | Interest   |
| Jun          |                |       |      |          | 11,297.07      |               |              |              |      |            | 13,238,175.67  |               | 13,249,472.74  |            |
| Jul          |                |       |      | 39.84    | 11,336.91      | 4.15%         |              | 500,000.00   |      | 47,603.20  | 12,785,778.87  | 4.24%         | 12,797,115.78  | 47,643.04  |
| Aug          |                |       |      | 39.83    | 11,376.74      | 4.14%         |              |              |      | 45,946.80  | 12,831,725.67  | 4.23%         | 12,843,102.41  | 45,986.63  |
| Sep          |                |       |      | 38.39    | 11,415.13      | 4.10%         | 3,500,000.00 |              |      | 53,427.81  | 16,385,153.48  | 4.19%         | 16,396,568.61  | 53,466.20  |
| Oct          |                |       |      | 38.79    | 11,453.92      | 4.00%         | -            | 1,000,000.00 |      | 56,610.56  | 15,441,764.04  | 4.09%         | 15,453,217.96  | 56,649.35  |
| Nov          |                |       |      | 36.07    | 11,489.99      | 3.84%         |              | 1,500,000.00 |      | 47,778.81  | 13,989,542.85  | 3.92%         | 14,001,032.84  | 47,814.88  |
| Dec          |                |       |      |          |                |               |              |              |      | -          |                |               | -              | -          |
| Jan          |                |       |      |          |                |               |              |              |      | -          |                |               | -              | -          |
| Feb          |                |       |      |          |                |               |              |              |      | -          |                |               | -              | -          |
| Mar          |                |       |      |          | -              |               |              |              |      | -          |                |               | -              | -          |
| Apr          |                |       |      |          | -              |               |              |              |      | -          |                |               | -              | -          |
| May          |                |       |      |          | -              |               |              |              |      | -          |                |               | -              | -          |
| Jun          |                |       |      |          | -              |               |              |              |      | -          |                |               | -              | -          |
| <b>Total</b> |                |       |      |          |                |               |              |              |      |            |                |               |                |            |
| <b>FY 26</b> | -              | -     | -    | 192.92   | 11,489.99      |               | 3,500,000.00 | 3,000,000.00 | -    | 251,367.18 | 13,989,542.85  |               | 14,001,032.84  | 251,560.10 |

Nov

**Intermediate School District 917**  
**Accounts Receivable Aged Report As of 12/15/25**

| <b>Member Districts</b>  | <b>31-60 Days</b>   |                     | <b>61-90 Days</b>      |             | <b>Over 90 Days</b> |             | <b>Totals</b>          |
|--------------------------|---------------------|---------------------|------------------------|-------------|---------------------|-------------|------------------------|
| ISD 194                  | \$ -                | \$ 1,104.81         | \$ -                   | \$ -        | \$ -                | \$ -        | \$ 1,104.81            |
|                          | \$ -                | \$ -                | \$ -                   | \$ -        | \$ -                | \$ -        | \$ -                   |
|                          | \$ -                | \$ -                | \$ -                   | \$ -        | \$ -                | \$ -        | \$ -                   |
|                          | \$ -                | \$ -                | \$ -                   | \$ -        | \$ -                | \$ -        | \$ -                   |
|                          | \$ -                | \$ -                | \$ -                   | \$ -        | \$ -                | \$ -        | \$ -                   |
|                          | \$ -                | \$ -                | \$ -                   | \$ -        | \$ -                | \$ -        | \$ -                   |
|                          | \$ -                | \$ -                | \$ -                   | \$ -        | \$ -                | \$ -        | \$ -                   |
| <b>Totals</b>            | <b>\$ -</b>         | <b>\$ 1,104.81</b>  | <b>\$ -</b>            | <b>\$ -</b> | <b>\$ -</b>         | <b>\$ -</b> | <b>\$ 1,104.81</b>     |
| <b>All Others</b>        |                     |                     |                        |             |                     |             |                        |
| ISD 625                  | \$ 10,985.40        | \$ 10,985.40        | \$ 74,298.89           | \$ -        | \$ -                | \$ -        | \$ 96,269.69           |
| MDE                      | \$ -                | \$ -                | \$ 1,899,851.19        | \$ -        | \$ -                | \$ -        | \$ 1,899,851.19        |
|                          | \$ -                | \$ -                | \$ -                   | \$ -        | \$ -                | \$ -        | \$ -                   |
|                          | \$ -                | \$ -                | \$ -                   | \$ -        | \$ -                | \$ -        | \$ -                   |
|                          | \$ -                | \$ -                | \$ -                   | \$ -        | \$ -                | \$ -        | \$ -                   |
|                          | \$ -                | \$ -                | \$ -                   | \$ -        | \$ -                | \$ -        | \$ -                   |
|                          | \$ -                | \$ -                | \$ -                   | \$ -        | \$ -                | \$ -        | \$ -                   |
|                          | \$ -                | \$ -                | \$ -                   | \$ -        | \$ -                | \$ -        | \$ -                   |
|                          | \$ -                | \$ -                | \$ -                   | \$ -        | \$ -                | \$ -        | \$ -                   |
| <b>Totals</b>            | <b>\$ 10,985.40</b> | <b>\$ 10,985.40</b> | <b>\$ 1,974,150.08</b> | <b>\$ -</b> | <b>\$ -</b>         | <b>\$ -</b> | <b>\$ 1,996,120.88</b> |
| <b>Grand Total</b>       | <b>\$ 10,985.40</b> | <b>\$ 12,090.21</b> | <b>\$ 1,974,150.08</b> | <b>\$ -</b> | <b>\$ -</b>         | <b>\$ -</b> | <b>\$ 1,997,225.69</b> |
| <b>Total Receivables</b> |                     |                     |                        |             |                     |             | <b>\$ 2,077,207.97</b> |

Prepared by: T. Welch

**Other Earning Dollars:**

|     | Description                 | Jul - Dec FY26 | Jul - Dec FY25 |
|-----|-----------------------------|----------------|----------------|
| 050 | HOURLY                      | \$3,930        | \$3,314        |
| 055 | STORY CIRCLES               | \$0            | \$0            |
| 065 | DUE PROCESS WORK SESSION    | \$27,725       | \$20,392       |
| 140 | REFERRAL BONUS              | \$1,750        | \$1,500        |
| 145 | COME TCH IN MN GRANT        |                | \$23,934       |
| 160 | ATTENDANCE BONUS            | \$76,250       | \$152,500      |
| 200 | SUB PA/CA                   | \$1,137        | \$0            |
| 201 | SUB HOURLY TEACHER          | \$0            | \$0            |
| 202 | SUB INTERPRETER             | \$284          | \$1,011        |
| 203 | PA SUB TEACHER PAY          | \$10,973       | \$21,360       |
| 204 | SUB HEALTH ASSOC            | \$0            | \$0            |
| 510 | TRAINING 185 HOURLY         | \$9,855        | \$28,903       |
| 520 | TRAINING 186 HOURLY         | \$15,786       | \$13,023       |
| 530 | SAFETY COMMITTEE            | \$753          | \$375          |
| 650 | UNPLANNED ADDITIONAL TIME   | \$282          | \$185          |
| 660 | MISC HOURLY STIPEND         | \$0            |                |
| 661 | MISC OTHER STIPEND          | \$0            | \$295          |
|     | Total                       | \$148,725      | \$266,792      |
|     | Difference from Last Year   |                | (\$118,067)    |
|     | % Difference from Last Year |                | -44.3%         |



## Temporary Work Agreement (TWA's): Dollars Contracted

Jul 1, 2025 to Dec 31, 2025

| Position / Title                  | FY26           | FY25           | Difference    |   |
|-----------------------------------|----------------|----------------|---------------|---|
| Audiologist                       | 3,040          | 2,056          | 985           |   |
| BCBA                              | 45,714         | 34,025         | 11,689        |   |
| Brailist                          | 364            |                | 364           |   |
| Classroom Assistant               |                | 113,115        | (113,115)     | Classified as ESP                       |
| Custodian                         | 11,569         | 10,267         | 1,301         |   |
| DAPE Teacher                      | 296            |                | 296           |   |
| DHH - Teacher                     | 15,106         | 24,798         | (9,692)       |   |
| District Business Office          | 76,501         | 134,409        | (57,908)      |   |
| Educational Support Professional  | 198,746        | 19,484         | 179,262       | Classified as Classroom Assistant       |
| English Learner Teacher           | 441            | 1,118          | (677)         |   |
| Health Associate                  | 426            | 2,495          | (2,069)       |   |
| Intake Coordinator                | 62,765         | 3,173          | 59,592        | TWA with Noelle Meyer for Perkins       |
| Intervener Assistant              | 24,258         | 7,895          | 16,364        |   |
| Lead Teacher                      | 31,233         | 33,492         | (2,259)       |   |
| Mental Health Practitioner        | 17,320         | 14,184         | 3,136         |   |
| Nurse                             | 37,107         | 22,093         | 15,014        |   |
| Occupational Therapist            |                | 989            | (989)         |   |
| PHD Teacher                       | 1,820          | 14,174         | (12,354)      |   |
| Physical Therapist                | 4,548          | 4,161          | 387           |   |
| Program Assistant                 |                | 65,483         | (65,483)      | Classified as ESP                       |
| Psychologist                      | 5,211          | 3,895          | 1,316         |   |
| RBT                               | 10,370         | 10,228         | 142           |   |
| Reading Specialist                | 16,870         | 10,494         | 6,375         |   |
| Secondary Teacher                 | 34,540         | 10,979         | 23,561        |   |
| SLI - Interpreter                 | 31,652         | 32,279         | (627)         |   |
| SLP - Speech Language Pathologist | 4,920          | 6,370          | (1,450)       |   |
| Social Worker                     | 3,392          | 122            | 3,270         |   |
| SPED Teacher                      | 213,913        | 222,754        | (8,842)       |   |
| Technology Coach                  | 9,312          |                | 9,312         |   |
| Vision-TVI                        | 33,678         | 69,354         | (35,676)      | Decrease Melissa Armbrust & Amy Kaufman |
| (blank)                           |                |                |               |   |
| <b>Grand Total</b>                | <b>895,112</b> | <b>873,885</b> | <b>21,227</b> |   |

**Percentage Change**

**2.4%**



# Strategic Plan Proposal

January 2026



# History

In the first half of 2022, the process to develop an updated strategic plan utilizing TeamWorks began including:

- Developing a story wall documenting the history of ISD 917
- Defining the mission, vision, core values, and strategic directions for the district
- Defining the desired daily experience which included seeking stakeholder feedback to include member districts, staff, families, and students
- Developing a theory of action
- Utilizing vision cards to outline desired daily experiences in measurable terms
- Develop a three-year operational plan

In September 2022, the ISD 917 School Board approved a three-year strategic plan.



# Refresh Framework

In [this model](#), 3C's are used as guideposts to direct the work.



# Step 1: Carry Forward

Assess our:

- Mission
- Vision
- Core values
- Strategic directions

And determine what we want to carry into our new strategic plan and what revisions will be recommended.



# Step 1: Carry Forward

Additionally, consider elements in the areas of:

- Learning work initiatives
- Implementation work change readiness
- Implementation work change management
- Standard work practices

And what we will carry into our new strategic plan.



## Step 2: Close Out

As in **Carry Forward**, we will determine which elements we would like to **Close Out**.



## Step 3: Create New

The last step is creating new goals for our next five years.

Creating new goals is just as it sounds. A new five-year plan may equate to the need for new goals that support our long-term vision of success.



**How do we do this?**



# Stakeholder Input

Our stakeholders include:

- School Board
- Staff
- Member Districts
- Students
- Families
- Strategic Partners



# Stakeholder Input

Using *listening circles* and *Google Forms*, we will ask questions like these below:

1. Please identify your role related to or within ISD 917.
2. What 2-3 things are going well for ISD 917 & provided services?
3. What 2-3 things need to be worked on or improved?
4. What should ISD 917 look like in 3 to 5 years (your vision for ISD 917)?
5. What should ISD 917 take on as near-term priorities in the next 12-18 months?



# Timeline

| Methods for Gathering Input           |  |                            |                                  |
|---------------------------------------|--|----------------------------|----------------------------------|
| Stakeholder Group                     | Forum/Topic  | Date                       | Method                           |
| School Board                          | Board Meeting/Stakeholder Feedback   | January, February, & March | Circle<br>Google Form            |
| Staff                                 | Site/Program-Based Meetings/Stakeholder Feedback<br>Email/Stakeholder Feedback | January, February, & March | Listening Circles<br>Google form |
| Member Districts & Strategic Partners | Meetings/Stakeholder Feedback<br>Email/Stakeholder Feedback                    | January, February, & March | Listening Circles<br>Google form |
| Students & Families                   | Meetings/Stakeholder Feedback<br>Email/Stakeholder Feedback                    | January, February, & March | Listening Circles<br>Google form |



# Summarize, Develop, & Review

District administration with the assistance of a committee will:

- Summarize input
- Develop our plan
- Review with stakeholders



# Timeline

| Methods for Gathering Input           |  |             |                       |
|---------------------------------------|--|-------------|-----------------------|
| Stakeholder Group                     | Forum/Topic  | Date        | Method                |
| School Board                          | Board Meeting/Review Data & Plan<br>Email/Review Data & Plan               | April & May | Presentation<br>Email |
| Staff                                 | Site/Program-Based Meetings/Review Data & Plan<br>Email/Review Data & Plan | April & May | Presentation<br>Email |
| Member Districts & Strategic Partners | Meetings/Review Data & Plan<br>Email/Review Data & Plan                    | April & May | Presentation<br>Email |
| Students & Families                   | Meetings/Review Data & Plan<br>Email/Review Data & Plan                    | April & May | Presentation<br>Email |



# Approval and Implementation

- After gathering stakeholder input, district leadership will present a refreshed plan to bring to the School Board in June for approval.
- Based on the recommendation from district leadership, the refreshed plan will span five years instead of three.
- Following approval, district leadership will work to develop a continuous improvement plan based on the refreshed plan. This will allow the district to build momentum for implementation of the refreshed plan to begin July 2026.

# ISD 917 STRATEGIC PLAN REFRESH

## TIMELINE





# Annual Planning

Each year of the plan, we will engage in an annual continuous improvement as an organization. This process is completed in collaboration with district leadership and other stakeholders to ensure that everyone understands their role within the plan and how they uniquely contribute to our overall mission. Our continuous improvement planning process enables us to reflect on our progress and plan the next steps toward achieving our mission, vision, core values, and strategic directions.



## **Intermediate School District 917**

***Purposeful. Personalized. Partners.***

1300 145th Street East, Rosemount, MN 55068

(651) 423-8229 \* <http://www.isd917.org>

### **Letter of Gratitude & Recognition of ISD 917 Support Professionals**

***Minnesota Paraprofessional Appreciation Week  
January 19-25, 2025***

TO: Education Support Professionals  
Intervener Support Professionals  
Behavior Support Professionals  
Technical Tutors

FROM: Dr. Michael Favor, ISD 917 Superintendent

DATE: January 13, 2026

I wanted to take a moment, as we approach **Minnesota Paraprofessional Appreciation Week, January 19-25, 2026**, to personally thank you for everything you do.

Your role as an ISD 917 Support Professional is simply essential. Because of the unique way our district operates, you make up nearly 40% of our entire staff. This means your commitment and skill are not just appreciated—they are absolutely vital to the progress and long-term success of our students.

We see you living out our district's core values every single day through your incredible work with students, families, and colleagues. Your personalized knowledge of each student and your team spirit are noticed and valued by everyone—your students, the licensed professionals you partner with, the administration, and the ISD 917 School Board.

We recognize the deep knowledge and relationships you develop, and we hope you will continue to grow professionally here within ISD 917's educational ecosystem. To support your growth, this year we've focused on key initiatives like implementing pay increases, continuing to support the Registered Teacher Apprenticeship Program, and providing tuition support for those pursuing special education teacher licensure.

Thank you for your hard work and dedication to fostering an inclusive community at ISD 917.

Sincerely,

Dr. Michael Favor  
ISD 917 Superintendent

#### ISD 917 Vision

Intermediate School District 917 models an innovative culture with diverse pathways serving students and families through equitable practices with highly trained staff.

#### ISD 917 Core Values

Collaboration \* Empathy \* Innovation \* Stewardship \* Communication \* Integrity \* Personalization \* Equity \* Diversity



**Intermediate School District #917**  
**School Board**  
**RESOLUTION**

Board member \_\_\_\_\_ introduced the following Resolution:

WHEREAS, Intermediate School District #917 provides educational services to member and non-member districts throughout Dakota County and beyond, and

WHEREAS, the quality of these educational opportunities offered by Intermediate School District #917 are unquestionably high, and

WHEREAS, Intermediate School District #917 students have demonstrated a high degree of success as a result of their participation in Intermediate School District #917 programs, and

WHEREAS, the success of Intermediate School District #917 programs and student achievement is enhanced by the talents and efforts of our support professionals, and

WHEREAS, the week of January 19-25, 2026, has been designated as “Paraprofessional Recognition Week” by the Governor of the State of Minnesota,

NOW, THEREFORE, BE IT RESOLVED, by the School Board of Intermediate School District #917 and on behalf of the participating school districts, parents, and students as follows:

**The School Board of Intermediate School District #917 formally recognizes the outstanding efforts and performance of its educational support professionals, intervener assistants, technical tutors, and registered behavior technician assistants, and thanks these talented and dedicated people for their service and dedication to the students of our intermediate district.**

The motion for the adoption of the foregoing resolution was duly seconded by Member \_\_\_\_\_ and the following voted against the same:

\_\_\_\_\_

Whereupon said resolution was declared duly passed and adopted.

Enacted by the School Board of Intermediate School District #917, this 13<sup>th</sup> day of January, 2026.

*Cindy Nordstrom*  
*Lisa Ehleringer*  
*Byron Schwab*

*Lesley Chester*  
*Monica Weber*  
*Mark Zuzek*

*Dawn Steigauf*  
*Kim Baker*  
*Kyle Christensen*