

Agenda Independent School District 279 School Board	Regular Business Meeting Educational Service Center - Board Room 11200 93rd Ave, N Maple Grove, MN 55369 Tuesday, March 8, 2022 6:00 PM
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Our mission is to inspire and prepare each and every scholar with the confidence, courage and competence to achieve their dreams; contribute to community; and engage in a lifetime of learning.

This regular meeting of the Osseo School Board is being conducted in person. The meeting can be monitored electronically by streaming online at district279.org/info-center/school-board (Watch Livestream). An archived recording will also be available on the district website.

Agenda Items

1. Call to Order and Roll Call
Kelsey Dawson Walton, Board Chair
2. 6:00 p.m. Welcome and purpose
Kelsey Dawson Walton, Board Chair
3. Check-in
Cory McIntyre, Superintendent
4. 6:10-6:45 p.m. Brooklyn Bridge Alliance for Youth Update 3
Cory McIntyre, Superintendent and Rebecca Gilgen, Executive Director, Brooklyn Bridge Alliance for Youth
5. 6:45-7:45 p.m. District Communication Plan Update 22
Kay Villella, Director of Community Relations and Communication Specialists Tanya Bradehoft, Ashley Sukhu, Meghan Kuemmel
6. 7:45-8:45 p.m. Referendum Planning: Proposed Resolution and Communication Plan 72
Kay Villella, Director of Community Relations
7. 8:45-9:00 p.m. Board Calendar Review 109
Cory McIntyre, Superintendent
8. 9:00 p.m. Adjourn
Kelsey Dawson Walton, Board Chair

To accommodate individuals with disabilities, this material will be made available in alternative formats upon request. Individuals with disabilities are invited to request reasonable accommodations to participate in or attend a district activity, call your local school

or the school district at least seventy-two (72) hours in advance (two-week notice preferred). Members of the public can view and download School Board meeting notices and regular meeting agendas and materials from the district website www.district279.org, under "Info Center > School Board."

BROOKLYN BRIDGE ALLIANCE FOR YOUTH

**Osseo School Board - Work Session
Presentation**

March 8, 2022



Mission and Strategy

To coordinate a system of high-quality, accessible and fully resourced opportunities that lead to an increase in high school graduation, pathways to college and career, and youth safety and well-being.

1. Expand **YOUTH ENGAGEMENT**
2. Increase **EQUITABLE ACCESS** to opportunity
3. Maximize use of public/private **RESOURCES**
4. Increase **QUALITY** of opportunities
5. Increase **COORDINATION** to maximize impact



Changes to our Joint Powers

- 2022-2026
- Added Youth Directors
- Added College Presidents



2021 Progress

Expanded Youth Engagement

Youth Engagement - expanding youth leadership & voice

- Launched the Youth OnBoard Initiative
- Added four youth directors to the Alliance's board of directors
- Confirmed 7 leadership tables who want to include youth
- Recruited 23 youth to be a part of the Youth OnBoard initiative
- Hired 34 youth for research, marketing, organizing and governance projects

Expanded Equitable Access

Equitable Access - opportunities for each young person

- We imagine a future where young people have access to networks, resources, and support based on where they are and where they want to go.
- BBA shifted from improving programs to also focusing on improving departments - as they address disparities in both.
- Implemented a Continuous Quality Improvement & Equity Assessment in Brooklyn Park Youth Services and Recreation.
- Began a year long engagement with HTC Student Affairs to improve culturally responsive customer service to improve student persistence.
 - (4% increase since we completed our Stop Drop Enroll! research in 2019 that identified process, policy and practices that blocked persistence)

Leveraged Resources

Resources - bringing treasure and talents together

- Secured \$70,000 to lead Health on the Go! And expand Online Outreach to address the health needs of our community in new ways
- Partnered with Youthprise, to transfer \$200k in funds to the community by; direct aid to families impacted by civil unrest, and grant money to organizations building community
- Strengthened our connection to families; 273 new Facebook followers & 4,744 email recipients- an increase of 114% in 1 year
- Raised \$90,000 to launch Youth OnBoard

Coordination & Collaboration

Coordination - coming together to take action

- Built and then transitioned Health on the Go! pilot project to City, County and Community partners, who continue to serve the public health needs of the community in new ways.
- Youth council members began work on addressing student needs around college, career and mental health.
- Convened partners regularly to respond, connect and support one another during unprecedented times.

2022 Priorities

Where are we headed this year?

1. Stay the Course - Expand Youth Engagement, Equity, and Blueprint for Persistence
2. Respond & Activate - Youth Mental Health and Youth Led efforts
3. Strengthen our Joint-Powers partnership

2022 Priority #1

1. Continue to invest the time, energy and resources in **Youth Engagement and Expanding Equitable Access**
 - a. Grow Youth OnBoard
 - b. Implement the 10 BrookLynk Internships this summer, to complete they Youth-to-Youth Survey & Brooklyn Park Anti-Hate Campaign
 - c. Complete the equity projects with College and City Partners
 - d. Plan the next phase of the Blueprint for Persistence

2022 Priority #2

2. **Respond to the Needs of Youth and Community**
 - a. Support the Brooklyns Youth Council Youth Mental Health Project and explore opportunities for deeper investment
 - b. Build the resources to accelerate the Blueprint for Persistence and other priorities

2022 Priority #3

3. Invest in the development of the relationships, policies and strategic plan needed to **strengthen the BBA joint powers partnership**
 - a. Support Board Development
 - b. Activate board committees to develop Equity Policy and Strategic Plan
 - c. Gather the youth and community centered data necessary to inform our decision making & leverage resources

Benefits to ISD279 Scholars

- **Authentic opportunities to lead** and impact their school/community: Youth OnBoard & Brooklyns Youth Council.
 - Engaging youth and community to bring diverse views, essential for innovation.
- **Improved customer experiences** at City Recreation and College partners.
- **Increased access to opportunity** - Expanded outreach, both online and face-to-face provide parents easily accessible information about opportunities across all our partners.

Closing

- **Grow OAS Youth OnBoard participation;** tables and emerging leaders.
 - Include & engage OAS students, staff and parents as we build our equity approach and strategic plan.
 - Continue to be a strategic partner to the district to leverage resources.
- Are there any questions?
 - What resonates most with the strategic roadmap?
 - What opportunities and connections should we be considering to respond to the needs of OAS students?

ADVANCING TOWARD EQUITY



Brooklyn Bridge **ALLIANCE** FOR YOUTH

Prepared by:

Rebecca Gilgen
Executive Director

Ivan Lui
Data and Quality Coordinator

Julie Richards
Youth and Community
Engagement Initiative Coordinator

Andrew Mua
Youth Outreach and
Engagement Specialist

Jasmine Stanley
Communications Specialist

Noemi Alcocer and
Sophia Bentgarmicha
Community Organizing Interns

**2021
ANNUAL
REPORT**





Youth Engagement

Expanding youth leadership and voice

Collaborating with youth has always been a part of our strategy. Therefore, this year we expanded our youth engagement by launching the Youth OnBoard Initiative to permanently share decision-making power with youth in the Brooklyns.

Youth OnBoard Initiative

- ✓ Added four youth directors to the Alliance's board of directors
- ✓ Confirmed seven leadership tables who want to include youth
- ✓ Recruited 23 youth to be a part of the Youth OnBoard initiative
- ✓ Hired 34 youth for research, marketing, organizing, and governance projects

"Youth OnBoard, this is a marathon, not a sprint." -Cory McIntyre, Superintendent ISD 279 Osseo Area Schools

"The Youth OnBoard initiative is a great example of living out the values of the BBA, and is a benefit to all the Alliance partners"
-Jay Stroebel, Brooklyn Park City Manager

"Organizing youth, hiring youth, creating internships, embedding in schools, youth engaged in research, this is great!"
-Kristin Keller, Community Education Anoka-Hennepin Schools

"Whether it's Youth OnBoard, Blueprint, Equity...the BBA's intention in engaging youth as partners in ALL of the work we do, it's real. Youth voice and engagement throughout." -Pam McBride, Youth Services Manager City of Brooklyn Park Recreation

Youth OnBoard Initiative

Youth OnBoard is about preparing, training, and developing young adults and matching them to decision-making tables such as boards, commissions, and advisories that inform the decision-making within our community.

Our inaugural table partners include the cities of Brooklyn Park, Brooklyn Center, and Hennepin County, as well as our very own board of directors at the BBAY. In 2022 we seek to expand to include any decision-making tables that impact youth.

- ✓ Youth do not have to be in school to join
- ✓ We are looking for young people from all backgrounds
- ✓ This is a great opportunity if youth are looking to build their resume or if they are looking to make impactful changes in the systems that serve our community
- ✓ By being a part of YOB, youth will be paid for attending meetings
- ✓ Decision-making tables will benefit from youth view and voice

Visit [Brooklynsallianceforyouth.org](https://brooklynsallianceforyouth.org) to apply or follow us on Facebook at: [Facebook.com/TheBrooklynBridgeAllianceForYouth](https://facebook.com/TheBrooklynBridgeAllianceForYouth)

THESE EMERGING LEADERS MADE HISTORY WELCOME TO OUR BOARD

MOSIA VANKPANAH
- NHCC BOARD
APPOINTMENT
CLASS OF '17)



PRISCILLA MAYOWA
- HTC BOARD
APPOINTMENT
CLASS OF '16



BASHIRU KORMAH
-BBA BOARD
APPOINTMENT
CLASS OF '15



ALEXANDER GARDUNO GARCIA
-BBA BOARD APPOINTMENT
SENIOR AT BCHS & PSEO AT
NHCC



Resources

Bringing treasure and talents together

In the midst of a pandemic, civil unrest, and burnout across youth service providers, we expanded our efforts to include those most impacted. We centered on youth needs and pivoted to serve families in new ways. We accomplished this by increasing our online visibility and strengthening our social media presence which we will continue to grow in 2022. We also:

- ✓ Secured **\$70,000** to lead Health on the Go and Expand Online Outreach to address the health needs of our community in new ways
- ✓ Partnered with Youthprise to transfer **\$200k** in funds to the community, with direct aid to families impacted by civil unrest and to organizations building community
- ✓ Strengthened our connection to families; **273** new Facebook followers and **4,744** email recipients — an increase of **114%** in one year
- ✓ Raised **\$90,000** to launch Youth OnBoard

“In spite of pandemic fatigue, we deepened connections to BCCS, also were able to remain flexible and responsive to the needs of the community and the program partners serving them” -Jackie Hayden, BCCS College and Career Readiness



Coordination

Coming together to take action

At the Alliance we bring together youth and community to respond to the needs of youth. We take pride in incubating new programs and investing in collaboration & cross-sector partnerships to better serve youth in the Brooklyns. We took another step when:

- ✓ We transitioned Health on the Go pilot project to city, county, and community partners who continue to serve the public health needs of the community in new ways
- ✓ Youth council members began work on addressing student needs around college, career, and mental health
- ✓ Created a new short-term responsive strategic plan based on the 2020 Youth-to-Youth Survey
- ✓ Convened 10 project and governance teams that brought together roughly 100 youth and community leaders to take action

“HOTG and other responsive initiatives have been critical to community. Coordination of groups like the community engagement team is a helpful way to share resources that meet the specific needs of communities served.” -Community Engagement Team

“Drawn to the coordination work...WHAT A POWERFUL LEVER for us to pull.” -Christa Mims, Director Education Services, Hennepin County



Emerging points of focus for 2022

2021 could be referred to as tumultuous times, yet we are stronger for these efforts. The successes shared this year demonstrate our ability to advance equity, share resources, and work together to build a healthy community in partnership with young people in the Brooklyns.

1. Extend youth engagement and equity initiatives

- a. Grow Youth OnBoard
- b. Implement Youth-to-Youth Survey and Anti-Hate Campaign
- c. Complete equity projects with College and City Partners
- d. Plan next phase of Blueprint for Persistence

2. Respond to needs of youth and the community

- a. Support BYC's 'Youth Mental Health Project' and explore opportunities for deeper investment
- b. Accelerate Blueprint for Persistence and other priorities
- C. Remain flexible, pivot, and respond to the community

3. Strengthen joint powers partnership

- a. Nurture relationships, reimagine policies, and recreate strategic plans to strengthen collaboration
- b. Support board development
- c. Develop the BBAY equity policy
- d. Leverage resources and make decisions based on youth and community centered data

Thank you to our Private Sector partners who worked with the Alliance partners to accelerate youth success in 2021.

Special thank you to Youthprise, and the ongoing support from the McKnight Foundation that continues to accelerate positive youth development, access to opportunities, and systems change.



Equitable Access

Opportunities for each young person

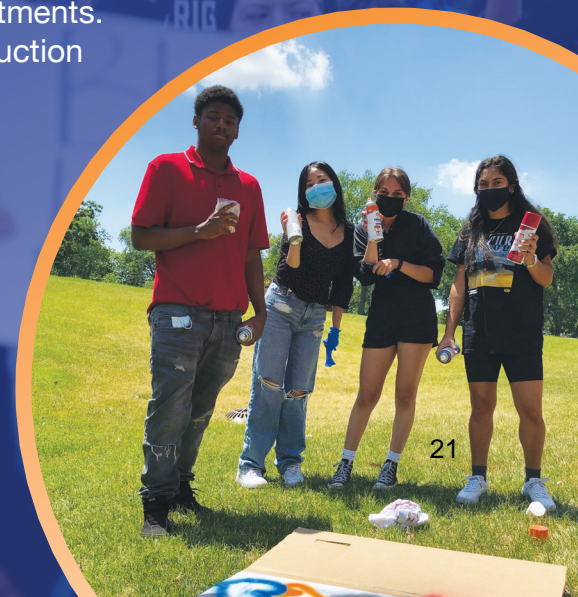
We imagine a future where young people have access to networks, resources, and support based on where they are and where they want to go. As a result, we shifted our equity work from program level to department level and supported our partners as they addressed disparities in their departments. We took another step when we piloted five equity and disparity reduction projects to improve youth outcomes.

“Impressive. Complex and impactful work.”

-Christa Mims, Director Education Services, Hennepin County

“The focus on moving more deeply into equity work is so beneficial to program partner staff and systems”

-Lennisha Walker, Outreach and Prevention Coordinator, Brooklyn Park



OSSEO AREA SCHOOLS

ISD  279

Districtwide communications

Presented by the Community Relations team on March 8, 2022

The team

- ▶ Kay Villella, school/community relations director
- ▶ Ashley Sukhu, communication specialist
- ▶ Meghan Kuemmel, communication specialist
- ▶ Tanya Bradehoft, communication specialist

Tied to our strategic plan

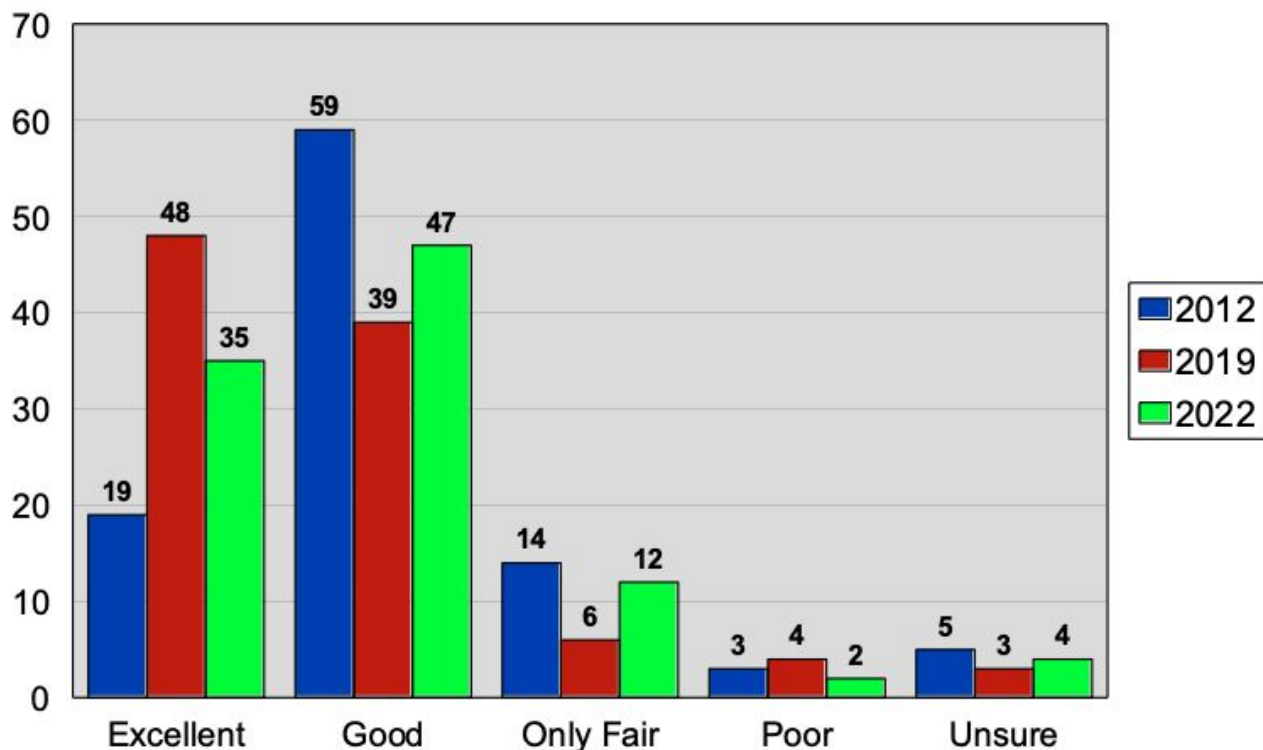
- ▶ A strategic plan describes how an organization is going to achieve its mission.
- ▶ Focused on this specific strategic direction:
Promote inclusive participation of our communities and provide timely, relevant and easily accessible communication.

Strategic communications

- ▶ Research
- ▶ Planning
- ▶ Implementation
- ▶ Evaluation

Quality of Public Schools

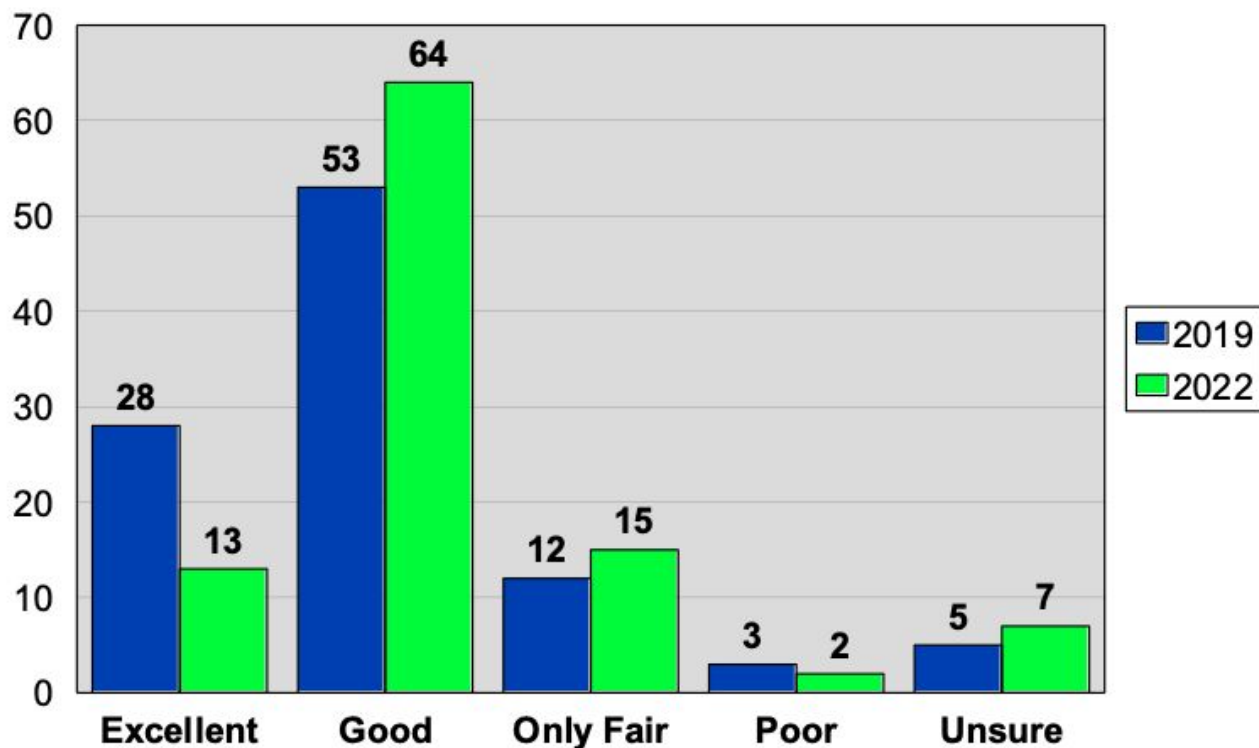
2022 Osseo School District



The Morris Leatherman Company

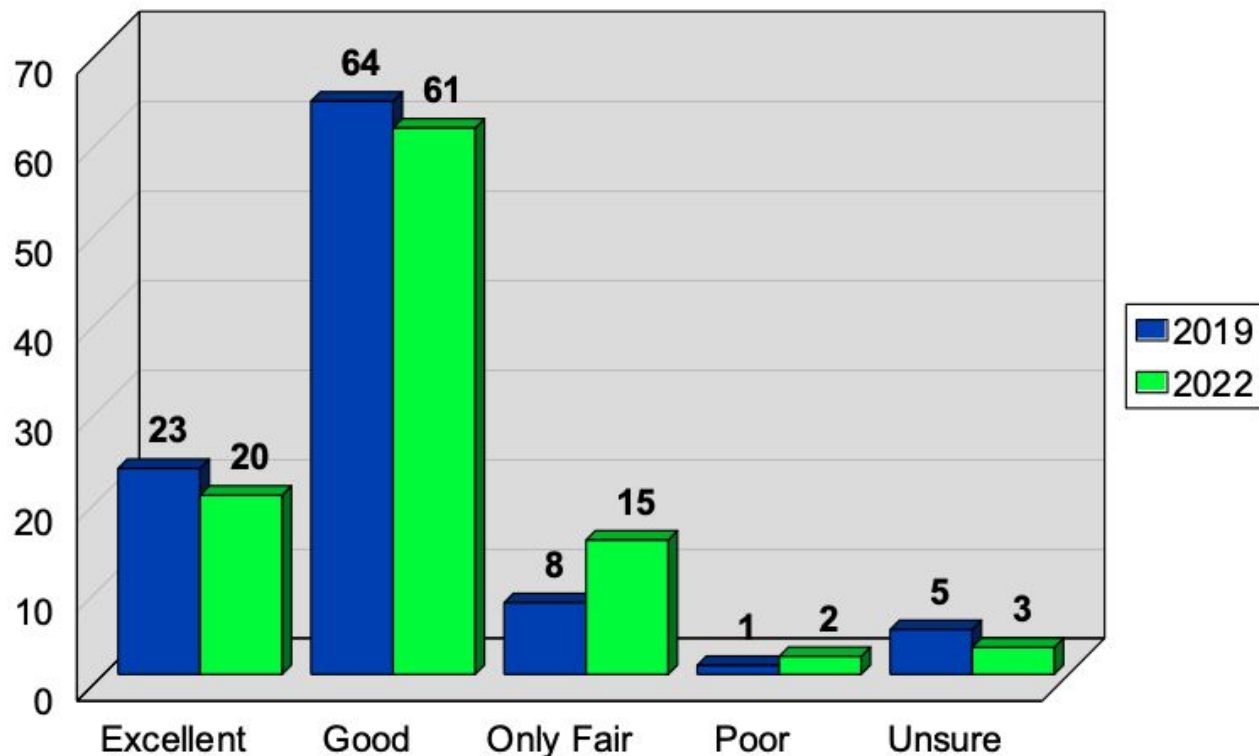
Value Provided by District

2022 Osseo School District



Overall Communication Rating

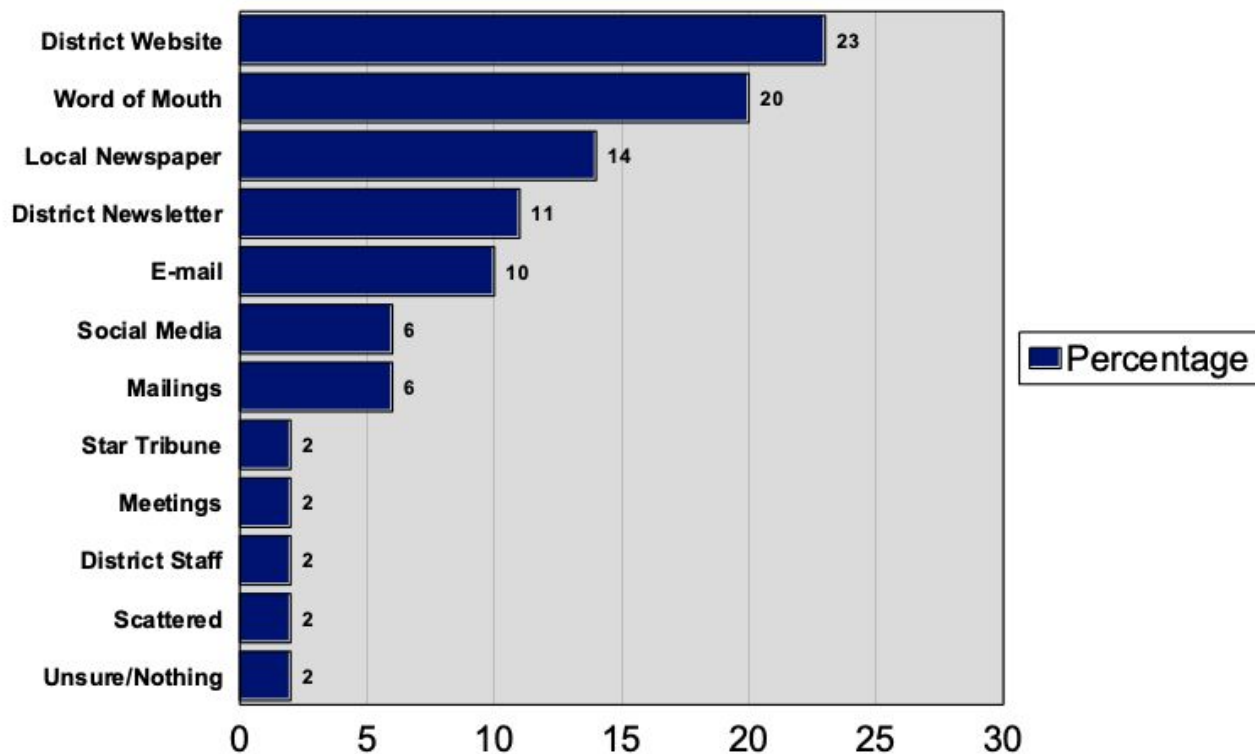
2022 Osseo School District



The Morris Leatherman Company

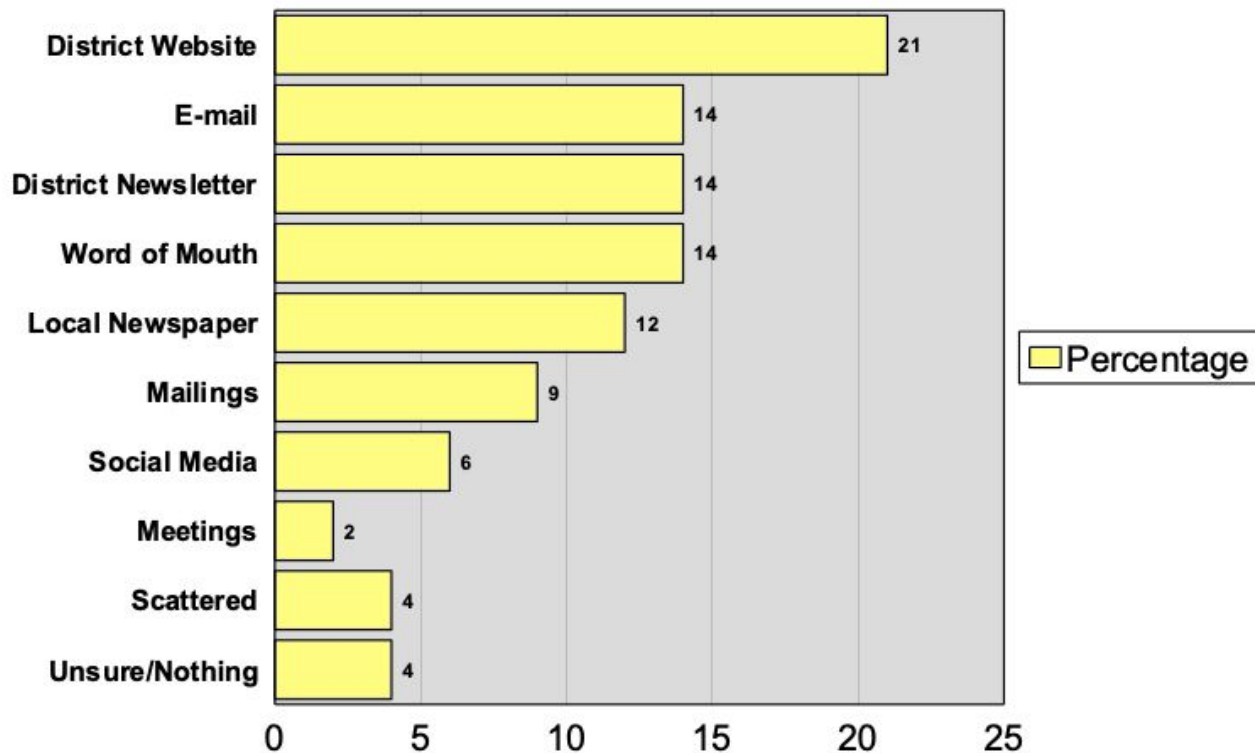
Primary Source of Information

2022 Osseo School District



Prefer to Receive Information

2022 Osseo School District



Communication assessment

- ▶ Baseline assessment with CESO Communications
 - Nine areas rated
 - Suggestions shared were categorized into either steps to take now, soon or later

Communication assessment: ratings of nine focus areas

- ▶ Areas rated as emerging, developing, proficient or exemplary
 - Communication strategy and planning: developing
 - Internal communication and engagement: developing
 - Parent/family communication: developing
 - External communication: emerging
 - Stakeholder engagement: developing
 - Brand experience and reputation: emerging
 - Student enrollment retention and recruitment: emerging
 - Employee retention and recruitment: developing
 - Crisis communication and preparedness: proficient

Communications plan: situation analysis

- ▶ It's a tense time in the world.
- ▶ About 21,000 students and 4,000 staff members.
- ▶ Entire Community Relations team is fairly new to Osseo.
- ▶ New strategic plan includes a direction on communication.
- ▶ Surveys show a move from excellent to good.
- ▶ Surveys show the website as the leading communications source.
- ▶ Communication assessment shows possible opportunities.

Communications plan: goals

- ▶ To increase the awareness of who Osseo Area Schools is and what it promises/strives to achieve.
- ▶ To build pride in and support for Osseo Area Schools, its scholars and staff members.
- ▶ To create a systematized communications program that shares timely, relevant and easily accessible information.
- ▶ To utilize two-way communication practices that build engagement.
- ▶ To be inclusive of our diverse scholars, families, staff members and community members.

Communications plan: audiences

- ▶ Staff members
- ▶ Scholars
- ▶ Parents/caregivers
- ▶ Greater community

Communications plan: objectives

- ▶ Increase trust.
- ▶ Increase audiences feeling informed.
- ▶ Increase audiences being able to accurately reshare information.
- ▶ Bring more district communications to the top of the source list.
- ▶ Maintain or exceed quality of education.

Communications plan: communication strategies

- ▶ Highlight positive connections between staff, scholars and families.
- ▶ Utilize a storytelling approach that includes emotion and imagery.
- ▶ Utilize simple and easy-to-understand language.
- ▶ Continually align to the district's brand and strategic plan.
- ▶ Ensure impact is clearly visible and aligns with intent.
- ▶ Utilize one-to-one communication when possible.

Communications plan: action strategies

- ▶ Continually analyze the environment to determine if there are topics that need engagement on.
- ▶ Continually review news calendar.
- ▶ Continually review commemorative observances/recognitions listing.
- ▶ Update district/school communications to meet best practices.
- ▶ Strengthen partnerships with FACE, Human Resources, Enrollment Center, Community Ed, parent involvement, and schools/programs.
- ▶ Refine translation process and begin surveying non-English speaking families more regularly.

Communications plan: key messages

- ▶ Osseo Area Schools is a great place to learn. Scholars dream, explore and discover.
- ▶ The district's new strategic plan will help move the district and its schools to the next level of excellence.
- ▶ The focus is on the individual learning needs of students.
- ▶ There has been a track record of success. 1,400 scholars graduate district schools each year.
- ▶ Community survey results say the district is exceeding expectations.
- ▶ Please continue to share your thoughts via WeListen@district279.org.

Communications plan: tactics/tools

- ▶ Website
- ▶ E-newsletters
- ▶ Email
- ▶ Voicemail and text
- ▶ Social media
- ▶ Video
 - Features of each school and program
 - Superintendent features
- ▶ Monitors/TV displays
- ▶ Loudspeaker announcements
- ▶ Hallway displays
- ▶ Outdoor sign at the ESC
- ▶ Points of Pride at school board meetings

Communications plan: tactics/tools

▶ Print

- District brochure
- Have You Heard postcards
- Newsletter
- Focus on Finances
- Guides/toolkits

▶ Advertisements

- Community guides, newsletters
- Billboards, e.g. Osseo sign
- Online (Facebook, Google, etc.)

▶ Campaigns

- Fast facts for staff
- Staff spotlight
- Graduate spotlight

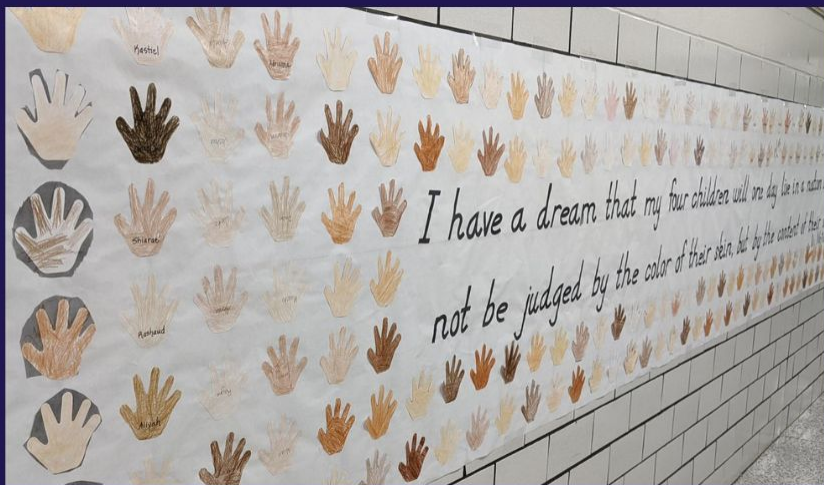
▶ Regular connections

- Meetings (could include best practice trainings)
- Community events



BLACK HISTORY MONTH 2022

STILL RISING
IN BLACK
EXCELLENCE





Communications plan: evaluation

- ▶ Viewership/clicks
- ▶ Surveys
 - Stakeholders
 - Morris Leatherman
 - Other possibilities
- ▶ ThoughtExchanges
- ▶ Spot checks

Questions or comments?



Districtwide communication plan

Situation analysis

Currently, the world is in quite a tense time. After two years, the COVID-19 pandemic is starting to subside. Social unrest continues. Enrollment into public schools are on a downward trend both nationally and locally. In terms of employment, the moment has been coined the Great Resignation.

The residential population for the district is approximately 160,000 people, which includes all or portions of eight cities. There are about 21,000 students and 4,000 staff members.

The district's Community Relations department has had personnel changes over the last year. It was restructured from a five-person team to a four with its change to a new website editing system. The video position was slightly modified to include additional digital and print communication work. The other two communication specialists are doing website work in addition to digital and print communication work. The personnel for all positions within the team are new to Osseo Area Schools (May 2021, July 2021, November 2021 and January 2022).

A new strategic plan was finalized and approved in December 2021. One of the strategic directions within it is: Promote inclusive participation of our communities and provide timely, relevant and easily accessible communication. This hits at the core of what the Community Relations team does on a day-to-day basis.

Two scientific community surveys were recently completed. Some data that the Community Relations team is focusing on: 81% of residents shared that they feel good or excellent about how the district is communicating. For parents/caregivers it's 85%. For all residents, the district website is the primary source of information (23%), followed by word of mouth (20%), local newspaper (14%), district newsletter (11%), email (10%), social media (6%), and mailings (6%). Among parents/caregivers email is the primary source of information (53%), followed by the district website (25%), district newsletter (7%), calls/texts (3%), scattered (3%), social media (2%), district staff (2%), word of mouth (2%), and children (2%). Detailed information:

- [Morris Leatherman referendum survey](#) (2022)
- [Morris Leatherman school choice survey](#) (2021)
- [Student, parents and staff pulse survey](#) (2021)
- [Staff stakeholder survey with trend](#) (2020)
- [Parent stakeholder survey](#) (2020)
- [Internal communications survey](#) (2017)

CESO Communications reviewed this data and had conversations with new and previous Community Relations team members, as well as the publications supervisor and recruitment and retention manager. A [baseline communication assessment report](#) was created from the group's work. It includes recommendations for what the team can do now, soon or later.

The Family and Community Engagement (FACE) team that Community Relations is starting to partner with has access to about 200-300 family emails as well as additional family connections through the Department of Educational Equity staff at schools and bilingual assistants. Multicultural Facebook pages exist as well as FACE Facebook and Instagram pages. Amongst families, the top four languages spoken in homes after English are: Spanish, Hmong, Vietnamese and Somali.

Goal(s)

- To increase the awareness of who Osseo Area Schools is and what it promises/strives to achieve.
- To build pride in and support for Osseo Area Schools, its scholars and staff members.
- To create a systematized communications program that shares timely, relevant and easily accessible information.
- To utilize two-way communication practices that build engagement.
- To be inclusive of our diverse scholars, families, staff members and community members.

Public: staff members

Objectives:

- Trust amongst staff will maintain (+/-5%) or exceed (≥5%) its current level by fall 2025.
- A greater number (≥5%) of staff will feel that the district is keeping them informed by fall 2025.
- A greater number (≥5%) of staff will feel that they can accurately share information with families and community members each school year until fall 2025.

Strategies	Key messages	Tactics/tools	Budget	Staff responsible	Timeline	Evaluation
<p>Communication strategies:</p> <p>*Highlight positive connections between staff, scholars and families.</p> <p>*Utilize a storytelling approach that includes emotion and imagery.</p> <p>*Continually align to the district’s brand and strategic plan.</p> <p>*Ensure impact is clearly visible and aligns with the intent.</p> <p>*Utilize one-to-one communication when possible.</p>	<p>*Osseo Area Schools is a great place to work. You make a difference each and every day for students to dream, explore and discover.</p> <p>*The district’s new strategic plan will help move the district and its schools to the next level of excellence.</p> <p>*Feedback is important to us. Please continue to share your thoughts on your experience with the district via WeListen@district279.org.</p>	<p>Website: Staff portal</p>	\$34,000	Comm. Relations team	Daily updates	Viewership/clicks, surveys, spot checks
		<p>Weekly e-newsletter (Insider).</p>	Part of website product	Ashley and Comm. Relations team	Weekly while school is in session	Viewership/clicks, surveys, spot checks
		<p>Messages sent to all staff email and/or specific group emails, e.g. principals, management.</p> <p>StaffAlerts@district279.org has been created as a possibility for messages to come from.</p>	N/A	Cory, Kay, other departments	As needed/ appropriate	Surveys, spot checks
		<p>Utilize #279Opportunities, #279Support and #279Partnerships on social media.</p> <p>Social media pages: District Facebook, Twitter, LinkedIn, YouTube School Facebook and Twitter</p>	N/A	Comm. Relations team	Daily post on Facebook and Twitter, sporadic on YouTube	Viewership/clicks, surveys, spot checks

<p>*Emphasize the important role staff have as ambassadors.</p> <p>Action strategies:</p> <p>*Continually analyze the environment to determine if there are topics that need engagement on.</p> <p>*Continually review the news calendar.</p> <p>*Continually review commemorative observances/recognitions listing.</p> <p>*Update district/school communications to meet best practices.</p> <p>*Strengthen partnerships with HR, publications and schools/programs.</p>	<p>Careers Facebook Multicultural Facebook FACE Facebook and Instagram Community Ed Facebook, Twitter, Instagram</p> <p>Will be adding district Instagram in 2022-23.</p>				
	<p>Fast facts shared via Insider e-newsletter, staff portal and staff meetings.</p>	N/A	Kay	Three times a year	Viewership/clicks, surveys, spot checks, ThoughtExchanges
	<p>Staff spotlight shared on the staff portal site, district/school social media pages and the Insider e-newsletter.</p>	N/A	Comm. Relations team	Every other month	Viewership/clicks, surveys, spot checks
	<p>Regular training on communication best practices.</p>	N/A	Comm. Relations team	Multiple times a year	Surveys, spot checks, ThoughtExchanges
	<p>Guides/toolkits: Branding Stylebook Board presentations</p> <p>Pass along to onboarding team.</p>	N/A	Comm. Relations team, publications	Update annually	Surveys, spot checks
	<p>Regular connections: Visiting schools and programs Connecting with school admin assistants Connecting with coaches</p>	N/A	Comm. Relations team, cabinet, principals	Various	Surveys, spot checks, ThoughtExchanges

Public: parents/caregivers

Objectives:

- The quality of education amongst parents/caregivers will maintain (+/-5%) or exceed ($\geq 5\%$) its current level each school year until fall 2025.
- A greater number ($\geq 5\%$) of parents/caregivers will feel that the district and/or their school is keeping them informed by fall 2025.
- District communications (website, e-newsletter, social media, mailings) will exceed the reach of friends/neighbors by at least 10 percentage points by fall 2025.

Strategies	Key messages	Tactics/tools	Budget	Staff responsible	Timeline	Evaluation
<p>Communication strategies: *Highlight positive connections between staff, scholars and families. *Utilize a storytelling approach that includes emotion and imagery. *Utilize simple and easy-to-understand language. *Continually align to the district's brand and strategic plan. *Ensure impact is clearly visible and aligns with the intent. *Utilize one-to-one communication when possible.</p> <p>Action strategies: *Continually analyze the environment to determine if there are topics that need engagement on. *Continually review the news calendar. *Continually review</p>	<p>*Osseo Area Schools is a great place to learn. Scholars dream, explore and discover. *The focus is on the individual learning needs of students. *There has been a track record of success. Each year 1,400 scholars graduate from our schools. *Time and time again our community survey results say that we're exceeding the expectations of families. *Feedback is important to us. Please continue to share your thoughts on your experience with the district via WeListen@district279.org.</p>	<p>Website: District site School/program sites</p>	<p>\$34,000</p>	<p>Comm. Relations team</p>	<p>Daily updates</p>	<p>Viewership/clicks, surveys, spot checks</p>
		<p>Weekly e-newsletter (Connect).</p>	<p>Part of website product</p>	<p>Meghan and Comm. Relations team</p>	<p>Weekly while school is in session</p>	<p>Viewership/clicks, surveys, spot checks</p>
		<p>Email/voicemail/text (SchoolMessenger, soon to be Blackboard).</p>	<p>\$24,000</p>	<p>Kay currently... Comm. Relations team soon</p>	<p>As needed</p>	<p>Surveys, spot checks</p>
		<p>Utilize #279Opportunities, #279Support and #279Partnerships on social media.</p> <p>Social media pages: District Facebook, Twitter, LinkedIn, YouTube School Facebook and Twitter Careers Facebook Multicultural Facebook FACE Facebook and Instagram Community Ed Facebook, Twitter, Instagram</p> <p>Will be adding district Instagram in 2022-23.</p>	<p>N/A</p>	<p>Comm. Relations team</p>	<p>Daily post on Facebook and Twitter, sporadic on YouTube</p>	<p>Viewership/clicks, surveys, spot checks</p>
		<p>Video: Features of each school and program Superintendent features</p>	<p>\$5,000</p>	<p>Kay, Tanya</p>	<p>Various</p>	<p>Viewership/clicks, surveys, spot checks</p>
		<p>Graduate spotlight shared on district/school websites, district/school social media pages and the Connect e-newsletter.</p>	<p>N/A</p>	<p>Comm. Relations team</p>	<p>Every other month</p>	<p>Viewership/clicks, surveys, spot checks</p>

<p>commemorative observances/recognitions listing.</p> <p>*Update district/school communications to meet best practices.</p> <p>*Strengthen partnerships with FACE, HR, Enrollment Center, Community Ed, parent involvement, and schools/programs.</p> <p>*Refine translation process and begin surveying non-English speaking families more regularly.</p>		Brochures: District overview Focus on Finances	\$15,000 each	Comm. Relations team	Annually	Surveys, spot checks
		Newsletter	\$15,000 each	Ashley and Comm. Relations team	November, May	Surveys, spot checks
		Have You Heard postcard.	\$12,000 each	Ashley and Comm. Relations team	August, February	Viewership/clicks, surveys, spot checks
		Advertisements: Community guides and newsletters Billboards Online (Facebook, Google, etc.)	\$6,000	Comm. Relations team	Various	Viewership/clicks, surveys, spot checks
		Regular connections: PTAs/PTOs Key communicators	N/A	Comm. Relations team, cabinet, principals	Various	Surveys, spot checks, ThoughtExchanges

Public: scholars/students

Objectives:

- The quality of education amongst students/scholars will maintain (+/-5%) or exceed ($\geq 5\%$) its current level each school year until fall 2025.

Strategies	Key messages	Tactics/tools	Budget	Staff responsible	Timeline	Evaluation
<p>Communication strategies:</p> <p>*Highlight positive connections between staff, scholars and</p>	<p>*Osseo Area Schools is a great place to learn. Scholars dream, explore and discover.</p>	<p>Website: District site School/program sites</p>	\$34,000	Comm. Relations team	Daily updates	Viewership/clicks, surveys, spot checks

<p>families.</p> <p>*Utilize a storytelling approach that includes emotion and imagery.</p> <p>*Utilize simple and easy-to-understand language.</p> <p>*Continually align to the district's brand and strategic plan.</p> <p>*Ensure impact is clearly visible and aligns with the intent.</p> <p>*Utilize one-to-one communication when possible.</p> <p>Action strategies:</p> <p>*Continually analyze the environment to determine if there are topics that need engagement on.</p> <p>*Continually review the news calendar.</p> <p>*Continually review commemorative observances/recognitions listing.</p> <p>*Update district/school communications to meet best practices.</p> <p>*Strengthen partnerships with</p>	<p>*The focus is on the individual learning needs of students/scholars.</p> <p>*There has been a track record of success. Each year 1,400 scholars graduate from our schools.</p> <p>*Time and time again our community survey results say that we're exceeding the expectations of families.</p> <p>*Feedback is important to us. Please continue to share your thoughts on your experience with the district via WeListen@district279.org.</p>	Email messages sent to all scholars and/or specific groups.	N/A	Comm. Relations team	Various	Surveys, spot checks
		Utilize #279Opportunities, #279Support and #279Partnerships on social media.	N/A	Comm. Relations team	Daily post on Facebook and Twitter, sporadic on YouTube	Viewership/clicks, surveys, spot checks
		Social media pages: District Facebook, Twitter, LinkedIn, YouTube School Facebook and Twitter Careers Facebook Multicultural Facebook FACE Facebook and Instagram Community Ed Facebook, Twitter, Instagram				
		Will be adding district Instagram in 2022-23.				
		Video: Superintendent features	N/A	Kay, Tanya	Various	Viewership/clicks, surveys, spot checks
		Graduate spotlight shared on district/school websites, district/school social media pages and the Connect e-newsletter.	N/A	Comm. Relations team	Every other month	Viewership/clicks, surveys, spot checks
		Monitors/tv displays throughout schools.	N/A	Comm. Relations team, schools/programs	Various	Viewership/clicks, surveys, spot checks
		Wall of thoughts in hallway or cafeteria. What are hopes and dreams for school?	N/A	Comm. Relations team, schools/programs	Various	Surveys, spot checks
Loudspeaker announcements.	N/A	Comm. Relations team, schools	Various	Surveys, spot checks		

FACE, HR, Enrollment Center, Community Ed, parent involvement, and schools/programs.		Regular connections Leadership team visit groups of scholars	N/A	Comm. Relations team, secondary schools, cabinet, principals	Various	Surveys, spot checks, ThoughtExchanges
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Public: greater community, including elected officials, businesses

Objectives:

- The quality of education amongst community members/elected officials/businesses will maintain (+/-5%) or exceed (≥5%) its current level each school year until fall 2025.
- District communications (website, e-newsletter, social media, mailings) will exceed the reach of friends/neighbors by fall 2025.

Strategies	Key messages	Tactics/tools	Budget	Staff responsible	Timeline	Evaluation
<p>Communication strategies:</p> <p>*Highlight positive connections between staff, scholars and families.</p> <p>*Utilize a storytelling approach that includes emotion and imagery.</p> <p>*Utilize simple and easy-to-understand language.</p> <p>*Continually align to the district's brand and strategic plan.</p> <p>*Ensure impact is clearly visible and aligns with the intent.</p>	<p>*Osseo Area Schools is a great place to learn. Scholars dream, explore and discover.</p> <p>*The focus is on the individual learning needs of students/scholars.</p> <p>*There has been a track record of success. Each year 1,400 scholars graduate from our schools.</p> <p>*Time and time again our community survey results say that we're exceeding the expectations of families.</p> <p>*Feedback is important to us. Please continue to share your thoughts on your experience with the district via</p>	<p>Website: District site School/program sites</p>	\$34,000	Ashley, Meghan and Tanya	Daily updates	Viewership/clicks, surveys, spot checks
		<p>Email to media partners. Weave with news releases and media pitches. Highest focus on Press & News, Brooklyn SUn Post and CCX.</p>	N/A	Meghan for email; Comm. Relations team for rest	Weekly throughout the school year	Visible positive news articles/videos, surveys, spot checks
		<p>Utilize #279Opportunities, #279Support and #279Partnerships on social media.</p> <p>Social media pages: District Facebook, Twitter, LinkedIn, YouTube School Facebook and Twitter Careers Facebook Multicultural Facebook FACE Facebook and Instagram Community Ed Facebook, Twitter, Instagram</p> <p>Will be adding district Instagram in 2022-23.</p>	N/A	Ashley, Meghan and Tanya	Daily post on Facebook and Twitter, sporadic on YouTube	Viewership/clicks, surveys, spot checks

<p>*Utilize one-to-one communication when possible.</p> <p>Action strategies:</p> <p>*Continually analyze the environment to determine if there are topics that need engagement on.</p> <p>*Continually review the news calendar.</p> <p>*Continually review commemorative observances/recognitions listing.</p> <p>*Update district/school communications to meet best practices.</p> <p>*Strengthen partnerships with FACE, HR, Enrollment Center, Community Ed, parent involvement, and schools/programs.</p>	WeListen@district279.org	<p>Video: Features of each school and program Superintendent features</p>	\$5,000	Kay, Tanya	Various	Viewership/clicks, surveys, spot checks
		<p>Graduate spotlight shared on district/school websites, district/school social media pages and the Connect e-newsletter.</p>	N/A	Comm. Relations team	Every other month	Viewership/clicks, surveys, spot checks
		<p>Brochures: District overview Focus on Finances</p>	\$15,000 each	Kay, Ashley	Annually	Viewership/clicks, surveys, spot checks
		<p>Newsletter</p>	\$15,000 each	Ashley and Comm. Relations team	November, May	Surveys, spot checks
		<p>Have You Heard postcard.</p>	\$12,000 each	Ashley and Comm. Relations team	August, February	Viewership/clicks, surveys, spot checks
		<p>Points of Pride segment of school board meetings.</p>	N/A	Kay, Meghan	Monthly	Points of Pride segment at school board meetings
		<p>Outdoor sign at the Educational Service Center.</p>	N/A	Meghan	Weekly updates	Viewership/clicks, surveys, spot checks
		<p>Events that invite the community into schools.</p>	\$2,000	Comm. Relations team	Various	Surveys, spot checks, ThoughtExchanges
		<p>Information shared at events going on in Brooklyn Park, Brooklyn Center, Corcoran, Dayton, Maple Grove, Osseo and Plymouth.</p>	\$2,000	Comm. Relations team	Various	Surveys, spot checks, ThoughtExchanges
		<p>WeListen email.</p>	N/A	Meghan and Comm. Relations	Various	Viewership/clicks, surveys, spot checks

				team		
		Regular connections: Cities, including admin, police, comms Property managers, charter schools, realtors Community groups, e.g. rotary, chamber	N/A	Comm. Relations team, secondary schools, cabinet, principals	Various Minimally once a year	Surveys, spot checks, ThoughtExchanges

Future considerations:

- Audit district and school social media strategy.
- Review district brand and name.
- Schedule for creating consistent monument signs.



Baseline Communication Assessment Report

Osseo Area Schools District 279

October 12, 2021

prepared by Susan Brott, APR, Jim Cummings, APR, and Julie Thannum, APR,
Senior Strategic Consultants, CESO Communications

01 | Overview •

Strategic Communication Assessment

The CESO Strategic Communication Assessment is a comprehensive, yet flexible, process organized into nine essential strategies that should be part of an effective school district communication plan. Our assessment process is adjusted and organized to meet the needs of the client. We can assess each of the strategies through our overall assessment process or we can dig deeper into one or more categories, again whatever best meets the client's needs. Our process fits schools and districts with advanced or intermediate communication plans, as well as those with no formal communications plan at all. No matter the organization, the CESO Strategic Communication Assessment helps organizations develop and refine communication strategies.

Baseline Communication Assessment

The purpose of the Baseline Communication Assessment (BCA) is to determine the presence of foundational tactics in each of the nine essential strategies. The BCA does not look at the quality or effectiveness of these tactics, but rather at the existence of the tactics and how they are being implemented. It includes a series of questions for each of nine essential strategies, which helps determine whether key components of each category are currently being implemented in the district. CESO then partners with the district to review the audit and determine a prioritized series of next steps and recommendations that will best meet the district's needs.

Reading the Report

Prioritized Recommendations

The action steps included in each of the nine strategy areas are designed to give priority to those steps that are most important to do first. We generally define the timelines for each set of action steps as follows:

- *DO NOW* - in the next three months
- *DO SOON* - in the next three to six months
- *DO LATER* - in the next six months and beyond



Communication Strategy Evaluation Rubric

The following rubric outlines the scoring of the nine essential strategies included in CESO's Baseline Communication Assessment

Communication Strategy	EMERGING	DEVELOPING	PROFICIENT	EXEMPLARY
	Communications in this area are in the beginning stages, with minimal evidence of identified tactics	Communications in this area show evidence of some basic tactics, but attention is needed to address gaps and improve communication practices	Communications in this area are delivered consistently and with intentionality, demonstrating a strategic communication approach that meets identified standards	Communications in this area demonstrate deep understanding of strategic communications with evidence that exceeds standard tactics and provides additional growth opportunities

Osseo Area Schools District 279 Baseline Communication Assessment

On Sept. 22, 2021, CESO Senior Strategic Consultants Susan Brott, APR, Jim Cummings, APR, and Julie Thannum, APR, conducted a Baseline Communication Assessment of Osseo Area Schools District 279 (Osseo) with Kay Vilella, school/community relations director, Grace Becker, communication specialist, Tanya Bradehoft, communication specialist, Eric Hagemann, former communication specialist, Susan Hang, manager of employee recruitment and retention, and Stephanie Kabachenko, publications supervisor. Four additional CESO Communications senior strategic consultants also reviewed the results of the Osseo BCA and contributed to the recommendations and action steps included in this report.



02 | Executive Summary •

In this section, we have noted a small number of action steps that we believe can be leveraged to have a large impact on the districts' overall effort to improve its communication and engagement with various audiences. These action steps are pulled from the overall list of action steps in each of the following categories and should be considered as the top priority action steps. We believe that the action steps listed can be leveraged to have a large impact on the district's overall effort to improve its communication and engagement with various audiences. The actual timeline for implementation varies for each district and depends on how the district chooses to proceed.

The top priority areas include:

- Create a **written strategic communications** plan and calendar to provide strategy and purpose for the district's many communication tactics. *(see Strategy I)*
- Begin to shift your communication strategy to a **positive storytelling approach** – there is so much happening in and around ISD 279 and the programs and services provided to students are making a difference. Those stories need to be told. *(see Strategy I)*
- Develop a formal **internal communication plan** that strategically aligns with the district's overall communications plan. The internal plan should include both communication and engagement with staff members as well as tactics for keeping front-line staff informed so they can best serve as ambassadors for the district. *(see Strategy II)*
- **Partner with the newly formed family engagement team** to develop a new strategy to communicate and engage parents/families. *(see Strategy III)*
- Develop a **Key Communicators program**, and use members as ambassadors for the school district, and to help deliver 279's narrative. *(see Strategy IV)*
- Identify issues and topics emerging in the next several months that either require or benefit from parent, staff, student and/or community insight and **create a brief engagement plan** to solicit input on each issue. *(see Strategy V)*
- **Unify the district's brand.** As was noted in the assessment conversation, Osseo is just one small community of the many communities the district serves. Center your branding on the broader district, i.e. ISD 279 or some other geographic labelling, to encompass all areas and stakeholders. *(see Strategy VI)*

Osseo already has a solid foundation in place to build a bigger, better and stronger communications system. The thoughts shared in this document are aimed at helping you make it the robust system Osseo deserves. Currently the communications office is doing a lot. However, there is an opportunity to make such efforts more strategic and efficient. As a communications team it is important to dedicate time to thinking about not just about how the district is communicating, but also what is being communicated and what steps can be taken to be even more effective. Through positive storytelling, the district will more effectively compel parents to want to send their children to Osseo schools, and to



respond to the competition of local charter and private schools as well as surrounding districts.

03 | Recommendations/Action Steps •

Strategy I - Communication Strategy and Planning

Brief Summary

There are many indications that Osseo has a strong communications program and communications is clearly valued at all levels. The new director has a strong strategic approach that will serve the district well as it moves forward. As with any program there is room for growth and improvement. While the staff have been producing tactical communications across the district, there is not as yet an overall strategic communication plan to guide and focus the work. The use of a comprehensive, strategic communication plan will pull all the pieces together and increase effectiveness of the team's work. The strategy should center on storytelling so that the member districts and communities you serve get a taste of what you do and the impact that District 279 makes for its member districts.

Strategy Score

<DEVELOPING> – Communications in this area show evidence of some basic tactics, but attention is needed to address gaps and improve communication practices.

Next Steps

DO NOW

- Create a written strategic communications plan and calendar for the remainder of the school year. The district has a wealth of survey data and research from its families. It is important to review this information to inform how to enhance the plan
- Inventory all the communication tools and activities currently in place with notes on calendar deadlines and who is responsible for them
- Begin to shift your communication strategy to a storytelling approach - there is so much happening in and around ISD 279 and the programs and services provided to students are making a difference. Those stories need to be told
- Begin planning for and developing bond and levy messaging

DO SOON

- Identify project management software to assist the communications staff with planning and execution of communications projects throughout the school year



- Create a special events and key dates calendar to include year-round activities
- Develop a content calendar to assist in planning and organizing content for the the existing 279 Connect Newsletter and other communication channels to help organize and align communication messaging
- Create a communications plan for the district's upcoming tax levy and technology referendum. While no firm date has been set, it is important that communications planning reflect 18-24 months of messaging to establish general awareness and to identify needs to be addressed by a potential bond or levy proposal

DO LATER

- Audit the district's social media strategy to assess the effectiveness of the changes currently being implemented and identify areas for growth
- Review the written strategic communications plan on a regular basis and update the plan annually, or as needed

Strategy II - Internal Communication and Engagement

Brief Summary

Internal communication is typically the most important part of any education organization's communication plan. Effective internal communication is a strategy that can be leveraged to improve other communication areas. While Osseo has taken steps in that direction, the strategy behind it needs to be solidified.

Strategy Score

<DEVELOPING> – Communications in this area show evidence of some basic tactics, but attention is needed to address gaps and improve communication practices.

Next Steps

DO NOW

- Develop a formal internal communication plan that strategically aligns with the district's overall communications plan. The internal plan should include both communication and engagement with all staff members as well as tactics for keeping front-line staff informed so they can best serve support district messaging
- Identify and communicate opportunities for two-way communication and feedback for employees, including messaging to encourage advisory committee membership, survey participation, etc.
- Consider a content calendar for the internal staff newsletter to assist with targeted messaging



- Formalize procedures for ensuring frontline staff receive critical communications/messaging on timely issues impacting the organization

DO SOON

- The district should spotlight and recognize employees on a more regular basis using storytelling and all the communication tools available – this could include staff spotlight features or testimonials on social media and internal newsletter and regular staff reports/recognitions at School Board meetings rather than just end-of-year service recognitions

DO LATER

- We support the goal of extending the new employee onboarding process to all staff, not just teachers, so that all staff have clear understanding of their roles and responsibilities in supporting the district's mission and strategic plan
- Include additional questions in the district's annual surveys of internal audiences about internal communication. Consider a separate survey periodically to assess where employees get their information, how they want to be communicated with, and what information they would like going forward

Strategy III – Parent/Family Communication

Brief Summary

Much of the district's current communication with parents and families comes from the 279 Connectnewsletter, an electronic newsletter emailed to families. While this platform has been met with success, it is limited, due largely because communication is sent out in English only, with translated communications often coming days later. There is also a need for the district to more regularly inform parents and families and develop a pipeline to share information about key district issues, strategic initiatives and the overall vision and direction of the district. Prioritized action steps to continue improving the district's parent/family communication component are included below.

Strategy Score

<DEVELOPING> – Communications in this area show evidence of some basic tactics, but attention is needed to address gaps and improve communication practices.

Next Steps

DO NOW

- Meet with the newly formed family engagement team to develop a new strategy to communicate with parents
- Work to have the 279 Connect translated into multiple languages at the time of distribution so that all families are getting the information at the same time. Review the translation process at



the district and building levels to determine additional improvements, consistencies and efficiencies, including the creation of translation guidelines.

- The district has a wealth of survey data and research from its families. It is important to review this information to inform how to enhance parent/family communications
- Review the current student/family orientation and onboarding process to determine areas of improvement and to ensure consistency in messaging and procedures. In addition, create an urgency to move enrollment forms online so that the in-person enrollment experience is more efficient and welcoming.

DO SOON

- Survey your families on a more regular basis — particularly non-English speaking communities — in regard to district communication efforts. Find out what is working, what's not, what they want to hear about, and how they want it delivered
- Develop a content calendar and make storytelling the primary method of communicating district information. Families want to hear more about what is happening in the schools and the experience of their students.
- Shift content in the 279 Connect family newsletter to include an intentional messaging and storytelling campaign to support the written communications and strategic plans
- Work to create a more inclusive and welcoming centralized enrollment experience for new families by partnering with current enrollment center staff. Consider implementing a customer service training, in partnership with the new family engagement team, for enrollment center and all frontline staff to ensure the family experience is consistent and welcoming across the district.
- Conduct a review of all parent materials (in print, on website, shared on social media, etc.) to ensure the messaging aligns with the district's brand identity and strategic plan

DO LATER

- Develop an intentional outreach strategy and schedule in partnership with the new family engagement team
- Conduct a survey or informal parent focus groups to obtain feedback on district communications efforts and ensure written plans contain measurable objectives for annual review and evaluation for effectiveness

Strategy IV - External Communication (*residents without enrolled students*)

Brief Summary

Maintaining a high level of connection with residents who do not have children enrolled in the school district is an important part of any strategic communication plan. The connection between a school district and its residents without students enrolled in the schools is important because these residents



play a role in promoting the district, they likely comprise the majority of voters, and they deserve to know how their tax dollars are being utilized by the school district. It is critical that all residents have a solid understanding of what is happening in the school system and can speak knowledgeably about the district, especially to new or prospective residents. This strategic communication area presents several opportunities for improvement. While the district does send periodic postcards to district residents with snippets of district information, it would benefit from a more well-articulated plan and strategy to connect with residents without students enrolled in district schools. The action steps below will continue to improve the district's external communication component and build relationships with the broader community, especially as it prepares for a future referendum.

Strategy Score

<EMERGING> - Communications in this area are in the beginning stages, with minimal evidence of identified tactics that serve to engage community members without direct connections to the school district

Next Steps

DO NOW

- Develop an external communications/marketing plan aimed at residents without kids in school, focused on storytelling that helps them “see” what’s happening in schools in a variety of ways and to get them engaged and actively involved in volunteering and supporting the school district
- Develop a Key Communicators program, and use members as ambassadors for the school district, and to help deliver Osseo’s narrative. This network will allow you to expand the reach of your communications beyond the family level. It is also a way for Osseo to regularly connect with key leaders and influencers throughout the community, and to keep them informed so they can serve as third-party advocates for the district

DO SOON

- Explore options for additional regular communications with external audiences, including the expanded use of local newspapers and perhaps social media advertising. There may be a cost in implementing these options so it will be important to strategically identify opportunities to reach the broader community where they already are.
- Organize events that bring the broader community — including senior citizens, local business owners, new to district families — into the school for school tours and special events
- Review the survey data already gathered with an eye toward non-parent residents to see how they get their school information and what kind of information they wish they to receive about the district

DO LATER

- Conduct an audit in the fall of 2022 to assess the effectiveness of current external communications and the action steps noted above



Strategy V – Stakeholder Engagement (*students, parents/families, community*)

Brief Summary

The importance of stakeholder engagement has increased over the past several years and should be part of every school district's communication strategy. And while we have always worked to engage parents and community members, listening to the voices of students has added power to engagement efforts. The best engagement strategy includes the use of multiple tactics designed to reach a broad cross-section of your community. One of the biggest mistakes districts can make is to have a narrow engagement strategy because such a strategy typically represents a small number of similar voices. It is the diversity of voices and perspectives that brings the most meaningful insights to a decision-making process. The most effective engagement activities solicit insight that is more solution-based from a wide variety of community voices. It is this type of engagement that informs decision-making and helps the board and superintendent make better decisions. Engagement with real listening at its core brings the greatest value to any district.

The district's new Family Engagement Department provides an opportunity to think differently about how parents and families are included in the district.

Strategy Score

<DEVELOPING> – Communications in this area show evidence of some basic tactics, but attention is needed to address gaps and improve communication practices.

Next Steps

DO NOW

- Identify issues and topics emerging in the next several months that either require or benefit from parent, staff, student and/or community insight. For each of the topics, create a brief engagement plan to solicit input on each issue
- Begin to identify tools that can be incorporated in an overall engagement strategy in order to offer opportunities beyond Let's Talk that are intentionally focused on solicit insight from stakeholders on key issues and upcoming decisions
- Identify one or two issues or topics that can be used to engage students prior to the end of the 2021-2022 school year. Whether in-person or virtual engagements, tapping the voices of students can be powerful in adding meaningful insight to the decision-making process
- Increase the visibility of key school leaders at community events and local community organizations (e.g. Chambers of Commerce, Rotary Clubs, etc.). Spread membership and attendance at meetings out among cabinet members and principals to ensure that all district communities have a connection to the district

DO SOON

- Develop an engagement strategy as part of the strategic communication plan to outline both ongoing and topic-related engagement activities. The strategy should include ongoing activities



like surveys and virtual engagements to solicit feedback and input along with activities to be used to gather insight around particular topics or issues that may arise during the school year. Thinking through the strategy beforehand will help to more efficiently implement the engagement activities

- Create a description of the district’s engagement process outlining the purpose of the engagement activity, who is the decision maker, the role of individuals participating in the engagement activity, how the insights from the engagement activity will be used as part of the decision making process, and how the insights gathered from the engagement activity will be shared with participants. This description will help participants and decision makers to better understand the engagement process
- Have students play a greater role in engagement efforts. Have them tell what education looks like from a student perspective and allow them to help define needed changes in the district. One way to accomplish this is to meet more regularly with your student advisors

DO LATER

- Create a “visibility plan and calendar” to document involvement, engagement and presence of district leaders in community organizations and events. This document is also useful in identifying additional opportunities for the district to engage with community leaders and organizations

Strategy VI - Brand Experience and Reputation

Brief Summary

Thinking about brand experience and reputation does not always happen in school districts. When most think of branding, typically consumer brands and logos come to mind. And for many school districts, the notion of a brand is exclusively described with a logo or other visual identity.

In many ways, a school district’s brand is the soul of the district and should be approached from a strategic perspective. A strong, well-articulated brand is critical for connecting with both internal and external audiences. In addition to developing a communication tool kit to encourage the consistent use of the logo and other graphic identity components, it is also recommended that a district ensure its brand work identifies the district’s brand architecture and strategy.

The creation of a brand strategy will help the district strengthen connections with both internal and external audiences. The purpose of a brand strategy is to clarify what is true about your organization and amplify what makes your district unique. Much like a strategic plan, your brand identifies your district’s:

- WHY – We exist to . . .
- HOW – We create value by . . .
- WHAT – We deliver . . .



Many districts — often through a strategic plan or vision document — outline the “how” and “what” of their organization, but it is the “why” that more deeply describes an organization, especially those looking to make strategic change. Identifying and clarifying your district’s brand will provide language and imagery that you can use to effectively communicate your purpose and vision for the future. A clarified brand will also help in your ongoing efforts to recruit students and staff.

Osseo is a big district that can do more to clearly articulate its brand promise to its community. Highlight through positive storytelling the robust academic, social-emotional and extra-curricular programs available in the district, in contrast with local charter and private school offerings. Take advantage of the district’s vast resources to recruit future families and retain those already enrolled in Osseo schools.

Strategy Score

<EMERGING> - Communications in this area are in the beginning stages, with minimal evidence of identified tactics that serve to engage community members without direct connections to the school district

Next Steps

DO NOW

- Unify the district brand. As was noted in the assessment conversation, Osseo is just one small community of the many communities the district serves. Center your branding on the broader district, i.e. ISD 279 or some other geographic labelling, to encompass all areas and stakeholders
- Review and assess current branding efforts with a specific focus on how they might be improved and built into an overall strategic communications plan
- Conduct a review of website content to determine where content highlighting the district’s brand can be added
- Conduct a brief survey or focus groups with key district and community leaders to identify the district’s current brand and reputation, and then identify action steps using the results of the survey to focus and enhance the brand

DO SOON

- Consider a districtwide rebranding process, beyond a logo and tagline, to collect feedback from key stakeholders such as employees, students and parents to ensure alignment between intended brand promise and public perceptions

DO LATER

- Any “do later” steps will be determined in the coming months depending on previous actions



Strategy VII – Student Enrollment Retention and Recruitment

Brief Summary

Like many school districts, Osseo has experienced a loss of enrollment. While some of that in 2020-2021 decline could be attributed to COVID-19, continued loss of students suggests other reasons, be it competition from charter and private schools, or open enrollment loss to surrounding districts skimming the edges. It is critical for the district to determine why parents and families are choosing not to enroll students in ISD 279. The district's recently conducted survey of current and former parents should yield significant insights for developing a comprehensive enrollment marketing plan.

Strategy Score

<EMERGING> - Communications in this area are in the beginning stages, with minimal evidence of identified tactics that serve to engage community members without direct connections to the school district

Next Steps

DO NOW

- Research existing data to help identify causes for the decline in student enrollment and write an action plan to address student retention and recruitment based on the findings of the research
- Review the current student/family orientation and onboarding processes at each school to determine possible improvements, consistencies and efficiencies
- Establish a process for conducting exit interviews of families who have withdrawn their student from Osseo to determine key reasons for their departure beyond what is assumed to be the cause of enrollment loss

DO SOON

- Conduct a social media advertising campaign aimed at increasing student enrollment – be sure the campaign includes a call to action
- Conduct employee and parent focus groups to assess customer service experiences and use the information to establish district-wide expectations and regular training
- Launch a positive storytelling campaign with personal testimonials from students and families who have chosen Osseo, as well as recent graduates highlighting how the district's schools prepared them for their future
- Conduct an audit of the enrollment process to include a review of all materials, forms and websites used by parents to enroll their children – look to simplify the paperwork as much as possible and increase the user experience, to include creating urgency about including online registration



- Create key talking points or “fast facts” about Osseo and share with all employees and key communicators

DO LATER

- Conduct regular feedback and satisfaction surveys of families and make recommendations for improvements as needed based on the findings

Strategy VIII - Employee Retention & Recruitment

Brief Summary

Having a recruitment and retention manager on staff is a benefit for Osseo, providing a point person to closely monitor student enrollment. Nevertheless, it is critical that the communications team work closely with the recruitment and retention manager to assure messaging coming from this office stays on brand. While the infrastructure to improve this area is in place, we believe the following recommendations will make these efforts more robust. Lastly, studies show that recognition, not salary, frequently determines workplace satisfaction, and ISD 279 should make celebrating its staff a top priority.

Strategy Score

<DEVELOPING> – Communications in this area show evidence of some basic tactics, but attention is needed to address gaps and improve communication practices.

Next Steps

DO NOW

- Begin transitioning the recruitment Facebook and LinkedIn pages and from informative content to storytelling, focusing on “who” the staff is, and why they choose to work in Osseo
- Research existing data to help identify causes for employee turnover and write an action plan to address retention and recruitment based on the findings of the research
- Work with the HR staff to identify existing job vacancies and recruitment priorities and develop a storytelling campaign to promote the existing openings and ongoing employment benefits of working for Osseo Area School District 279
- Create a series of staff profiles of current employees to highlight on the recruitment website and in other materials. Profiles could include testimonials about why they enjoy working in ISD 279 and messaging that aligns with the district’s strategic vision and brand.
- Reorganize the careers landing page so that the testimonials found on the “Inside The Life” page are immediately viewable and not a click away

DO SOON

- Celebrate your employees and do it often. As was noted in Section II, the district needs to spotlight and recognize employees more regularly using storytelling and all the communication



tools available. The district should spotlight and recognize employees on a more regular basis using storytelling and all the communication tools available – this could include staff spotlight features or testimonials on social media and internal newsletter and regular staff reports/recognitions at School Board meetings rather than just end-of-year service recognitions

- Conduct an assessment of existing employee retention and recruitment efforts to identify the effectiveness of existing strategies and explore potential new strategies to ensure target messaging to potential applicants. Strategies may include job fairs, geofencing/marketing strategies for area colleges, etc.
- Conduct a social media advertising campaign aimed at attracting applicants – be sure the campaign includes a call to action (e.g. link to testimonials from current staff, open positions, etc.)
- Produce a two-minute video for staff recruitment along with five to seven shorter videos (i.e. 15-30 seconds in length) to be used as part of a social media recruitment campaign

DO LATER

- Establish an employee exit interview process to gauge satisfaction levels and identify reasons employees resign their position or terminate their employment. Use this information to identify and track trends in employee turnover that need to be addressed in a written employee recruitment and retention plan

Strategy IX – Crisis Communication & Preparedness

Brief Summary

Crisis communication and preparedness has become an essential part of every school district's communication plan. Crisis planning is necessary for districts to be prepared to handle emergency situations, but there is also an expectation from parents and families that the district has a crisis response plan and a plan to communicate during an emergency. Although Osseo has a safety and security committee, more work is needed to formalize the communication process during a crisis situation.

Strategy Score

<Proficient> – Communications in this area are delivered consistently and with intentionality, demonstrating a strategic communication approach that meets identified standards

Next Steps

DO NOW

- Develop a one-page communication that can be used throughout the district and shared with staff, students and parents/families that articulates the existence and general framework of the



district's crisis response plan, paying particular attention to defining the terminology that may be used during a crisis (e.g. lockdown, shelter-in-place, hold, etc.)

DO SOON

- Consider branding your crisis safety messages to alert key stakeholders to watch for important updates during an emergency situation (e.g., #279Alert, #Emergency279 or something similar)
- Conduct a crisis preparedness review to determine the details and effectiveness of current crisis preparedness plans
- Develop an archive of crisis letters and templates to expedite the process of communicating during emergency situations.

DO LATER

- Explore opportunities to conduct table-top crisis exercises to prepare staff members to respond during crisis situations, to include drafting of respective communications
- Periodically conduct a safety and security survey of key stakeholders to obtain feedback on crisis preparedness training, emergency communications and districtwide safety initiatives

04 | Final Thoughts •

We greatly appreciate the opportunity to work with you and your willingness to explore ways to enhance and improve your district communications. We also appreciate your commitment as a district to improving communications and engagement and to effectively market your schools to prospective families and employees. CESO Communications stands ready to assist Osseo Area School District 279 to develop and implement a strategic communication plan that builds stronger relationships and engagement with district stakeholders.

OSSEO AREA SCHOOLS

ISD  279

Referendum update

March 8, 2022

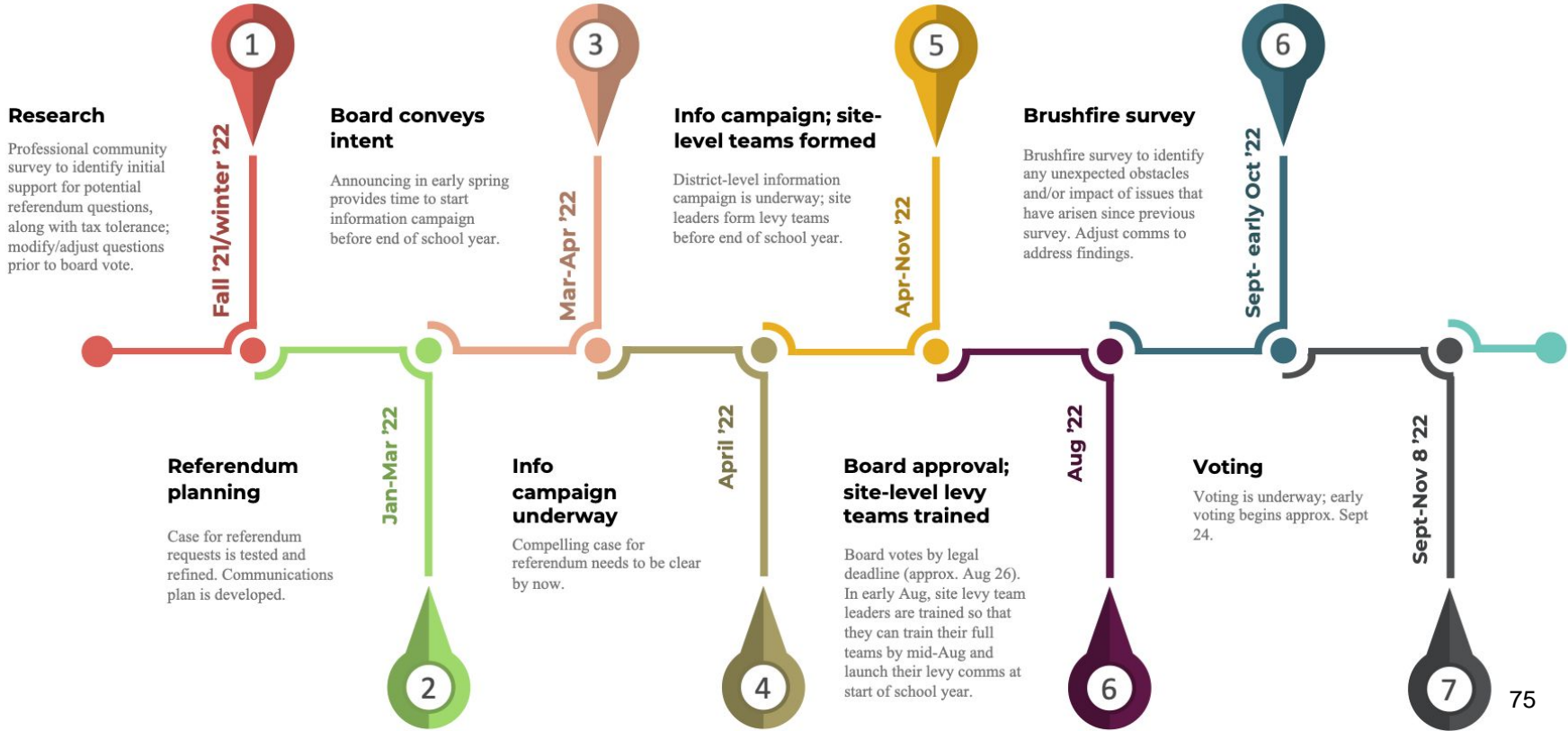
Agenda

- ▶ Timelines
- ▶ Operating, capital projects (technology), bond explanations
- ▶ Ballot options
- ▶ Tax impact
- ▶ Informational campaign
- ▶ Next steps

Planning and work that brought us here

- ▶ Committees on Financial Involvement School-Community Accountability Liaisons (FISCAL) and District Technology Advisory Committee (DTAC).
 - Both agree with a referendum for operating and capital projects (technology).
- ▶ Vision: Unleash and enhance the brilliance of our scholars to thrive and change the world.
- ▶ Core values: innovation and excellence, and transparency
- ▶ Strategic direction: creating a system of operational innovation, excellence, accountability and sustainability.

DRAFT referendum timeline (in addition to legally required activities)



Additional considerations: Longer communication timeline (more expensive). Community role?

2022 Residential survey results

- ▶ Strong support for the quality of our schools.
- ▶ The value provided by our schools is favorable.
- ▶ All or most of student needs are met (86%).
- ▶ Teachers, classrooms and programs are our strengths.
- ▶ The financial management credibility is strong.
- ▶ The district has moved from a hostile tax environment to a tax sensitive. This is a significant change in perception.

Operating Referendum

Current Authorization	
Pay 2022	\$35.5 million

Begins

Begins

7/1/22

Tax Year	Pay 2014	Pay 2015	Pay 2016	Pay 2017	Pay 2018	Pay 2019	Pay 2020	Pay 2021	Pay 2022	Pay 2023
School Year	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Authorization Year	1	2	3	4	5	6	7	8	9	10
									Vote: Nov 2022 Traditional Even Year	Vote: Nov 2023 Latest

Capital Projects (Tech Levy)

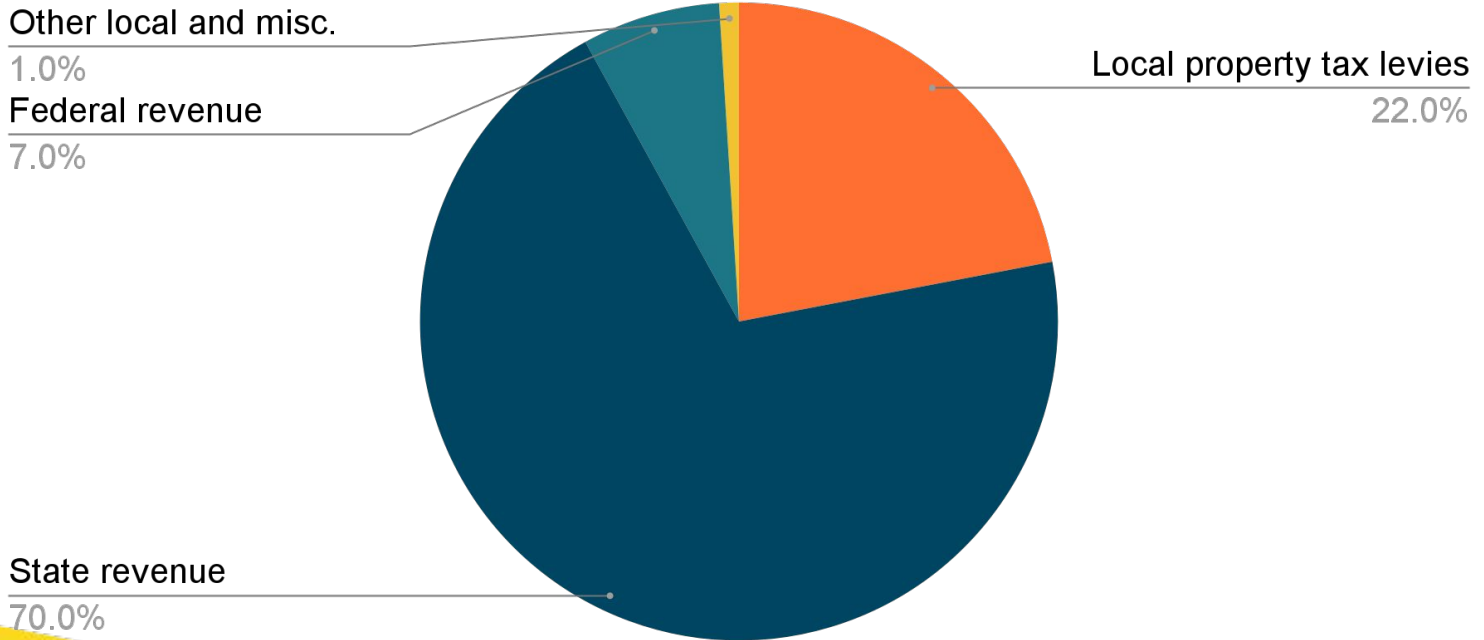
Current Authorization	
Pay 2022	3.701% of NTC*
	\$8.8 million

* Net Tax Capacity

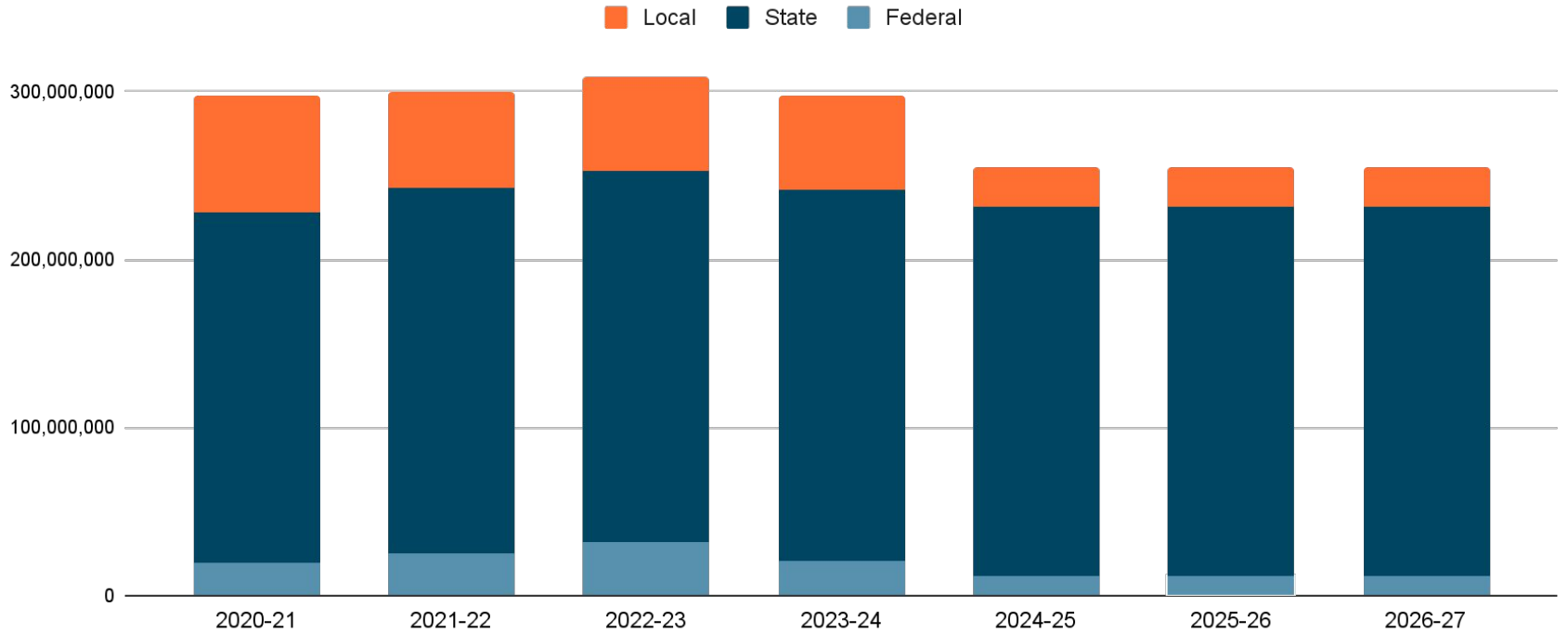
Begins

Tax Year	Pay 2014	Pay 2015	Pay 2016	Pay 2017	Pay 2018	Pay 2019	Pay 2020	Pay 2021	Pay 2022	Pay 2023
School Year	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Authorization Year	1	2	3	4	5	6	7	8	9	10
									Vote: Nov 2021 Traditional Even Year	Vote: Nov 2022 Latest

Funding sources in 2020-21



Funding sources in the years ahead



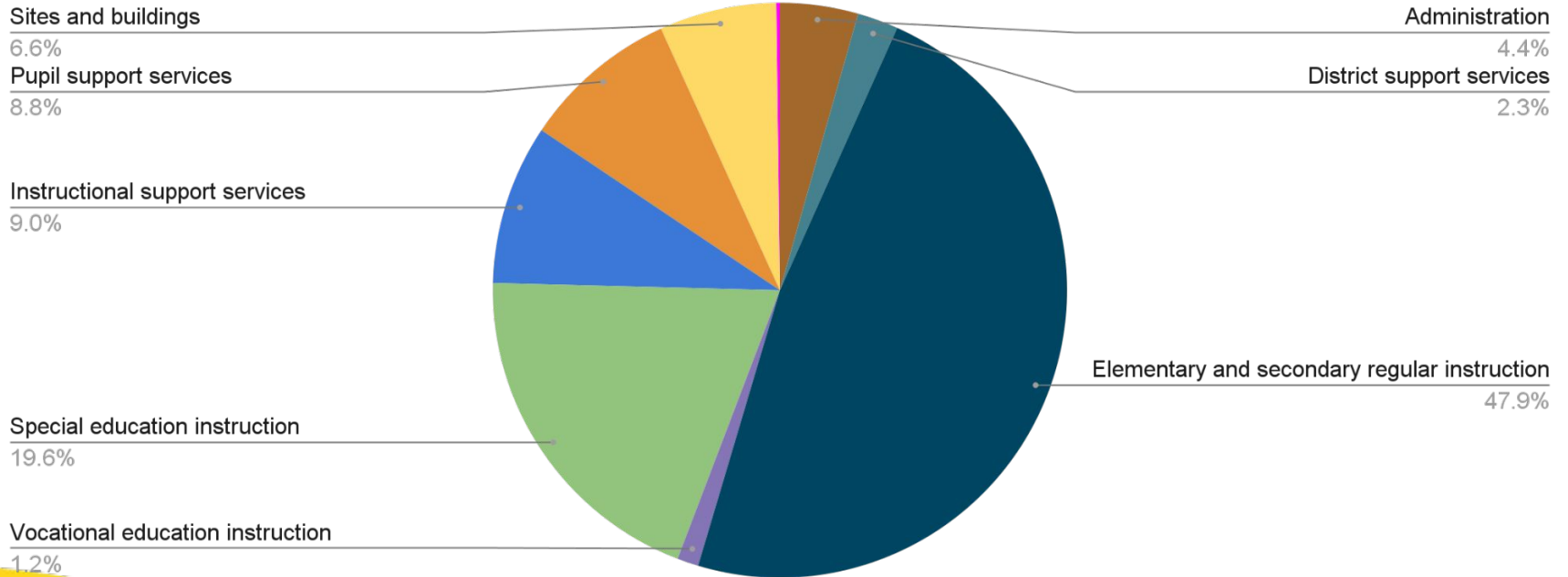
Referendum I

Referendum II

Dollars added to budget from referendum I

Dollars added to budget from referendum II

Expenditures in 2020-21



State referendum allowance

126C.17 REFERENDUM REVENUE.

§ Subdivision 1. **Referendum allowance.** (a) A district's initial referendum allowance for fiscal year 2021 and later equals the result of the following calculations:

(1) subtract \$424 from the district's allowance under Minnesota Statutes 2018, section [126C.17, subdivision 1](#), paragraph (a), clause (5);

(2) if the result of clause (1) is less than zero, set the allowance to zero;

(3) add to the result in clause (2) any new referendum allowance authorized between July 1, 2013, and December 31, 2013, under Minnesota Statutes 2013, section [126C.17](#), subdivision 9a;

(4) add to the result in clause (3) any additional referendum allowance per adjusted pupil unit authorized between January 1, 2014, and June 30, 2019;

(5) subtract from the result in clause (4) any allowances expiring in fiscal year 2016, 2017, 2018, 2019, or 2020;

(6) subtract \$300 from the result in clause (5); and

(7) if the result of clause (6) is less than zero, set the allowance to zero.

(b) A district's referendum allowance equals the sum of the district's initial referendum allowance, plus any new referendum allowance authorized after July 1, 2019, minus any allowances expiring in fiscal year 2021 or later, plus any inflation adjustments for fiscal year 2021 and later approved by the voters prior to July 1, 2019, provided that the allowance may not be less than zero. For a district with more than one allowance for fiscal year 2015 that expires in the same year, the reduction under paragraph (a), clauses (1) and (6), shall be made first from any allowances that do not have an inflation adjustment approved by the voters.

State referendum allowance limit

§ Subd. 2. **Referendum allowance limit.** (a) Notwithstanding subdivision 1, for fiscal year 2021 and later, a district's referendum allowance must not exceed the greater of:

(1) the product of the annual inflationary increase as calculated under paragraph (b), and \$2,079.50, minus \$300;

(2) the product of the annual inflationary increase as calculated under paragraph (b), and the referendum allowance limit the district would have received for fiscal year 2021 under Minnesota Statutes 2018, section [126C.17, subdivision 2](#), paragraph (a), clause (2), minus \$300;

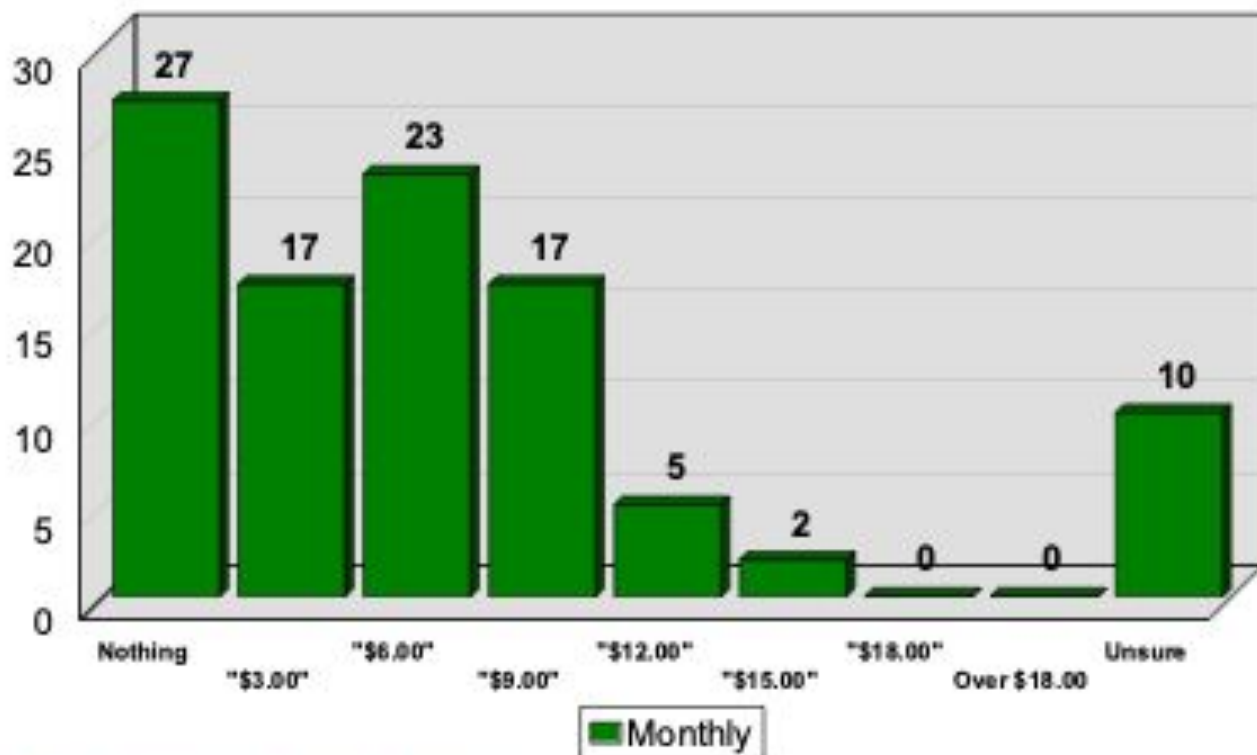
(3) for a newly reorganized district created on July 1, 2020, the referendum revenue authority for each reorganizing district in the year preceding reorganization divided by its adjusted pupil units for the year preceding reorganization, minus \$300; or

(4) for a newly reorganized district created after July 1, 2020, the referendum revenue authority for each reorganizing district in the year preceding reorganization divided by its adjusted pupil units for the year preceding reorganization.

(b) For purposes of this subdivision, for fiscal year 2022 and later, "inflationary increase" means one plus the percentage change in the Consumer Price Index for urban consumers, as prepared by the United States Bureau of Labor Statistics, for the current fiscal year to fiscal year 2021.

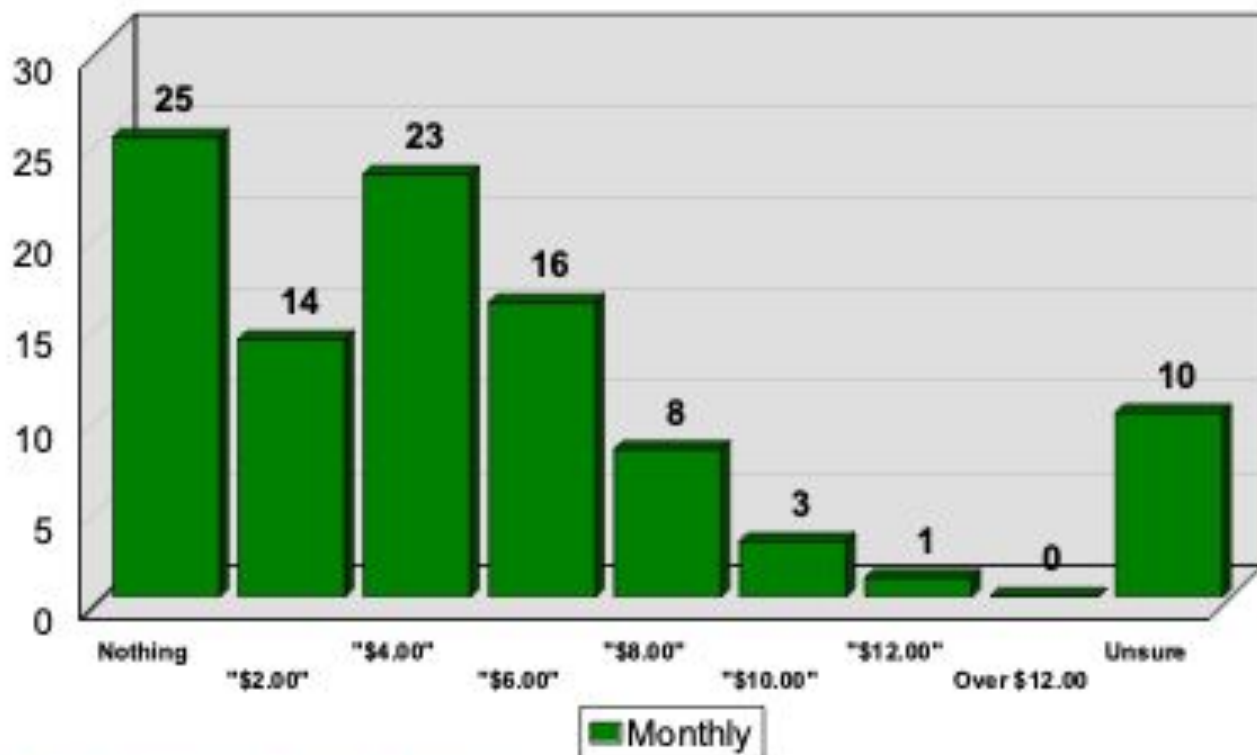
Tax Increase for Operating Levy

2022 Osseo School District



Tax Increase for Technology

2022 Osseo School District



Building a Better Future

- ▶ Originally a facility planning process, but it now encompasses both learning and facility needs.
- ▶ Phase I focuses on learning needs and will likely be two questions:
 - Operating
 - Capital projects (technology)
- ▶ Phase II focuses on facility needs and will likely be one question:
 - Bond

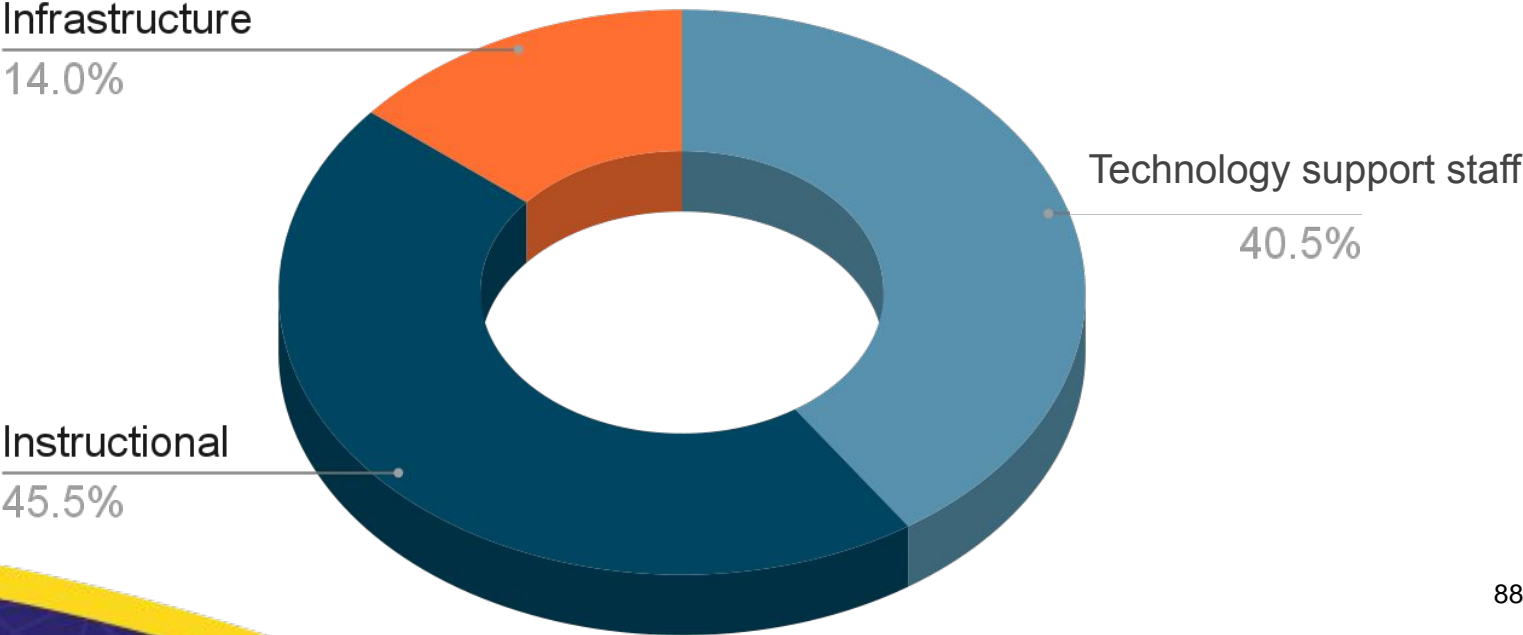
Operating levy

- ▶ Currently using for:
 - Day-to-day learning and instructional operations
- ▶ Priorities based on current needs:
 - Day-to-day learning and instructional operations
 - Individualized learning
 - Instructional intervention
 - Multi-tiered systems of support
 - Mental health needs that are currently being funded with one-time dollars

Current capital projects (tech) levy

- ▶ Infrastructure
 - Internet, network equipment, phone systems, Microsoft Licensing, etc
- ▶ Instructional
 - Student devices, teacher computers, student computer labs, classroom technology, etc
- ▶ Technology support staff

Current capital projects (tech) levy



Capital projects (tech) levy: additional funding based on growing need

- ▶ Maintain current technology operations
- ▶ Safety and security
 - Cybersecurity (routine security assessment, cyber monitoring systems)
 - Building security (cameras, door lock systems, visitor management, emergency response)
- ▶ Next generation learning space technology
- ▶ Equitable technology access
- ▶ Infrastructure enhancements/replacements

Bond for facilities

- ▶ Next generation learning spaces
- ▶ New and remodeled facilities
- ▶ Security needs
- ▶ Athletic facility needs
- ▶ Still developing as study groups are continuing to research and analyze. Group will share update at May's board meeting.

Ballot language option one

- ▶ Revoke and replace
 - End current authorization at nine years.
 - Start a new 10-year authorization in pay 2023.
 - Starts fiscal year 2024 and runs through fiscal year 2033.
- ▶ Two questions total

Option one: ballot question 1

School District Question 1 Revoking Existing Referendum Revenue Authorization; Approving New Authorization

The board of Independent School District No. 279 (Osseo Area Schools), Minnesota has proposed to revoke the School District's existing referendum revenue authorization of \$1,650.53 per pupil, scheduled to expire after taxes payable in 2023, and replace that authorization with a new authorization of \$2,016.98 per pupil, subject to an annual increase at the rate of inflation. The proposed referendum revenue authorization would be first levied in 2022 for taxes payable in 2023 and applicable for ten (10) years unless otherwise revoked or reduced as provided by law.

- YES** Shall the revocation of the existing referendum authorization and the new
 NO authorization proposed by the board of Independent School District No.
279 (Osseo Area Schools), Minnesota be approved?

**BY VOTING "YES" ON THIS BALLOT QUESTION, YOU ARE VOTING FOR A
PROPERTY TAX INCREASE**

Option one: ballot question 2

School District Question 2 Revoking Existing Technology Capital Project Levy Authorization; Approving New Authorization

The board of Independent School District No. 279 (Osseo Area Schools), Minnesota has proposed to revoke the School District's existing capital project levy authorization in the amount of 3.701% times the net tax capacity of the School District, scheduled to expire after taxes payable in 2023, and to replace that authorization with a new capital project levy authorization in the amount of 4.701% times the net tax capacity of the School District to provide funds for the acquisition and installation of improved instructional technology, technology systems, and technology support staffing. The proposed capital project levy authorization will raise approximately \$11,100,000 for taxes first levied in 2022, payable in 2023, and would be authorized for ten (10) years. The estimated total cost of the projects to be funded over that time period is approximately \$111,000,000.



YES
NO

Shall the revocation of the existing capital project levy authorization and the new authorization proposed to fund technology proposed by the board of Independent School District No. 279 (Osseo Area Schools), Minnesota be approved?

BY VOTING "YES" ON THIS BALLOT QUESTION, YOU ARE VOTING FOR A PROPERTY TAX INCREASE

Ballot language option two

- ▶ Renew and increase
 - Finish current authorization at ten years.
 - Start a new 10-year authorization in pay 2024.
 - Starts fiscal 2025 and runs through 2034.
- ▶ Two questions total

Option two: ballot question 1

School District Question 1 Renewing Existing Referendum Revenue Authorization; Approving New Authorization

The board of Independent School District No. 279 (Osseo Area Schools), Minnesota has proposed to increase its general education revenue by \$366.45 per pupil. A portion of this proposed new authorization would replace its existing referendum revenue authorization of \$1,650.53 per pupil which is scheduled to expire after taxes payable in 2023. The total referendum revenue authorization of \$2,016.98 per pupil, subject to an annual increase at the rate of inflation, would be first levied in 2023 for taxes payable in 2024, and applicable for ten (10) years unless otherwise revoked or reduced as provided by law.



YES Shall the renewal of the existing referendum authorization and the new
NO authorization proposed by the board of Independent School District No.
279 (Osseo Area Schools), Minnesota be approved?

**BY VOTING “YES” ON THIS BALLOT QUESTION, YOU ARE VOTING FOR A
PROPERTY TAX INCREASE**

Option two: ballot question 2

School District Question 2 Renewing Existing Technology Capital Project Levy Authorization; Approving New Authorization

The board of Independent School District No. 279 (Osseo Area Schools), Minnesota has proposed to increase its capital project levy authorization by 1.0% times the net tax capacity of the School District. A portion of this proposed new authorization would replace its existing authorization of 3.701% times the net tax capacity of the School District which is scheduled to expire after taxes payable in 2023. The new total capital project levy authorization in the amount of 4.701% times the net tax capacity of the School District will raise approximately an additional \$2,400,000 for taxes first levied in 2023, payable in 2024, for a total of \$11,100,000 and would be authorized for ten (10) years, unless otherwise revoked or reduced as provided by law. The estimated total cost of the projects to be funded over that time period is approximately \$111,000,000.



YES

NO

Shall the renewal of the existing capital project levy authorization and the new authorization proposed to fund technology proposed by the board of Independent School District No. 279 (Osseo Area Schools), Minnesota be approved?

**BY VOTING “YES” ON THIS BALLOT QUESTION, YOU ARE VOTING FOR A
PROPERTY TAX INCREASE**

Differences between ballot options

- ▶ Timing is the main difference between the two options.
- ▶ Historically, the last two times in our election history voters were presented with a revoke and replace.
- ▶ Recommendation: option one.

	Question 1	Question 2	Both Questions
Additional Operating Referendum Revenue Per Pupil	Increased Operating Referendum \$316.13	Increased Capital Project Levy	Total
Additional Capital Project Levy Rate		1.00%	
Estimated Annual Increase in Revenue	\$6,990,848	\$2,361,649	\$9,352,497

Type of Property	Estimated Market Value	Estimated Change in Taxes for 2023*			
		Annual		Annual	Monthly
Residential Homestead	\$150,000	\$49	\$13	\$62	\$5
	200,000	66	20	86	7
	250,000	82	26	108	9
	300,000	99	31	130	11
	350,000	115	37	152	13
	400,000	131	43	174	15
	500,000	165	54	219	18
	600,000	197	68	265	22
	700,000	230	82	312	26
1,000,000	328	121	449	37	
Commercial/ Industrial +	\$250,000	\$82	\$46	\$128	\$11
	500,000	165	101	266	22
	750,000	246	154	400	33
	1,000,000	328	208	536	45
	2,500,000	821	534	1,355	113
Apartments and Residential Non-Homestead	\$250,000	\$82	\$34	\$116	\$10
	500,000	165	68	233	19
	1,000,000	328	135	463	39
	2,000,000	656	271	927	77

Informational campaign

- ▶ Tentatively, details will be shared for each audience at the April 12 work session.
- ▶ Goals:
 - To ensure an informed voting public by providing timely, relevant and easily accessible information.
 - To equip parents, staff and other key stakeholders to be trusted ambassadors of referendum information to other voters.
 - To minimize “surprised” voters by starting to share information before the noisy fall election season.

Informational campaign

- ▶ Goals continued:
 - To encourage participation in the election by parents, staff and key district stakeholders.
 - To minimize misinformation, and immediately correct and clarify any.
 - To comply with all legal requirements of holding and communicating about a referendum.
 - To build pride in and support for the district, students and staff.

Next steps

- ▶ Please reach out if you have questions.
- ▶ March 22 board meeting: Review information and vote on recommendation.
- ▶ April 12 board work session: Info campaign details shared.
- ▶ May 24 board meeting: facility planning update shared.
- ▶ July/August: MDE will update operating cap so a slight tweak will likely need to be made to the operating figure.



Questions or comments

PRELIMINARY INFORMATION - FOR DISCUSSION ONLY

Osseo Public Schools, ISD 279

March 1, 2022

Estimated Tax Impact of Operating Referendum and Capital Project Levy

November 8, 2022 Election

	Question 1	Question 2	Both Questions
Additional Operating Referendum Revenue Per Pupil	Increased Operating Referendum \$316.13	Increased Capital Project Levy 1.00%	Total
Additional Capital Project Levy Rate			
Estimated Annual Increase in Revenue	\$6,990,848	\$2,361,649	\$9,352,497

Type of Property	Estimated Market Value	Estimated Change in Taxes for 2023*			
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Residential Homestead	\$150,000	\$49	\$13	\$62	\$5
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Apartments and Residential Non-Homestead	\$250,000	\$82	\$34	\$116	\$10
	500,000	165	68	233	19
	1,000,000	328	135	463	39
	2,000,000	656	271	927	77


* The amounts in the table are based on school district taxes for the proposed operating referendum and capital project levy only, and do not include tax levies for other purposes. Tax increases shown above are gross increases, not including the impact of the homeowner's Homestead Credit Refund ("Circuit Breaker") program. Owners of homestead property may qualify for a refund, based on their income and total property taxes. This may decrease the net tax increase for those property owners.

+ For commercial-industrial property, the estimates above are for property in the City of Osseo. The tax impact for commercial-industrial property in other municipalities in the school district may be slightly different, due to the varying impact of the Twin Cities Fiscal Disparities program.

**Special Election Ballot
School District Ballot
Independent School District No. 279
(Osseo Area Schools), Minnesota**

November 8, 2022

Instructions to Voters

To vote, completely fill in the oval(s) next to your choice(s) like this: 

To vote for a question, fill in the oval next to the word "Yes" for that question.

To vote against a question, fill in the oval next to the word "No" for that question.

**School District Question 1
Revoking Existing Referendum Revenue Authorization;
Approving New Authorization**

The board of Independent School District No. 279 (Osseo Area Schools), Minnesota has proposed to revoke the School District's existing referendum revenue authorization of \$1,650.53 per pupil, scheduled to expire after taxes payable in 2023, and replace that authorization with a new authorization of \$2,016.98 per pupil, subject to an annual increase at the rate of inflation. The proposed referendum revenue authorization would be first levied in 2022 for taxes payable in 2023 and applicable for ten (10) years unless otherwise revoked or reduced as provided by law.

- YES** Shall the revocation of the existing referendum authorization and the new
 NO authorization proposed by the board of Independent School District No.
279 (Osseo Area Schools), Minnesota be approved?

**BY VOTING "YES" ON THIS BALLOT QUESTION, YOU ARE VOTING FOR A
PROPERTY TAX INCREASE**

**School District Question 2
Revoking Existing Technology Capital Project Levy Authorization; Approving New
Authorization**

The board of Independent School District No. 279 (Osseo Area Schools), Minnesota has proposed to revoke the School District's existing capital project levy authorization in the amount of 3.701% times the net tax capacity of the School District, scheduled to expire after taxes payable in 2023, and to replace that authorization with a new capital project levy authorization in the amount of

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- YES** Shall the revocation of the existing capital project levy authorization and
 - NO** the new authorization proposed to fund technology proposed by the
- board of Independent School District No. 279 (Osseo Area Schools),
Minnesota be approved?

**BY VOTING “YES” ON THIS BALLOT QUESTION, YOU ARE VOTING FOR A
PROPERTY TAX INCREASE**

(Reverse side of ballot)

OFFICIAL BALLOT

November 8, 2022

Judge


Judge

(The ballot is to be initialed by two judges)

**Special Election Ballot
School District Ballot
Independent School District No. 279
(Osseo Area Schools), Minnesota**

November 8, 2022

Instructions to Voters

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**School District Question 1
Renewing Existing Referendum Revenue Authorization;
Approving New Authorization**

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Renewing Existing Technology Capital Project Levy Authorization; Approving New
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- YES
 - NO
- Shall the renewal of the existing capital project levy authorization and the new authorization proposed to fund technology proposed by the board of Independent School District No. 279 (Osseo Area Schools), Minnesota be approved?

BY VOTING “YES” ON THIS BALLOT QUESTION, YOU ARE VOTING FOR A PROPERTY TAX INCREASE

(Reverse side of ballot)

OFFICIAL BALLOT

November 8, 2022

Judge

Judge

(The ballot is to be initialed by two judges)

OSSEO AREA SCHOOLS

ISD  279

Osseo Area Schools 1 Yr Board Calendar *REVISED DRAFT*

Revised March 4, 2022

Reference Key: WS = Work session item RM = Regular meeting item PCM = Policy Committee Meeting AR = Action Requested/Required IO = Information only
CA = Consent Agenda MR = Monitoring Report LS = Listening Session SR= Superintendent Report PD = Professional Development SM = Special Meeting

Osseo Area Schools Proposed Board of Education July-December 2021 Agenda/Calendar						
	July	August	September	October	November	December
District Policy		<ul style="list-style-type: none"> Policy Committee: Discipline & Harassment Policies, policy review cycle/500 Series Policies 		<ul style="list-style-type: none"> Policy Committee Meeting (10/5) 		<ul style="list-style-type: none"> Policy Committee Meeting (12/7)
Operational Oversight	<p>Regular Meeting:</p> <ul style="list-style-type: none"> 10-Year LTFM Plan (RM/AR) RM Non-public contracts for Student Services (RM/CA) 287 10-Year LTFM Plan (RM/CA) LTFM Professional Contracts (RM/CA) - RM Negotiations Strategy meeting: parameters for teachers and management groups- (SM/Closed session) 	<p>Work Session:</p> <ul style="list-style-type: none"> Drafting of Strategic Roadmap (WS) 2021-2022 1-year Board calendar review Board Excellence in Governance: Ways of Working Package Review (Agenda Setting; Board Resolutions; Board Shared Values) (WS) Supt Report: School Opening Readiness (WS/RM) <p>Regular Meeting:</p> <ul style="list-style-type: none"> Superintendent's Report - CM 2021 Promising Practices Study Process (RM) Non-public contracts for Student Services (RM/CA) Special Education Opportunity Review Contract with DMG (RM/CA) 	<p>Work Session:</p> <ul style="list-style-type: none"> Parent Choice Survey Results (Morris Leatherman) (WS) Monitoring Report E: 2022 budget planning: Preliminary Levy (WS/RM) Strategic Roadmap (WS)- CM <p>Regular Meeting:</p> <ul style="list-style-type: none"> Superintendent's Report - CM Monitoring Report D: Family & Comm Eng. Update (RM) - ML Commemorative Observations (RM/IO) - KV Preliminary FY 2021 Financial Report; (JM) General liability insurance renewal (RM/CA) Contract ratifications (RM/AR) – LA Negotiations Strategy Meeting (SM/closed session) Contract ratifications (RM/AR) 	<p>Work Session:</p> <ul style="list-style-type: none"> Monitoring Report A: Curriculum program improvement process: Science, ELA/Literacy, Social Emotional Learning (SEL) (WS) - ML/JW Student Fees for Device Damage (WS) - AP/JM Enrollment Update - (WS) JM/BSH/BI <p>Regular Meeting:</p> <ul style="list-style-type: none"> Superintendent's Report - CM Monitoring Report A: Mental Health Services Update (RM) - ML/KE Introduction of Student Board Representatives (AJ) 	<p>Work Session:</p> <ul style="list-style-type: none"> Strategic Plan and Roadmap Feedback Review - (WS) CM World's Best WorkForce Results (WS) - ML/JW/TW LRFP Budget Parameters (WS) - JM LTFM Update (WS) - JM <p>Regular Meeting:</p> <ul style="list-style-type: none"> Superintendent's Report - CM Strategic Roadmap Approval (RM) - CM FY21 Financial Audit Results Presentation by MMKR Resolution on Masks/Face Coverings (RM) 	<p>Work Session:</p> <ul style="list-style-type: none"> Legislative Platform (WS) Tax levy Update (WS) - JM Strategic Plan Vision Cards - (WS) - ML Enrollment Update (WS) - JM <p>Regular Meeting:</p> <ul style="list-style-type: none"> Superintendent's Report - CM LTFM Bid Awards – CA - RM Legislative Platform (WS/RM/AR) - RM Final Levy/Truth in Taxation - AR, RM - RM Strategic Roadmap Approval - KDW Instructional Materials Re-evaluation Appeal - TP
Board Gov./ Self Gov.		<ul style="list-style-type: none"> Board Excellence in Governance: Ways of Working Package Review (Agenda Setting; Board Resolutions; Board Shared Values) (WS) 	<ul style="list-style-type: none"> Board Excellence in Governance: Ways of Working Package Review (Agenda Setting; Board Resolutions; Board Shared Values) (WS) Review/refinement of 1-year & 3-year Board agenda/calendar) 	<p>Work Session:</p> <ul style="list-style-type: none"> Board Excellence in Governance: Ways of Working Package Review (Board Values) Standing item: Board calendar review (15 min) 	<p>Work Session:</p> <ul style="list-style-type: none"> Standing item: Board calendar review (15 min) 	<p>Work Session:</p> <ul style="list-style-type: none"> Standing item: Board calendar review (15 min)

			<ul style="list-style-type: none"> • Board PD plan for remainder of 2021 		
Sup Relations	<ul style="list-style-type: none"> • Sup Eval - WS (SM, closed) • Statement on Sup Evaluation (RM) 		<ul style="list-style-type: none"> • Supt. Report: Supt Student Leadership Advisory Team • Superintendent Evaluation for 2021-2022 		
Public Engagemen t			<ul style="list-style-type: none"> • Board Virtual Listening Session - JM/LA • Monitoring Report D: Update on Family and Community Engagement Plan (RM) - 		

Osseo Area Schools						
DRAFT Proposed Board of Education January-June 2022 Agenda/Calendar						
	January	February	March	April	May	June
District Policy			<ul style="list-style-type: none"> • Policy Committee Meeting (3/8) 		<ul style="list-style-type: none"> • Policy Committee Meeting (5/10) 	
Operational Oversight	<p>Work Session:</p> <ul style="list-style-type: none"> • Building a Better Future Update: Career Pathways (WS) - KP • Enrollment Update - JM • COVID Preparedness Plan Update - CM <p>Regular Meeting:</p> <ul style="list-style-type: none"> • Superintendent’s Report - CM • LTFM Bid Awards (RM/CA) - JM • Contract ratifications (RM/AR) - LA • Resolution on Masks/Face Coverings (RM) - CM • Negotiations Strategy Meeting (SM/closed session) - JM/LA 	<p>Work Session:</p> <ul style="list-style-type: none"> • Concurrence with AIPEC/AI Budget Review (WS) • Monitoring Report E: LRFPE Budget Update (WS) - JM • Referendum planning: survey results CM/JM/KV <p>Regular Meeting:</p> <ul style="list-style-type: none"> • Superintendent’s Report - CM • FY 2022 Mid-Year Budget Update (WS & RM) -JM • LTFM Awards (RM/CA) -JM • FY23 Capital Budget Approval (AR) - JM • Contract ratifications (RM/AR) - LA • Negotiations Strategy Meeting (SM/closed session) - JM/LA 	<p>Work Session:</p> <ul style="list-style-type: none"> • District Communication Plan Update (WS) - KV • Brooklyn Bridge Alliance Update • Referendum Planning Update and proposed resolution CM/JM/KV <p>Regular Meeting:</p> <ul style="list-style-type: none"> • Superintendent’s Report - CM • Referendum planning: proposed resolution CM/JM/KV • LTFM Awards (RM/CA) -JM • Technology bid awards (RM/CA)-AP • E-rate bid awards (RM/CA)-AP • Contract ratifications (RM/AR) - LA • Negotiations Strategy Meeting (SM/closed session) JM/LA 	<p>Work Session:</p> <ul style="list-style-type: none"> • District Class Size Update (WS) - DLT • #DL4A Update (WS)-AP • 279Online Update (WS)- AP • Referendum Planning Communication Plan (WS) KV/JM/CM <p>Regular Meeting:</p> <ul style="list-style-type: none"> • Superintendent’s Report - CM • District Planning Advisory Council (DPAC) (RM) Recommendations (RM) • Insurance renewals (RM/AR)-JM • Contract ratifications (RM/AR) - LA • Negotiations Strategy Meeting (SM/closed session) - JM/LA 	<p>Work Session:</p> <ul style="list-style-type: none"> • Building A Better Future Planning Update (WS) • George Floyd Resolution Update (WS/RM) <p>Regular Meeting:</p> <ul style="list-style-type: none"> • Superintendent’s Report - CM • Termination of probationary teachers (RM/CA) Contract ratifications (RM/AR) • Negotiations Strategy Meeting (SM/closed session) Radon Testing Memo (RM/CA) 	<p>Work Session:</p> <ul style="list-style-type: none"> • Monitoring Report B/C: Equity Context Analysis Process Results (WS) • Strategic Planning/Equity Oriented Strategic Planning Roadmap Update (WS & RM) • 2022-23 Budget (WS & RM) - JM <p>Regular Meeting:</p> <ul style="list-style-type: none"> • Superintendent’s Report - CM • 2022-23 Budget (RM) - JM • Legislative Update (WS/IO) - JM • 10-Year LTFM Plan (RM/IO) - JM • Negotiations Strategy Meeting (SM/closed session)

Board Gov./ Self Gov.	<p>Annual Meeting:</p> <ul style="list-style-type: none"> • Election of board officers/annual meeting/board protocols review (AR) <p>Work Session:</p> <ul style="list-style-type: none"> • Standing item: Board calendar review (15 min) 	<p>Work Session:</p> <ul style="list-style-type: none"> • Standing item: Board calendar review (15 min) 	<p>Work Session:</p> <ul style="list-style-type: none"> • Standing item: Board calendar review (15 min) <p>Board Development Session: TBD</p>	<p>Work Session:</p> <ul style="list-style-type: none"> • Review of 2021-2022 priorities - TBD • Standing item: Board calendar review (15 min) 	<p>Work Session:</p> <ul style="list-style-type: none"> • Standing item: Board calendar review (15 min) 	<p>Work Session:</p> <ul style="list-style-type: none"> • Standing item: Board calendar review (15 min)
Supt Relations						
Public Engagement		<ul style="list-style-type: none"> • Virtual Board Listening Session 	<ul style="list-style-type: none"> • Virtual Board Listening Session 	<ul style="list-style-type: none"> • Virtual Board Listening Session 	<ul style="list-style-type: none"> • Virtual Board Listening Session 	<ul style="list-style-type: none"> • Virtual Board Listening Session