

Agenda Independent School District 279 School Board	Regular Business Meeting Osseo Education Center-Flexible Learning Classroom 324 Sixth Ave NE Osseo, MN 55369 Tuesday, February 7, 2023 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 the Board Room of the Educational Service Center, and is open to the public. The meeting can be monitored electronically by streaming online at [district279.org/info-center/school-board](http://district279.org/info-center/school-board) (Watch Livestream). An archived recording will also be available on the district website.

### Agenda Items

1. 6:00 p.m. Welcome and purpose  
Jackie Mosqueda-Jones, Board Chair
2. 6:00 p.m. Check in  
Cory McIntyre, Superintendent
3. 6:05 p.m. Long-Range Financial Planning (LRFP) Budget Update  
John Morstad, Executive Director of Finance and Operations and Kelly Benusa, Director of Business Services
  - A. LRFP 2
  - B. Capital 14
4. 7:00 p.m. Building a Better Future Next Steps - Residential Survey Results 23  
Peter Leatherman, The Morris Leatherman Company
5. 8:30 p.m. Adjournment  
Jackie Mosqueda-Jones, 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](http://www.district279.org), under "Info Center > School Board."*

# ISD 279 - Osseo Area Schools

## Long-Range Financial Model (LRFM) and Annual Budget Framework

The district mission is placed in the center to reflect that it is at the core of the model.

The ovals reflect the operationalizations of the strategic priorities in the annual budget cycle facilitated by our system's budget managers.

The outer boxes reflect long-range financial planning directed by the school board. In the model, the long-range financial forecast is used as a tool to identify annual operating budget targets that result in a financially sustainable plan. These budget targets are considered when strategic priorities are operationalized in department work plan and the annual budget recommendation.

### Long-Range Financial Planning Guiding Principles

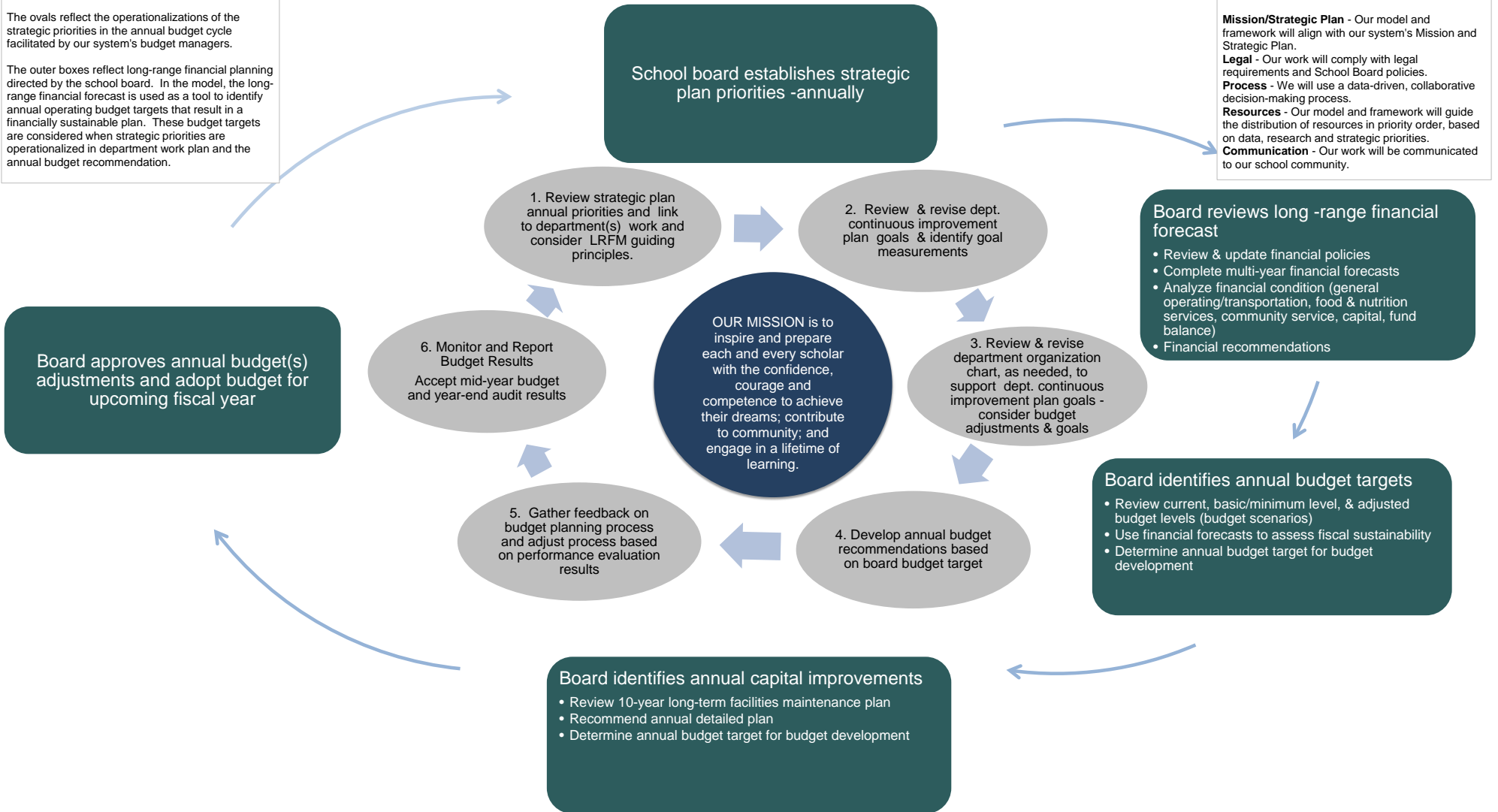
**Mission/Strategic Plan** - Our model and framework will align with our system's Mission and Strategic Plan.

**Legal** - Our work will comply with legal requirements and School Board policies.

**Process** - We will use a data-driven, collaborative decision-making process.

**Resources** - Our model and framework will guide the distribution of resources in priority order, based on data, research and strategic priorities.

**Communication** - Our work will be communicated to our school community.



# Key Budget Adjustment Processes

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## Outcomes for budget adjustment process –

- Create budget adjustment recommendations that align with our system’s Mission and Strategic Priorities.
- Involve school and community stakeholders in determining how to provide a quality education using available resources.
- Provide budget recommendations for school board approval that achieve a school district budget that maintains required fund balance.

## Budget adjustment proposal process -

1. The system has identified legally required and mandated essential services and programs. These will not be considered for adjustment.
2. The analysis of budget adjustments will be based on a review of the effectiveness of specific programs or services. Information will be used to determine which program or initiatives are not getting expected results and should be considered for budget adjustments.
3. The analysis will consider the basic requirements for providing the educational program at sites. This analysis will establish the base quality education level that the district does not want to go below and the essential support services required to deliver the base.
4. The analysis will consider the impact on our work to ensure equitable student achievement.
5. School board policies will be considered to determine if they exceed legally required and mandated essential services and programs or the basic requirements for providing the education program. Do board policies and regulation have financial implications? If so, which policies and/or regulations might be changed?
6. All proposed adjustments will be evaluated using the Program Efficiency Abandonment and Redirection (PEAR) process. The process considers the impact of the reduction, elimination, or restructuring of services on the education programs.
7. Staff and citizen idea input will be solicited and shared with the school board for consideration in the budget planning process, through LRFP Advisory and FISCAL. In addition, other formal district advisory groups, such as DPAC, Core Planning, APAC and CEPAC, inform our work regarding district program priorities which impacts budget priorities.

# FY 2024 Budget Planning Timeline for Operating Fund Budgets

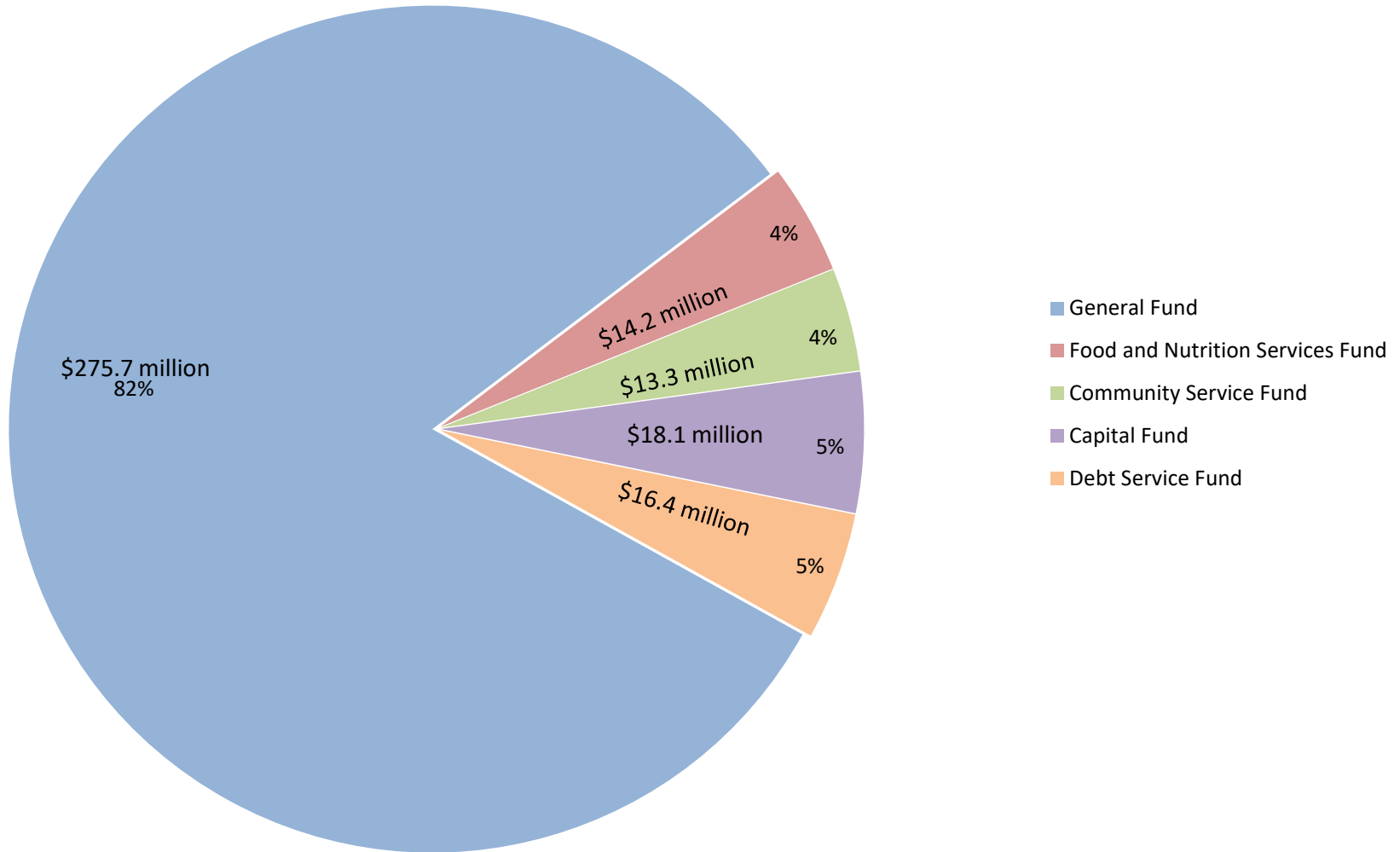
Operating Funds include: General, Food Nutrition Service, and Community Service

Date		Outcome	Business Services	School Board Action	School Board Work Session	Budget Managers	Division Contacts	LRFP/FISCAL
April – July 2022	Business Services	Pre-Planning aligned to strategic priority results and LRFP 1. Review/revise Program Efficiency Abandonment and Redirection (PEAR) narratives 2. Identify additional PEAR narratives as needed	X					
<b>September 27, 2022</b>	<b>School Board Regular Meeting</b>	<b>Approve preliminary FY 2024 levy at maximum</b>		X				
October 7, 2022	Budget Managers	1. Provide preliminary direction to budget managers to complete PEAR narratives as required; including Capital Fund zero based budget 2. Provide target for capital budget 3. Provide HR related direction on staffing-related PEARS				X		
November 1, 2022	Division Contacts	Complete google slides with preliminary budget proposals for operating funds and capital budget requests for November budget manager meeting					X	
November 15, 2022	School Board Work Session	1. Agree to FY 2024 budget planning process 2. Provide direction on budget planning 3. Prepare for December approval of FY 2024 Levy Limitation and Certification			X			
November 17, 2022	Budget Managers	1. Provide information and feedback regarding preliminary list of FY 2024 Operating funds PEAR narratives & Capital fund requests 2. Provide updated School Board direction (if necessary) following the November 15th work session 3. Provide HR related direction on staffing-related PEARS				X		
<b>November 22, 2022</b>	<b>School Board Regular Meeting</b>	<b>Accept FY 2022 Audit Results</b>		X				
November 23, 2022	Division Contacts *	Provide first draft of Operating PEAR narratives and Capital fund worksheets electronically to Director of Business Services 4:00 p.m.					X	
December 1, 2022	Budget Managers	1. Understand overall scope of DRAFT PEAR narratives 2. Learn about changes to PEAR requests and Capital requests from November 15th based on feedback				X		
<b>December 13, 2022</b>	<b>School Board Regular Meeting</b>	<b>Approve FY 2024 Levy Limitation Certification</b>		X				
December 15, 2022	Division Contacts *	Final Operating PEAR narratives and Capital fund request worksheets for FY 2024, and Data Measurement Analysis for FY 2022 due electronically to Director of Business Services 1:00 p.m.					X	
January 20, 2023	LRFP & FISCAL Advisory Team	Review PEAR proposals (excluding Capital fund)						X
February 7, 2023	School Board Work Session	FY 2024 Operating fund budget development & proposal; budget managers with PEARS should attend FY 2024 Capital budget development and proposal; budget managers with capital requests should attend			X	X		
February 21, 2023	<b>School Board Regular Meeting</b>	<b>Approve FY 2023 mid-year budget adjustments</b> <b>Approve FY 2024 Capital expenditure budget</b> <b>Approve FY 2024 Operating fund adjustments (PEAR Summary)</b>		X				
Jan - June, 2023	Administrative Services	Review budget based on legislative changes; adjustment as necessary	X					
April, 2023	Budget Managers	Debrief via survey FY 2024 budget planning process				X		
June 6, 2023	School Board Work Session	FY 2024 Operating, Capital & Non-Operating Fund Budgets; prepare to take action at June 20th regular meeting			X			
<b>June 20, 2023</b>	<b>School Board Regular Meeting</b>	<b>Approve FY 2024 Operating, Capital &amp; Non-Operating Fund Budgets</b>		X				
July, 2023	Business Services	Prepare for FY 2023 Audit	X					

**\* Division Contacts**

HART	Laurel Anderson/John Morstad
Leadership Teaching & Learning	Bryan Bass/Stephen Flisk/Kelli Parpart
I2T2	Anthony Padmos
Community Engagement	Brian Siverson-Hall

## FY 2023 Adopted Expenditure Budgets for All Budgeted Funds - \$337.7 Million



ISD 279 - Osseo Area Schools  
 FY 2024 Budget Planning  
 Estimated Major Cost Drivers

	FY 2023 Adopted Budget	FY 2024 Changes		Percent Change Projected for FY 2024
Salaries	\$ 169,862,801			
Benefits	\$ 64,489,139			
Purchased Services	\$ 36,407,384			
Supplies, Other	\$ 5,009,335			
	<u>\$ 275,768,659</u>	<u>\$ 284,041,719</u>		
<b>Planning Assumption</b>	<u>\$ 275,768,659</u>	<u>\$ 8,273,060</u>		3.00%
	<b>FY 2023 Adopted Budget</b>	<b>FY 2024 Amount of Known Change</b>		<b>Known Change Projected for FY 2024</b>
<b>Known Increases (Decreases)</b>				
Salary roll-up for all unsettled contracts	\$ 151,739,365	\$ 2,926,827		1.93%
Settled contracts (Confidential Support Specialists, Custodians and Hourly Technical) for FY 2024	12,179,792	244,577		2.01%
\$750 one-time stipend - salary portion	1,703,052	(1,703,052)		-100.00%
Other Salaries	<u>4,240,592</u>			
Subtotal for Salaries	<u>\$ 169,862,801</u>			
Health Insurance*	\$ 26,471,124	529,422		2.00% <b>A</b>
High deductible HSA contribution	5,838,231	116,765		2.00% <b>A</b>
FICA increase for salary estimate change	12,259,014	242,612		1.98%
Defined Benefit Pension	14,121,505	261,059		1.85%
TRA rate increase - built into revenue increases				
\$750 one-time stipend - FICA benefit portion	374,395	(374,395)		-100.00%
\$750 one-time stipend - TRA benefit portion	204,781	(204,781)		-100.00%
Other Benefits	5,220,089			
Subtotal for Benefits	<u>\$ 64,489,139</u>			
Transportation	\$ 19,588,861	587,666		3.00% <b>B</b>
Utilities (Electricity)	3,081,576	440,665		14.30% <b>C</b>
Heating Fuel	961,000	185,473		19.30% <b>C</b>
Other Purchased Services	<u>12,775,947</u>			
Subtotal for Purchased Services	<u>\$ 36,407,384</u>			
Other Supplies, Other	<u>4,997,289</u>			
Subtotal for Supplies, Other	<u>\$ 4,997,289</u>			
<b>Subtotal of known increases (decreases)</b>		<u>3,252,838</u>		<u>1.18%</u>
<b>Remaining capacity</b>		<u>\$ 5,020,221</u>		<u>1.82%</u>
<p><b>A</b> - Health insurance renewal occurs January 1, 2023 for PEIP groups (teachers, ESPs, AESPs, and nurses). Contract increases for PEIP increases for calendar year 2023 are unknown (1st 6 months of FY 2024). No information is available from PEIP regarding claim loss ratios. Preferred One renewal occurs July, 1, 2023 for all remaining groups. Assumptions will include a migration factor from High plan to Value and HSA plans for FY 2024.</p> <p><b>B</b> - Transportation contract for FY 2024 to FY 2025 includes a 3.0% increase.</p> <p><b>C</b>- Consumer Price Index (CPI) December 2022.</p> <p>* Other known increases(decreases) from prior year's included: actuarial study results, tuition, general liability insurance, unemployment, and workers compensation.</p>				

# Osseo Area Schools ISD # 279

## Five-Year Financial Projection - General Fund

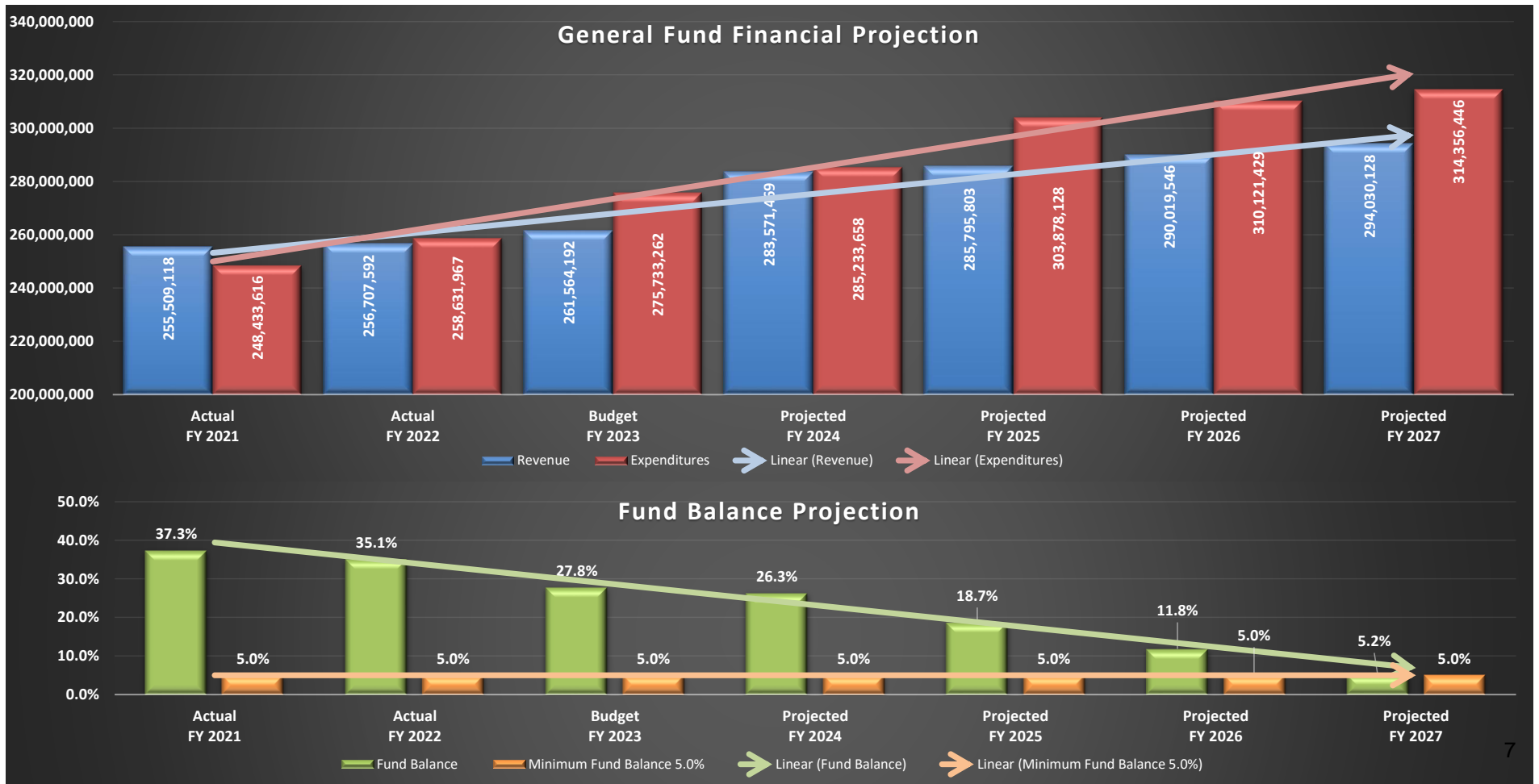
Categories	Actual FY 2021	Actual FY 2022	% Chg	Adopted Budget FY 2023	% Chg	Projected FY 2024	% Chg	Projected FY 2025	% Chg	Projected FY 2026	% Chg	Projected FY 2027	% Chg
Revenue	255,509,118	256,707,592	0.5%	261,564,192	1.9%	283,571,469	8.4%	285,795,803	0.8%	290,019,546	1.5%	294,030,128	1.4%
Expenditures	248,433,616	258,631,967	4.1%	275,733,262	6.6%	285,233,658	3.4%	303,878,128	6.5%	310,121,429	2.1%	314,356,446	1.4%
Difference over/(under)	7,075,502	(1,924,375)		(14,169,070)		(1,662,189)		(18,082,324)		(20,101,883)		(20,326,318)	
Assigned/Unassigned Fund Balance	92,662,870	90,738,495		76,569,425		74,907,236		56,824,912		36,723,029		16,396,711	
Fund Balance %	37.3%	35.1%		27.8%		26.3%		18.7%		11.8%		5.2%	
Operational Adjustments				-		-		(1,000,000)		(3,000,000)		(6,000,000)	

### Assumptions

General Formula increase of 2.06% annually (10 year weighted average)

Expenditure increase of 3.0% annually

(10,000,000) total operational adjustments



**ISD 279 - Osseo Area Schools  
General Fund  
FY 2024 Budget Planning Scenario Financial Forecast**

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Adopted 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
<b>Baseline</b>									
Revenues	\$243,327,332	\$256,049,222	\$255,509,118	\$256,707,592	\$261,564,192	\$264,020,988	\$279,969,269	\$281,277,325	\$282,330,737
Expenditures	238,475,362	246,768,853	248,433,616	258,631,967	275,733,262	285,383,926	296,643,756	305,089,689	310,724,229
Known adjustments to revenue				-	-	12,931,739			
Known one-time adjustments to revenues				-	-	3,924,631			
Known adjustments to expenditures	(928,733)	-	-	-	-	1,228,398	1,128,891	126,958	(68,626)
Baseline operating balance									
Fund Balance (beginning of year)	70,526,296	76,306,999	85,587,368	92,662,870	90,738,495	76,569,425	73,291,255	57,745,659	34,060,253
Fund Balance (end of year)	76,306,999	85,587,368	92,662,870	90,738,495	76,569,425	73,291,255	57,745,659	34,060,253	5,598,134
Change in fund balance	\$5,780,703	\$9,280,369	\$7,075,502	(\$1,924,375)	(\$14,169,070)	(\$3,278,170)	(\$15,545,596)	(\$23,685,407)	(\$28,462,118)
Operational reductions to maintain fund balance at 5%	-	-	-				(3,000,000)	(5,000,000)	(7,000,000)
Adjusted fund balance	\$76,306,999	\$85,587,368	\$92,662,870	\$90,738,495	\$76,569,425	\$70,834,459	\$56,031,081	\$37,091,760	\$15,766,893
Fund Balance as a % of Budgeted/Projected Expenditure	32.12%	34.68%	37.30%	35.08%	27.77%	24.71%	19.01%	12.35%	5.19%
<b>Tactics</b>									
Revenues with tactics	\$243,327,332	\$256,049,222	\$255,509,118	\$256,707,592	\$261,564,192	\$264,020,988	\$283,076,387	\$287,103,859	\$291,072,958
Expenditures with tactics	238,475,362	246,768,853	248,433,616	258,631,967	275,733,262	285,383,926	295,216,836	314,513,862	320,975,679
<b>Tactics related to revenue</b>									
Revenue assumption based on 10-year weighted average change for basic formula allowance (FY 2014 to FY 2023)						2,694,111	2,719,416	2,915,687	2,957,170
Prior year levy adjustments (equity, transition, local optional, reemployment, and other) - one-time (Known)						3,924,631			
Current year levy changes (referendum) (Known)						6,197,143			
Operating levy approved at cap (Known)						7,079,023			
Decrease in equity revenue (Known)						(344,427)			
<b>Operating referendum timeline (10 year)</b>						<b>1</b>	<b>2 (GE)</b>	<b>3</b>	<b>4 (GE)</b>
<b>Tactics related to expenditures</b>									
Enrollment alignment adjustment (Known)						1,228,398	1,128,891	126,958	(68,626)
Other - reduce trend to 3.00%						(1,378,666)	(1,426,168)	(1,519,391)	(1,550,607)
ADSiS program paid with Federal Funds/Learning Loss for FY 2022, FY 2023 & FY 2024; add exp. for FY 2025 (Known)							536,330		
New restricted fund balance requirement for third party billing - one-time only (Known) Reduced for spend down in FY 2018 and FY 2019	(928,733)								
Operating capacity for potential new elementary building									1,000,000
Sustain programs and services with Federal funds for FY 2023 and FY 2024; add back expenditures for FY 2025							9,422,239		
Operational reductions							(1,000,000)	(3,000,000)	(6,000,000)
Baseline operating balance (post tactic)									
Fund Balance (beginning of year)	70,526,296	76,306,999	85,587,368	92,662,870	90,738,495	76,569,425	74,907,236	56,824,912	36,723,029
Fund Balance (end of year)	76,306,999	85,587,368	92,662,870	90,738,495	76,569,425	74,907,236	56,824,912	36,723,029	16,396,711
Change in fund balance	\$5,780,703	\$9,280,369	\$7,075,502	(\$1,924,375)	(\$14,169,070)	(\$1,662,189)	(\$18,082,324)	(\$20,101,883)	(\$20,326,318)
<b>Fund Balance Target</b>									
Fund Balance as a % of Budgeted/Projected Expenditure	32.12%	34.68%	37.30%	35.08%	27.77%	26.26%	18.70%	11.84%	5.22%
5% of Budgeted/Projected Expenditures Minimum	\$11,877,331	\$12,338,443	\$12,421,681	\$12,931,598	\$13,786,663	\$14,261,683	\$15,193,906	\$15,506,071	\$15,717,822
							Projected Revenue Assumption (FY 2024 - FY2027)		0.00%
							Projected Expenditure Assumption (FY 2024 - FY2027)		3.50%

Note: Projected revenue also includes fiscal year projected enrollment change and projected increase for voter-approved operating referendum inflation.

GE - General Election year

\* Operating referendum approved November 2022 for 10 years expires in FY 2033

**General, Food Nutrition Services, and Community Service Funds  
PROGRAM EFFICIENCY, ABANDONMENT, AND REDIRECTION (PEAR) NARRATIVE**

PEAR Title: \_\_\_\_\_  
 PEAR #: \_\_\_\_\_ Fiscal Year: FY 2024  
 Division: \_\_\_\_\_ Budget Manager: \_\_\_\_\_  
 Department: \_\_\_\_\_ Expenditure Type: \_\_\_\_\_

**1. What budgeted resources are being requested?**

**a. Dollar amount and budget code(s):**

**Expenditure Adjustments:**

PEAR Adjustment	FD	ORG	PRG	FIN	OBJ/	CRS

**Revenue Offset:**

Revenue Offset	Revenue Source

**b. net dollar amount (\$):** \_\_\_\_\_ \$0

**c. FTE and Bargaining Group(s) impacted, if applicable:**

FTE Impact	FTE	Bargaining Group	Position Title

**2. PEAR Summary (description of proposal)**

**3. How did you identify and respond to the influence of race and culture in the development of the request?**

4. **What data will be used to measure results and how does the request support equitable student achievement?**

5. **Proposal Impact and Rationale**

a. **What is the expected impact of this proposal on current services, productivity and/or the strategic priorities?**

b. **Are other divisions or departments affected by your proposal?**

c. **If other division or departments are affected, list division/departments contacted**

6. **Are any legal requirements, mandates, or School Board policies affected by this adjustment?  
Yes or No**

**If yes, list requirements**

FY 2024 LRF/PEAR BUDGET ADJUSTMENT RECOMMENDATIONS		SUBTOTALS	TOTALS
General Fund	<b>Instructional</b> (Teachers, Educational Support Professionals and instructional materials, new revenue opportunities)	\$ -	
	<b>Non-instructional</b> (Administration, non-instructional support, athletics/co-curriculars/activities, staff development, transportation, student support, purchased services and supplies, new revenue opportunities)	\$ -	\$ -
Food and Nutrition Services Fund	<b>Instructional</b> (Teachers, Educational Support Professionals and instructional materials, new revenue opportunities)	\$ -	
	<b>Non-instructional</b> (Administration, non-instructional support, athletics/co-curriculars/activities, staff development, transportation, student support, purchased services and supplies, new revenue opportunities)	\$ 150,000	\$ 150,000
Community Services Fund	<b>Instructional</b> (Teachers, Educational Support Professionals and instructional materials, new revenue opportunities)	\$ -	
	<b>Non-instructional</b> (Administration, non-instructional support, athletics/co-curriculars/activities, staff development, transportation, student support, purchased services and supplies, new revenue opportunities)	\$ 90,000	\$ 90,000
Enrollment Alignment - General Fund	<b>Instructional</b> Add 13.8 FTE teacher contingency - this proposal creates contingent budget capacity to target areas of non-projected enrollment growth with additional classroom teacher FTE	\$ 1,228,398	\$ 1,228,398
Safe Schools Alignment - General Fund	<b>Instructional</b> Reduce 1.8125 FTE secondary student management specialist positions from safe school levy allocation. DLTL will maintain these FTE in FY 2024 with reserve budget capacity for classroom teachers.	\$ (206,588)	\$ (206,588)

## FY 2024 Program Efficiency, Abandonment and Redirection (PEAR) Budget Adjustment Summary

General Fund				
PEAR Description	Category	\$ Amount	Subtotals	PEAR Proposal Summary
<b>Division of Leadership Teaching and Learning (DLTL)</b>				
<i>Student Services</i>				
		177,816		
		(80,017)		
Add 2 FTE continuous substitutes for special education programs and reduce contracted services	Instructional	(97,799)	\$0	Add 2 FTE continuous substitutes for Osseo Education Center (OEC) and Early Childhood Special Education (ECSE) programs to provide equitable substitute support to school sites. Reduce contracted services.
<b>Total Proposed Adjustments General Budget</b>			<b>\$0</b>	
Community Services Fund				
PEAR Description	Category	\$ Amount	Subtotals	PEAR Proposal Summary
<b>Community Services</b>				
Add 1 FTE community education communications specialist	Non-instructional	90,000	\$90,000	Add 1 FTE communications specialist to support marketing and communication needs of the community education department. This position would focus on a comprehensive and collaborative marketing plan to support enrollment, promote staffing needs, and provide a comprehensive communication plan.
<b>Total Proposed Adjustments Community Services Budget</b>			<b>\$90,000</b>	
Food and Nutrition Services Fund				
PEAR Description	Category	\$ Amount	Subtotals	PEAR Proposal Summary
<b>Food and Nutrition Services</b>				
Purchase a food truck	Non-instructional	150,000	\$150,000	Purchase of a food truck to support summer park and recreation sites and to provide mobile meal opportunities for scholars.
<b>Total Proposed Adjustments Food and Nutrition Services Budget</b>			<b>\$150,000</b>	

**Key**

*Identify & respond to the influence of race & culture, measurement of results, support equitable student achievement, current services, productivity, and strategic plan impact assessment*

Positive or neutral improvement and/or addresses a high need  
 Area of concern  
 Negative impact



*Board policy and legal assessment*

Not in conflict with board policy or legal requirements  
 Requires modifications to  
 Not allowed



**Proposed Adjustments General Budget**

Table #	1 2 3 4 5 6 7 8								1 2 3 4 5 6 7 8								1 2 3 4 5 6 7 8								1 2 3 4 5 6 7 8								1 2 3 4 5 6 7 8								1 2 3 4 5 6 7 8								1 2 3 4 5 6 7 8								PEAR Amount	PEAR Subtotals										
PEAR Proposal	Category	PEAR Ref.	Identify & Respond to the Influence of Race & Culture (PEAR Q3)								Measurement of Results (PEAR Q4)								Support Equitable Student Achievement (PEAR Q4)								Current Services (PEAR Q5a)								Productivity (PEAR Q5a)								Strategic Plan (PEAR Q5a)								Board Policy & Legality (PEAR Q6)								PEAR Amount	PEAR Subtotals								
<b>General Fund</b>																																																																				
<b>Division of Leadership, Teaching and Learning (DLTL)</b>																																																																				
<b>Student Services</b>																																																																				
Add 2 FTE continuous substitutes for special education programs and reduce contracted services	Instructional	SS-01	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	177,816	\$0
<b>Total Proposed Budget Adjustments General Fund</b>																																																																				

**Proposed Adjustments Community Services Budget**

Table #	1 2 3 4 5 6 7 8								1 2 3 4 5 6 7 8								1 2 3 4 5 6 7 8								1 2 3 4 5 6 7 8								1 2 3 4 5 6 7 8								1 2 3 4 5 6 7 8								PEAR Amount	PEAR Subtotals																		
PEAR Proposal	Category	PEAR Ref.	Identify & Respond to the Influence of Race & Culture (PEAR Q3)								Measurement of Results (PEAR Q4)								Support Equitable Student Achievement (PEAR Q4)								Current Services (PEAR Q5a)								Productivity (PEAR Q5a)								Strategic Plan (PEAR Q3a)								Board Policy (PEAR Q4)								PEAR Amount	PEAR Subtotals								
<b>Community Services</b>																																																																				
Add 1 FTE community education communications specialist	Non-instructional	CS-01	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	90,000	\$90,000
<b>Total Proposed Adjustments Community Services Budget</b>																																																																				

**Proposed Adjustments Food and Nutrition Services Budget**

Table #	1 2 3 4 5 6 7 8								1 2 3 4 5 6 7 8								1 2 3 4 5 6 7 8								1 2 3 4 5 6 7 8								1 2 3 4 5 6 7 8								1 2 3 4 5 6 7 8								PEAR Amount	PEAR Subtotals																		
PEAR Proposal	Category	PEAR Ref.	Identify & Respond to the Influence of Race & Culture (PEAR Q3)								Measurement of Results (PEAR Q4)								Support Equitable Student Achievement (PEAR Q4)								Current Services (PEAR Q5a)								Productivity (PEAR Q5a)								Strategic Plan (PEAR Q5a)								Board Policy & Legality (PEAR Q6)								PEAR Amount	PEAR Subtotals								
<b>Food and Nutrition Services</b>																																																																				
Purchase a food truck	Non-instructional	FNS-01	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	1	2	3	4	5	6	7	8	150,000	\$150,000
<b>Total Proposed Adjustments Food and Nutrition Services Budget</b>																																																																				

# Osseo Area Schools ISD # 279

## Five-Year Financial Projection - Capital Fund

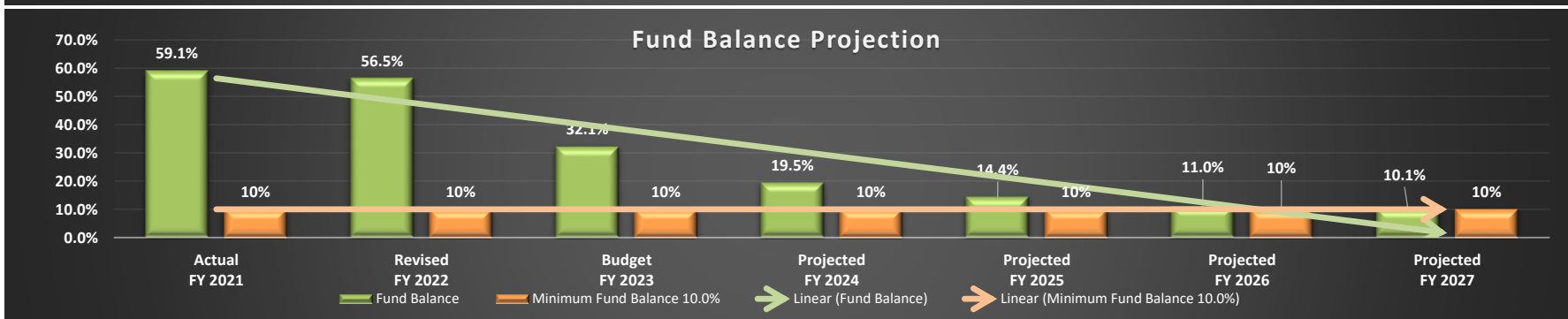
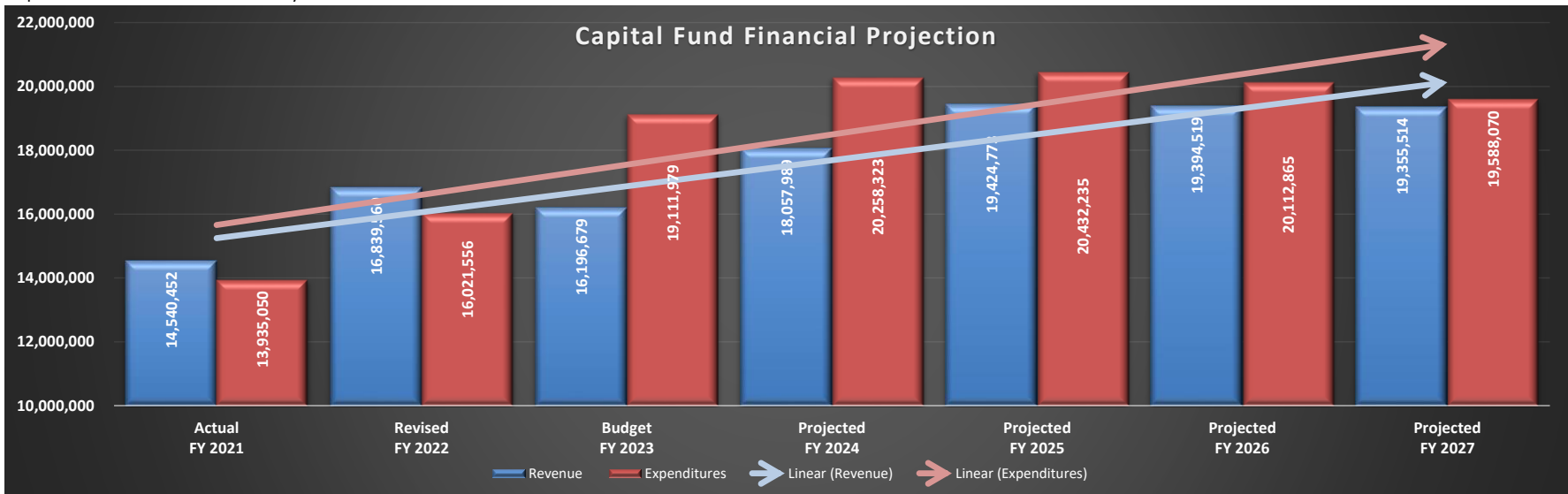
Categories	Actual FY 2021	Revised Budget FY 2022	% Chg	Adopted Budget FY 2023	% Chg	Projected FY 2024	% Chg	Projected FY 2025	% Chg	Projected FY 2026	% Chg	Projected FY 2027	% Chg
<b>Revenue</b>	14,540,452	16,839,560	15.8%	16,196,679	-3.8%	18,057,989	11.5%	19,424,773	7.6%	19,394,519	-0.2%	19,355,514	-0.2%
<b>Expenditures</b>	13,935,050	16,021,556	15.0%	19,111,979	19.3%	20,258,323	6.0%	20,432,235	0.9%	20,112,865	-1.6%	19,588,070	-2.6%
<b>Difference over/(under)</b>	605,402	818,004		(2,915,300)		(2,200,334)		(1,007,462)		(718,346)		(232,556)	
<b>Restricted Fund Balance</b>	8,241,772	9,059,776		6,144,476		3,944,142		2,936,681		2,218,335		1,985,779	
<b>Fund Balance %</b>	59.1%	56.5%		32.1%		19.5%		14.4%		11.0%		10.1%	
<b>Operational Adjustments</b>						2,000,000	-	(400,000)		(600,000)			

**Assumptions**

Revenue increase of 0.0% annually

Expenditure increase of 0.0% annually

1,000,000 total operational adjustments



**ISD 279 - Osseo Area Schools**  
**Capital Fund - Operating Capital and Capital Technology/Safety Levy**  
**FY 2024 Budget Planning Scenario Financial Forecast**

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Adopted 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
<b>Baseline</b>									
Revenues	\$14,246,353	\$15,657,622	\$14,540,452	\$16,839,560	\$16,196,679	\$16,289,940	\$19,424,773	\$19,394,519	\$19,355,514
Expenditures	13,790,771	13,775,665	13,935,050	16,021,556	18,084,296	18,084,296	20,258,323	20,432,235	20,112,865
Levy (Known)						3,068,575			
Levy one-time (Known)						(1,300,526)			
Known adjustments to expenditures						174,027	173,912	80,630	75,205
Known one time expenditure adjustment					1,027,683				
Baseline operating balance									
Fund Balance (beginning of year)	5,298,831	5,754,413	7,636,370	8,241,772	9,059,776	6,144,476	3,944,142	2,936,681	2,218,335
Fund Balance (end of year)	5,754,413	7,636,370	8,241,772	9,059,776	6,144,476	5,944,142	2,936,681	1,818,335	1,385,779
Change in fund balance	\$455,582	\$1,881,957	\$605,402	\$818,004	(\$2,915,300)	(\$200,334)	(\$1,007,462)	(\$1,118,346)	(\$832,556)
Operational increases (reductions) to maintain fund balance at 10%						2,000,000		(400,000)	(600,000)
Adjusted fund balance	\$5,754,413	\$7,636,370	8,241,772	9,059,776	6,144,476	3,944,142	2,936,681	2,218,335	1,985,779
Fund Balance as a % of Budgeted/Projected Expenditure	41.73%	55.43%	59.14%	56.55%	33.98%	19.47%	14.37%	11.03%	10.14%
<b>Tactics</b>									
Revenues with tactics	\$14,246,353	\$15,657,622	\$14,540,452	\$16,839,560	\$16,196,679	\$16,289,940	\$19,424,773	\$19,394,519	\$19,355,514
Expenditures with tactics	13,790,771	13,775,665	13,935,050	16,021,556	18,084,296	18,084,296	20,258,323	20,432,235	20,112,865
Tactics related to revenue									
Change in other levy adjustments (Known)						201,759			
Change in lease levy and prior year operating capital adjust- one-time (Known)						(1,300,526)			
Increase in capital technology/safety levy (Known)						485,850			
Increase capital technology/safety levy authority (Known)						2,380,966			
Capital technology/safety levy timeline (10 years)						1	2 (GE)	3	4 (GE)
Tactics related to expenditures									
Salary and benefit increase 3.00% (Known)						104,519	107,654	110,884	114,210
Enrollment alignment adjustment (Known)						69,508	66,258	(30,254)	(39,005)
Copier/print study implementation - one-time (Known)					808,722				
Copier/print study implementation - lease (Known)					218,961				
Operational increases (reductions)						2,000,000		(400,000)	(600,000)
Baseline operating balance (post tactic)									
Fund Balance (beginning of year)	5,298,831	5,754,413	7,636,370	8,241,772	9,059,776	6,144,476	3,944,142	2,936,681	2,218,335
Fund Balance (end of year)	5,754,413	7,636,370	8,241,772	9,059,776	6,144,476	3,944,142	2,936,681	2,218,335	1,985,779
Change in fund balance	\$455,582	\$1,881,957	\$605,402	\$818,004	(\$2,915,300)	(\$2,200,334)	(\$1,007,462)	(\$718,346)	(\$232,556)
<b>Fund Balance Target</b>									
Fund Balance as a % of Budgeted/Projected Expenditure	41.73%	55.43%	59.14%	56.55%	32.15%	19.47%	14.37%	11.03%	10.14%
10% of Budgeted/Projected Expenditures Minimum	\$1,379,077	\$1,377,567	\$1,393,505	\$1,602,156	\$1,911,198	\$2,025,832	\$2,043,223	\$2,011,286	\$1,958,807
						Projected Revenue Assumption (FY 2024 - FY2027)			0.00%
						Projected Expenditure Assumption (FY 2024 - FY2027)			0.00%

**Note:** The Capital Fund does not include the Capital Land Proceeds Fund  
**Note:** Projected revenue also includes fiscal year projected enrollment change.  
**GE** - General Election year  
**\* Capital technology/safety levy approved November 2022 for 10 years expires in FY 2033**

# Osseo Area Schools ISD # 279

## Five-Year Financial Projection - Capital Fund with One-time Strategic Investment

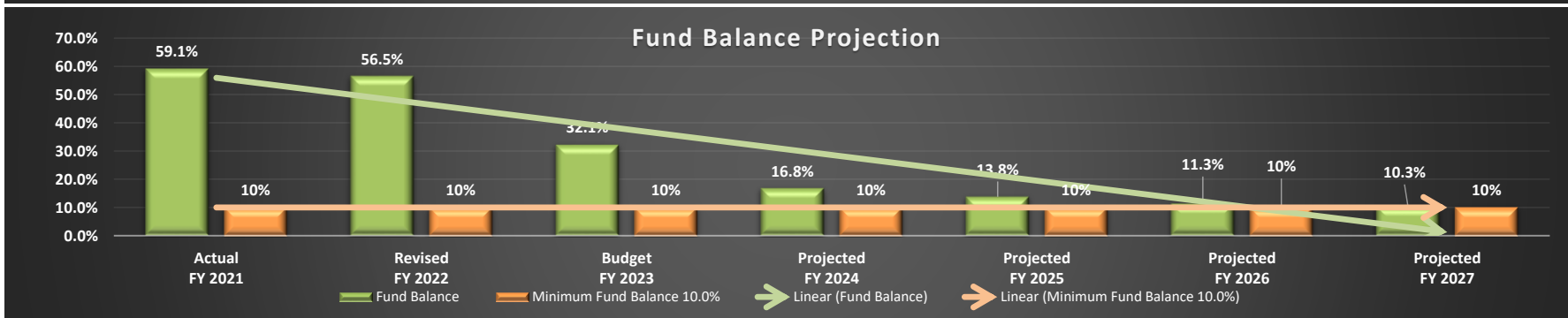
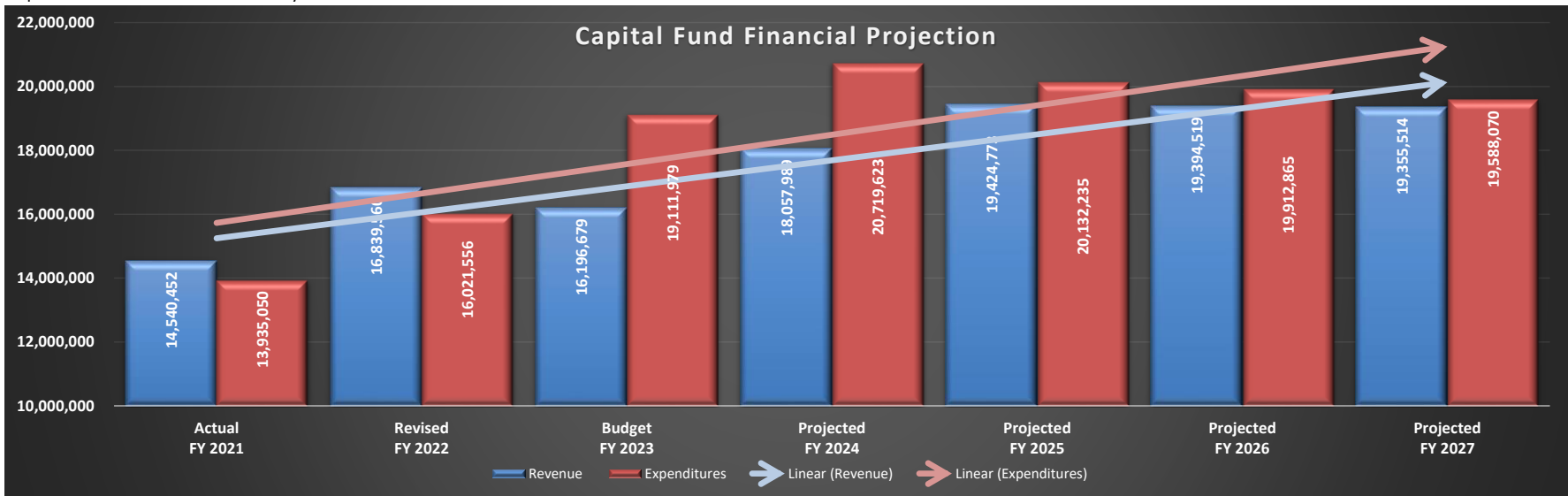
Categories	Actual FY 2021	Revised Budget FY 2022	% Chg	Adopted Budget FY 2023	% Chg	Projected FY 2024	% Chg	Projected FY 2025	% Chg	Projected FY 2026	% Chg	Projected FY 2027	% Chg
Revenue	14,540,452	16,839,560	15.8%	16,196,679	-3.8%	18,057,989	11.5%	19,424,773	7.6%	19,394,519	-0.2%	19,355,514	-0.2%
Expenditures	13,935,050	16,021,556	15.0%	19,111,979	19.3%	20,719,623	8.4%	20,132,235	-2.8%	19,912,865	-1.1%	19,588,070	-1.6%
Difference over/(under)	605,402	818,004		(2,915,300)		(2,661,634)		(707,462)		(518,346)		(232,556)	
Restricted Fund Balance	8,241,772	9,059,776		6,144,476		3,482,842		2,775,381		2,257,035		2,024,479	
Fund Balance %	59.1%	56.5%		32.1%		16.8%		13.8%		11.3%		10.3%	
						Operational Adjustments	2,000,000	(300,000)	(300,000)	(400,000)			

### Assumptions

Revenue increase of 0.0% annually

Expenditure increase of 0.0% annually

1,000,000 total operational adjustments



**ISD 279 - Osseo Area Schools**  
**Capital Fund - Operating Capital and Capital Technology/Safety Levy**  
**FY 2024 Budget Planning Scenario Financial Forecast with One-time Strategic Investment**

	Actual 2019	Actual 2020	Actual 2021	Actual 2022	Adopted 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
<b>Baseline</b>									
Revenues	\$14,246,353	\$15,657,622	\$14,540,452	\$16,839,560	\$16,196,679	\$16,289,940	\$19,424,773	\$19,394,519	\$19,355,514
Expenditures	13,790,771	13,775,665	13,935,050	16,021,556	18,084,296	18,084,296	20,258,323	20,432,235	20,112,865
Levy (Known)						3,068,575			
Levy one-time (Known)						(1,300,526)			
Known adjustments to expenditures						174,027	173,912	80,630	75,205
Known one time expenditure adjustment					1,027,683				
Baseline operating balance									
Fund Balance (beginning of year)	5,298,831	5,754,413	7,636,370	8,241,772	9,059,776	6,144,476	3,944,142	2,936,681	2,218,335
Fund Balance (end of year)	5,754,413	7,636,370	8,241,772	9,059,776	6,144,476	5,944,142	2,936,681	1,818,335	1,385,779
Change in fund balance	\$455,582	\$1,881,957	\$605,402	\$818,004	(\$2,915,300)	(\$200,334)	(\$1,007,462)	(\$1,118,346)	(\$832,556)
Operational increases (reductions) to maintain fund balance at 10%						2,000,000		(400,000)	(600,000)
Adjusted fund balance	\$5,754,413	\$7,636,370	8,241,772	9,059,776	6,144,476	3,944,142	2,936,681	2,218,335	1,985,779
Fund Balance as a % of Budgeted/Projected Expenditure	41.73%	55.43%	59.14%	56.55%	33.98%	19.47%	14.37%	11.03%	10.14%
<b>Tactics</b>									
Revenues with tactics	\$14,246,353	\$15,657,622	\$14,540,452	\$16,839,560	\$16,196,679	\$16,289,940	\$19,424,773	\$19,394,519	\$19,355,514
Expenditures with tactics	13,790,771	13,775,665	13,935,050	16,021,556	18,084,296	18,084,296	20,258,323	20,132,235	19,912,865
<b>Tactics related to revenue</b>									
Change in other levy adjustments (Known)						201,759			
Change in lease levy and prior year operating capital adjust- one-time (Known)						(1,300,526)			
Increase in capital technology/safety levy (Known)						485,850			
Increase capital technology/safety levy authority (Known)						2,380,966			
Capital technology/safety levy timeline (10 years)						1	2 (GE)	3	4 (GE)
<b>Tactics related to expenditures</b>									
Salary and benefit increase 3.00% (Known)						104,519	107,654	110,884	114,210
Enrollment alignment adjustment (Known)						69,508	66,258	(30,254)	(39,005)
Copier/print study implementation - one-time (Known)					808,722				
Copier/print study implementation - lease (Known)					218,961				
Strategic investment - one time only						461,300			
Operational increases (reductions)						2,000,000	(300,000)	(300,000)	(400,000)
Baseline operating balance (post tactic)									
Fund Balance (beginning of year)	5,298,831	5,754,413	7,636,370	8,241,772	9,059,776	6,144,476	3,482,842	2,775,381	2,257,035
Fund Balance (end of year)	5,754,413	7,636,370	8,241,772	9,059,776	6,144,476	3,482,842	2,775,381	2,257,035	2,024,479
Change in fund balance	\$455,582	\$1,881,957	\$605,402	\$818,004	(\$2,915,300)	(\$2,661,634)	(\$707,462)	(\$518,346)	(\$232,556)
<b>Fund Balance Target</b>									
Fund Balance as a % of Budgeted/Projected Expenditure	41.73%	55.43%	59.14%	56.55%	32.15%	16.81%	13.79%	11.33%	10.34%
10% of Budgeted/Projected Expenditures Minimum	\$1,379,077	\$1,377,567	\$1,393,505	\$1,602,156	\$1,911,198	\$2,071,962	\$2,013,223	\$1,991,286	\$1,958,807
						Projected Revenue Assumption (FY 2024 - FY2027)			0.00%
						Projected Expenditure Assumption (FY 2024 - FY2027)			0.00%

**Note:** The Capital Fund does not include the Capital Land Proceeds Fund  
**Note:** Projected revenue also includes fiscal year projected enrollment change.  
**GE** - General Election year  
**\* Capital technology/safety levy approved November 2022 for 10 years expires in FY 2033**

## FY 2024 Capital Request Budget Allocations

### Operating Capital Budget

Description	Department	\$ Amount	Capital Request Summary
<b>Division: Community Engagement</b>			
Replace Adult Basic Education office furniture and equipment	Adult Basic Education	\$ 10,000	Replace office furniture equipment. Grant funding is being secured to support a majority of the remodel, but certain items like chairs and other office needs are not allowed under the grant parameters.
<b>Subtotal Community Engagement</b>		<b>\$ 10,000</b>	
<b>Division of Leadership Teaching and Learning</b>			
Replace sports uniforms and equipment	Activities	\$ 43,000	Replace gymnastics, wrestling, and volleyball uniforms on 4 year rotation; replace activities equipment
Maintain districtwide license for text-based multilingual communication	Educational Equity	\$ 110,000	Maintain TalkingPoints districtwide license for text-based multilingual communication with families
Purchase instructional materials to support English language development	Educational Equity	\$ 90,000	Provide students and teachers with instructional resources to support English learner programming at the elementary and secondary levels
Purchase elementary and secondary curriculum resources	Learning and Achievement	\$ 2,786,938	Provide students and classroom teachers with materials and curriculum resources for content areas that have completed the program improvement process
Purchase curriculum resources for advanced courses	Learning and Achievement	\$ 100,000	Purchase materials for secondary sites due to the addition of advanced courses or increased enrollment in existing courses
Maintain concurrent enrollment offerings	Learning and Achievement	\$ 186,000	Maintain concurrent enrollment course credit opportunities for students across our system, expand career pathways for students through agreements with postsecondary institutions, and support additional programming costs (career and technical program equipment, Ramp Up to Readiness resources, and Project Lead the Way fees and resources) based on identified needs in order to comply with World's Best Workforce/Career & College Readiness legislation
Repair and purchase music equipment	Learning and Achievement	\$ 145,000	Support annual districtwide musical instrument repairs and purchase of new music equipment
Add secondary elective curriculum resources	Learning and Achievement	\$ 120,000	Provide students and classroom teachers with the necessary materials and curriculum resources for new secondary elective courses that have been approved through the program improvement process
Maintain career and technical education contingency	Learning and Achievement	\$ 25,000	Repair and replace machinery and equipment for the Career and Technical Education program
Purchase curriculum resources for advisory	Learning and Achievement	\$ 16,000	Purchase resources to support advisory programming at the secondary level
Maintain elementary curriculum replacement budget	Learning and Achievement	\$ 10,000	Maintain replacement curriculum materials for elementary sites
Maintain online resources	Learning and Achievement	\$ 650,000	Maintain current software and web resources (e.g. Follet, Scholastic, Teachscape) and other annual subscriptions to online resources used by teachers and students
Maintain capital allocation to sites	PK-12 Operations	\$ 205,000	Provide sites annual enrollment-based capital allocation for replacement of student, teacher and administration furniture, equipment, materials and secondary textbooks
Replace capital equipment	PK-12 Operations	\$ 20,000	Purchase furniture and equipment based on enrollment increases and support sites with equipment replacement needs that exceed the site enrollment-based allocation
Replace health services equipment	Student Services	\$ 12,000	Provide for the annual repair and replacement plan of health services equipment
Maintain transcript software	Student Services	\$ 20,000	Maintain transcript software
<b>Subtotal Division of Leadership, Teaching and Learning</b>		<b>\$ 4,538,938</b>	

## FY 2024 Capital Request Budget Allocations

### Operating Capital Budget

Description	Department	\$ Amount	Capital Request Summary
<b>Division: Human and Administrative Resources Team</b>			
Pay operating leases for instructional space, athletic facilities, commencement venue, and Northwest Family Service Center	Business Administration	\$ 3,544,599	Pay for board-approved leases for elementary school addition and high school additions/repurposing of space; instructional space for programs; rental of athletic facilities; commencement ceremony venue; and Northwest Family Services Center
Maintain contingency for equipment replacement	Business Administration	\$ 100,000	Replace equipment and technology, including warehouse and other essential equipment
Maintain budget for special assessment taxes	Business Administration	\$ 80,000	Pay special assessment taxes for district property
Maintain budget for property insurance deductible	Business Administration	\$ 10,000	Pay for lost or damaged items that fall within the property insurance deductible
Maintain contingency for facilities equipment replacement	Facilities and Custodial	\$ 240,000	Purchase or replace larger expense items that unexpectedly fail and for which replacement cannot be delayed, e.g., heat, A/C, electrical, plumbing, controls, hot water, and sewer, custodial or grounds equipment
Purchase furniture, fixtures and equipment for the flex rooms (year 2 of 3 lease)	Facilities and Custodial	\$ 26,188	Pay lease costs for furniture, fixture, and equipment for the flex room projects
Replace grounds/maintenance equipment (year 3 of 3 lease)	Facilities and Custodial	\$ 41,555	Pay lease costs for grounds and maintenance equipment that has exceeded its useful life
Purchase Terrazzo maintenance/repair equipment (year 2 of 3 lease)	Facilities and Custodial	\$ 15,316	Pay lease costs for purchase of Terrazzo maintenance/repair equipment to rehabilitate flooring
Purchase storage shed for Osseo Middle School (year 2 of 3 lease)	Facilities and Custodial	\$ 8,729	Pay lease costs for storage shed at Osseo Middle School to house site grounds maintenance equipment and maintain storage necessary for fire code compliance
Purchase storage shed for Zanewood Community School (year 3 of 3 lease)	Facilities and Custodial	\$ 8,124	Pay lease costs for storage shed at Zanewood Community School to house site grounds maintenance equipment and maintain storage necessary for fire code compliance
Replace camera systems (year 3 of 3 lease)	Risk Management	\$ 191,118	Pay lease costs to replace camera systems, including network video recorders at Basswood, Cedar Island, Elm Creek, Fernbrook, Palmer Lake, Rice Lake, Rush Creek, Woodland elementary schools, Enrollment Center, Arbor View, Willow Lane, CBVAT, Ice Arena, stadium and domes
Add digital radios	Risk Management	\$ 166,667	Add a wide area network for digital radios
Maintain contingency budget for security needs	Risk Management	\$ 50,000	Purchase equipment to address security-related challenges that arise in the course of the year
Add office lockdown capabilities at all school sites (year 2 of 3 lease)	Risk Management	\$ 12,930	Pay lease costs for office lockdown capabilities to secure entrances at all school sites
Add card access readers across the district (year 3 of 3 lease)	Risk Management	\$ 21,236	Pay lease costs for additional card readers to exterior doors across the district
<b>Subtotal Human and Administrative Resources Team</b>		<b>\$ 4,516,462</b>	
<b>Division: Information and Instructional Technology Team</b>			
Maintain switches and wireless access points	Technology District-wide	\$ (192,500)	E-rate reimbursement to maintain cycle to replace access points for the wireless network (partially funded with e-rate reimbursement)
E-rate revenue to maintain enterprise technology licensing, support, internet, and cloud backup solutions	Technology District-wide	\$ 192,500	Maintain secured internet, Unified Threat Management, network licensing, support contracts for all network systems and complete last phase of disaster recovery (partially funded with e-rate reimbursement)
<b>Subtotal Information and Instructional Technology Team</b>		<b>\$ -</b>	
<b>GRAND TOTAL OPERATING CAPITAL BUDGET</b>		<b>\$ 9,065,400</b>	

## FY 2024 Capital Request - One-time Request Above Budget Allocation

### Strategic Investment

Description	Department	\$ Amount	Capital Request Summary
<b>Division of Leadership Teaching and Learning</b>			
Purchase elementary and secondary curriculum resources	Learning and Achievement	\$ 461,300	Provide students and classroom teachers with materials and curriculum resources for content areas that have completed the program improvement process
<b>Subtotal Division of Leadership, Teaching and Learning</b>		<b>\$ 461,300</b>	
<b>GRAND TOTAL STRATEGIC INVESTMENT FROM OPERATING CAPITAL BUDGET</b>		<b>\$ 461,300</b>	

## FY 2024 Capital Request Budget Allocations

Capital Project Technology/Safety Levy			
Description	Department	\$ Amount	Capital Request Summary
<b>Division of Leadership Teaching and Learning</b>			
Purchase elementary and secondary curriculum resources	Learning and Achievement	\$ 270,825	Provide students and classroom teachers with materials and curriculum resources for content areas that have completed the program improvement process
<b>Subtotal Division of Leadership, Teaching and Learning</b>		<b>\$ 270,825</b>	
<b>Division: Human and Administrative Resources Team</b>			
Add digital radios to the district	Risk Management	\$ 526,036	Add digital radios to all schools
Replace physical security technology (year 1 of 3 lease and labor)	Risk Management	\$ 953,964	Pay lease costs and labor for physical security technology (cameras, card access, intrusion, and Raptor) that has exceeded its useful life
<b>Subtotal Human and Administrative Resources Team</b>		<b>\$ 1,480,000</b>	
<b>Division: Information and Instructional Technology Team</b>			
Continue enterprise technology positions and casual labor	Technology District-wide	\$ 1,481,076	Continue 17 FTE enterprise technology staff and casual labor to meet system network technology needs
Maintain enterprise technology licensing, support, internet, and cloud backup solutions	Technology District-wide	\$ 307,400	Maintain secured internet, Unified Threat Management, network licensing, support contracts for all network systems and complete last phase of disaster recovery (partially funded with e-rate reimbursement)
Maintain technology software and licenses	Technology District-wide	\$ 488,604	Maintain essential software subscriptions and licenses (Microsoft, Google, JAMF, FilterED, Asana, Adobe, etc.)
Maintain internet filtering	Technology District-wide	\$ 300,000	Provide students the ability to learn safely from their mobile devices
Maintain unified print solution (year 2 of 5 lease)	Technology District-wide	\$ 218,961	Pay lease costs to maintain print solution for all staff and students
Replace and purchase technology equipment	Technology District-wide	\$ 110,000	Purchase, repair, or replace damaged non-instructional technology supplies and equipment
Maintain wi-fi access for students	Technology District-wide	\$ 50,000	Maintain hotspot wi-fi internet connectivity for students who do not have access to home internet
Maintain school LAN switches (year 3 of 3 lease)	Technology District-wide	\$ 77,830	Pay lease costs to maintain cycle to replace switches for the wired network
Replace firewall (year 3 of 3 lease)	Technology District-wide	\$ 77,830	Pay lease costs to maintain internet filtering, network security and threat protection
Replace and purchase technology equipment	Technology District-wide	\$ 52,500	Purchase, repair, or replace damaged non-instructional technology supplies and equipment
Maintain school wireless access points (year 3 of 3 lease)	Technology District-wide	\$ 66,711	Pay lease costs to maintain cycle to replace access points for the wireless network
Maintain phone system	Technology District-wide	\$ 60,000	Maintain emergency phones and replace telecommunication parts
Maintain switches and wireless access points	Technology District-wide	\$ 385,000	Maintain cycle to replace access points for the wireless network (partially funded with e-rate reimbursement)
Maintain phone software	Technology District-wide	\$ 10,000	Maintain Telecom phone software

## FY 2024 Capital Request Budget Allocations

Capital Project Technology/Safety Levy			
Description	Department	\$ Amount	Capital Request Summary
Continue technology elementary support positions	Technology Elementary	\$ 1,214,180	Continue 22.125 FTE technology support staff to meet technology support, maintenance and repair needs at elementary sites
Maintain technology refresh for staff and students (year 3 of 3 lease)	Technology Elementary	\$ 83,645	Pay lease costs to maintain technology equipment refresh cycle
Maintain student and staff mobile devices for grades 3-5 at elementary sites (year 1 of 3 lease)	Technology Elementary	\$ 621,168	Pay lease costs to maintain student and staff mobile devices for 1:1 teaching and learning
Maintain student and staff mobile devices at high schools and K-2 (year 3 of 3 lease)	Technology Secondary	\$ 1,124,178	Pay lease costs to maintain student and staff mobile devices for 1:1 teaching and learning
Continue technology secondary support positions	Technology Secondary	\$ 819,492	Continue 14 FTE instructional support staff to meet technology secondary support needs
Replace student and staff mobile devices at middle school sites (year 2 of 3 lease)	Technology Secondary	\$ 621,168	Pay lease costs to maintain student and staff mobile devices for 1:1 teaching and learning
Maintain mobile device repair budget	Technology Secondary	\$ 128,500	Maintain funding to continue on-site repairs for student mobile devices
Maintain mobile device management software	Technology Secondary	\$ 4,000	Maintain the mobile device learning and management software for device management, distributing applications, providing enrollment protocols and ensuring internet securities comply with CIPA/COPPA on student/staff mobile devices
Maintain software licenses	Information Systems	\$ 965,305	Maintain licenses for the district student information system, finance/HR/payroll systems, and purchase hardware
Maintain school notification system	Information Systems	\$ 24,150	Maintain license for the district notification system, Blackboard
Maintain software subscriptions and licenses	Information Systems	\$ 133,700	Maintain software licenses for library media specialists at elementary and secondary sites
Implement scheduling software at sites	Information Systems	\$ 16,700	Implement scheduling software at sites, Master Schedule Builder
<b>Subtotal Information and Instructional Technology Team</b>		<b>\$ 9,442,098</b>	
<b>GRAND TOTAL CAPITAL PROJECT TECHNOLOGY LEVY</b>		<b>\$ 11,192,923</b>	

# Osseo School District

2023 Resident Survey

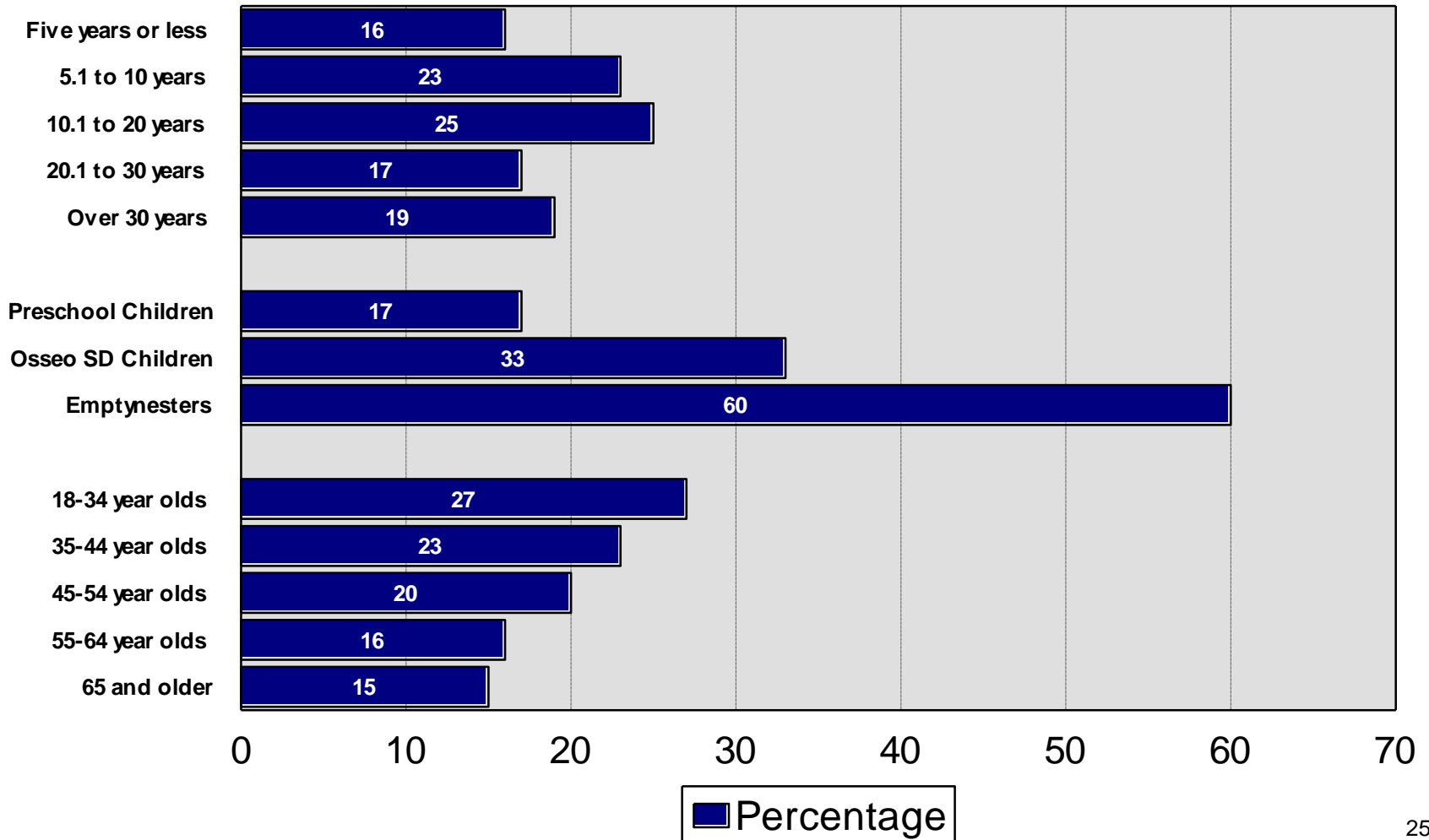
# Survey Methodology

2023 Osseo School District

- ① 400 random sample of Osseo School District residents
- ① Telephone interviews conducted between January 23rd and February 2nd, 2023
- ① Average interview time of 12 minutes
- ① Non-response rate of 5.0%
- ① Residential sample projectable within +/-5.0% in 95 out of 100 cases

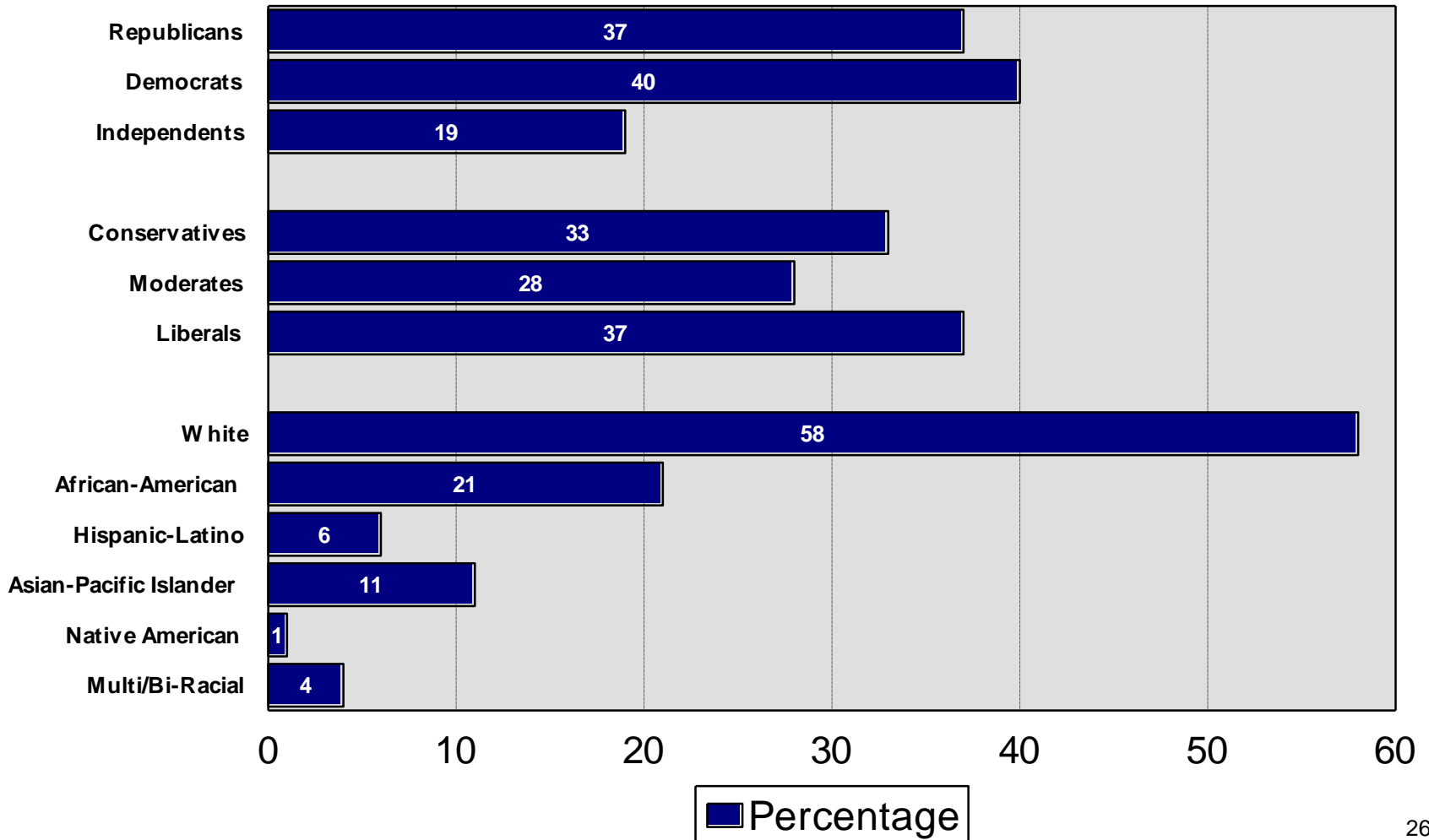
# Demographics I

## 2023 Osseo School District



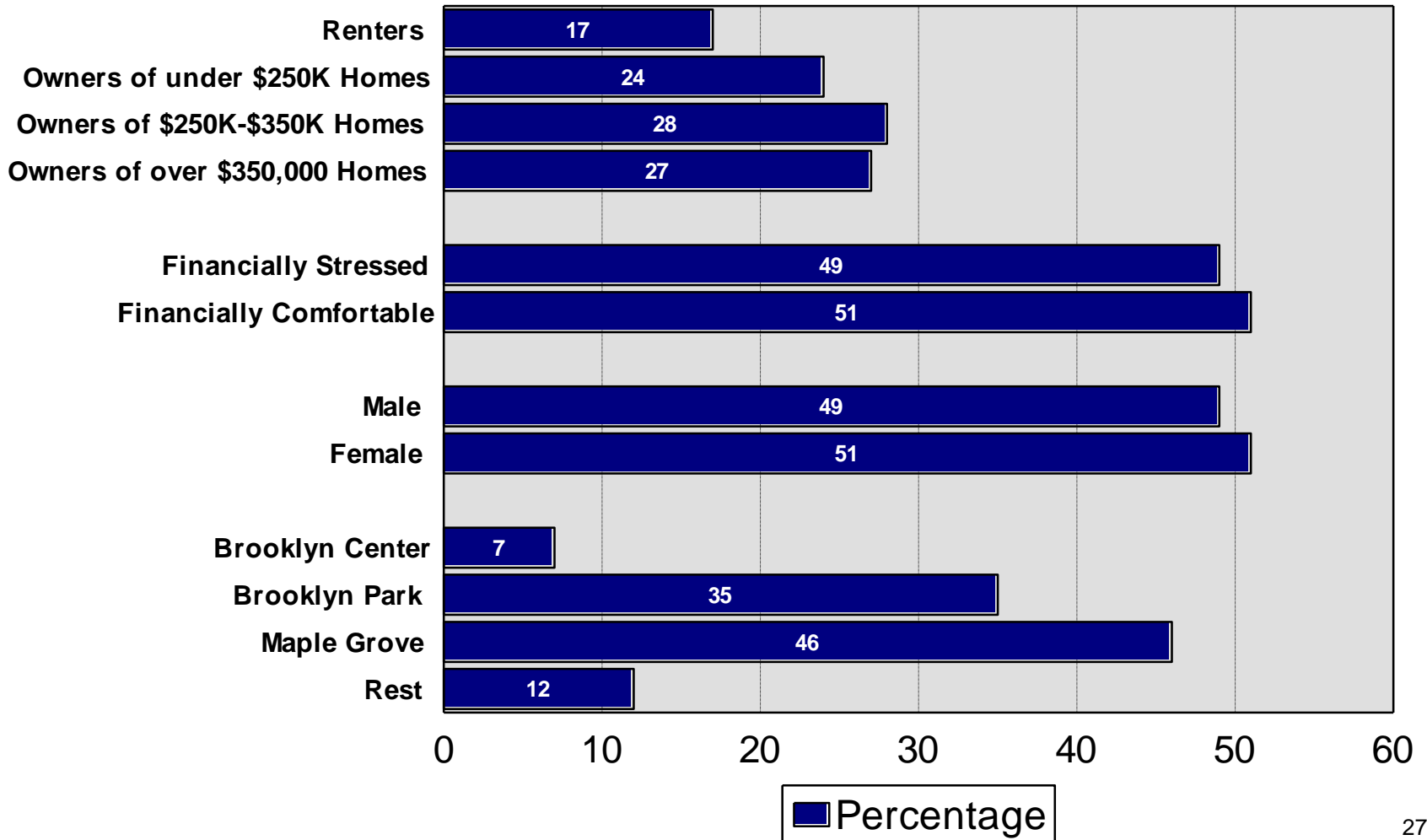
# Demographics II

2023 Osseo School District



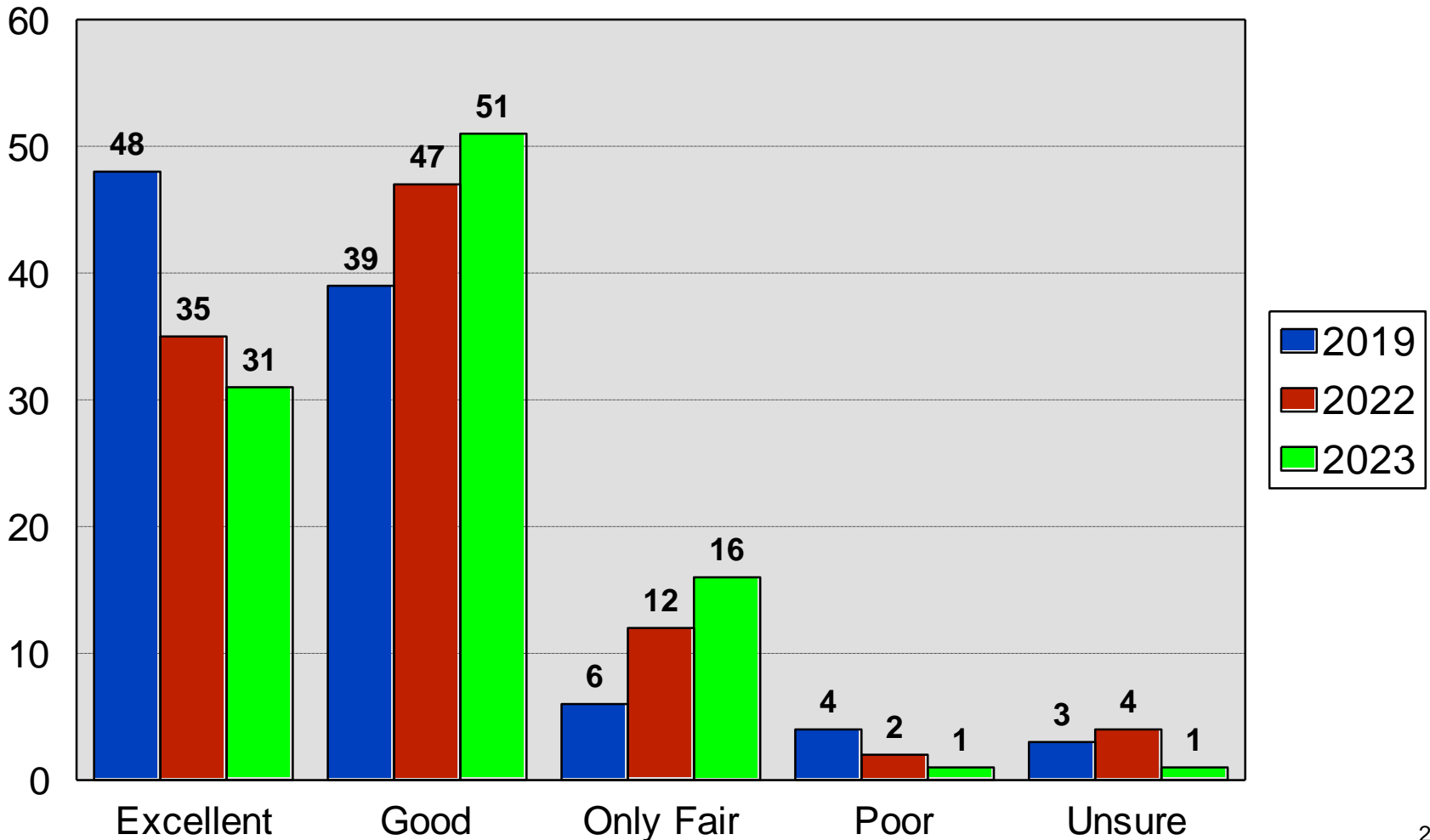
# Demographics III

2023 Osseo School District



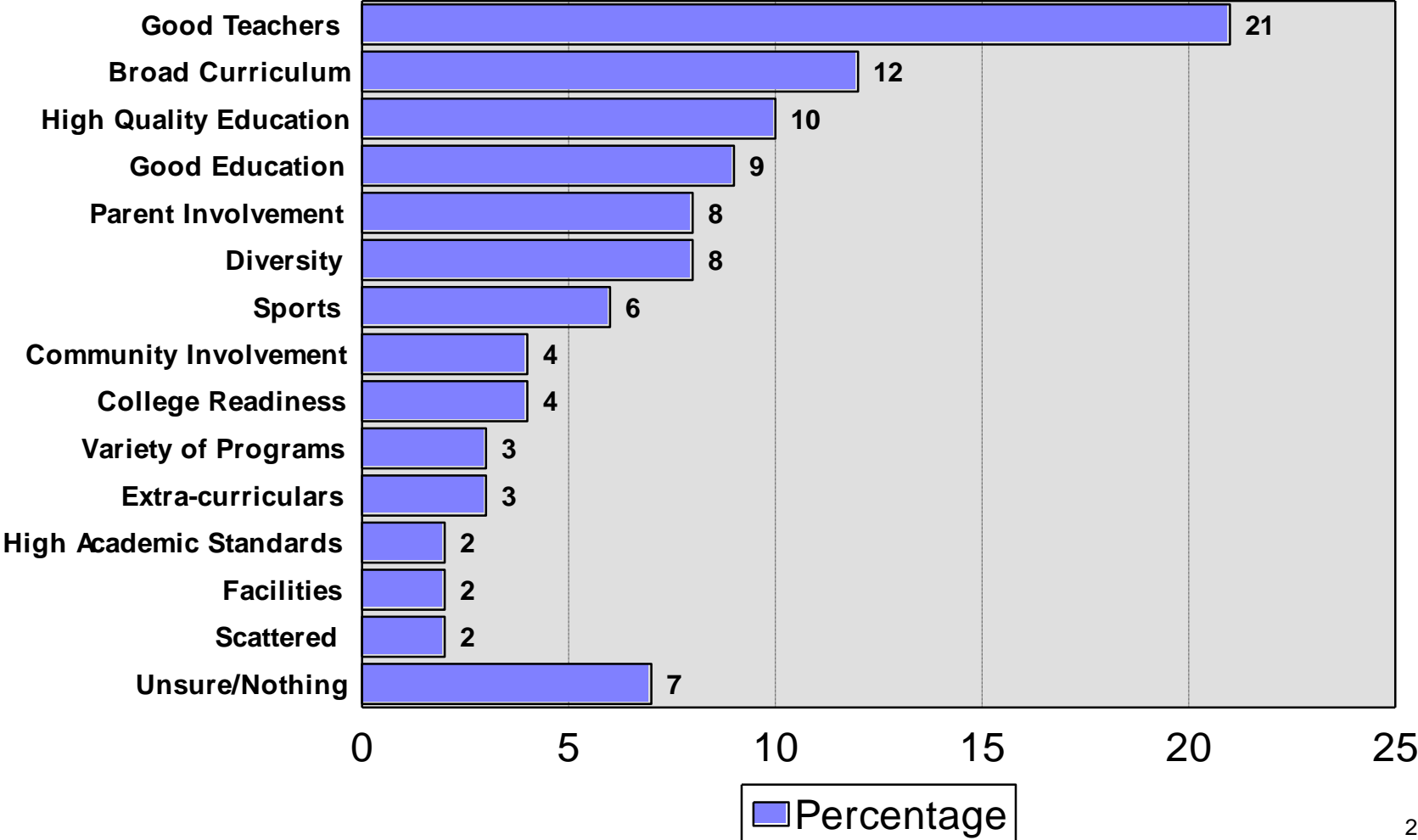
# Quality of Public Schools

2023 Osseo School District



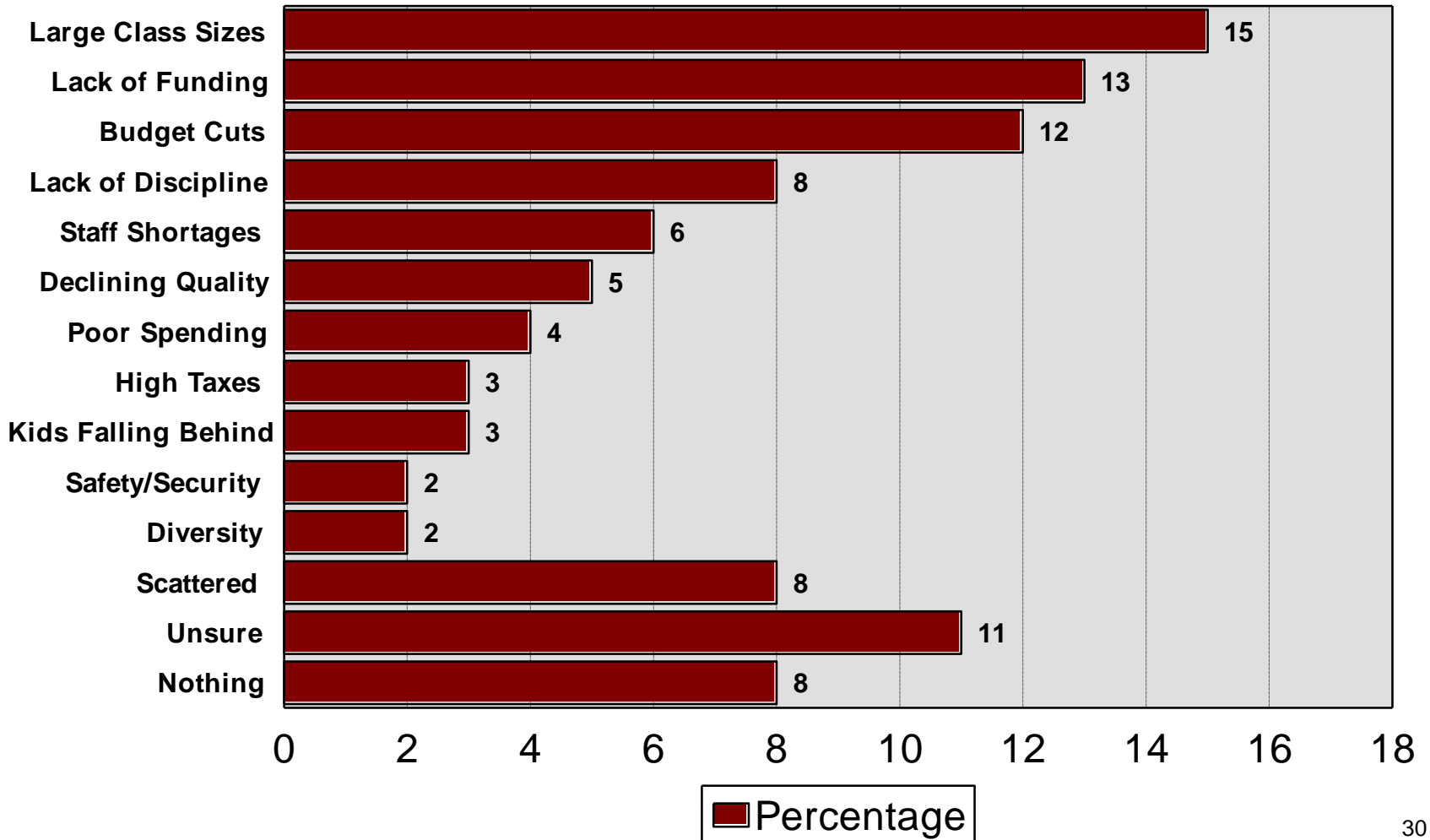
# Like about Osseo School District

2023 Osseo School District



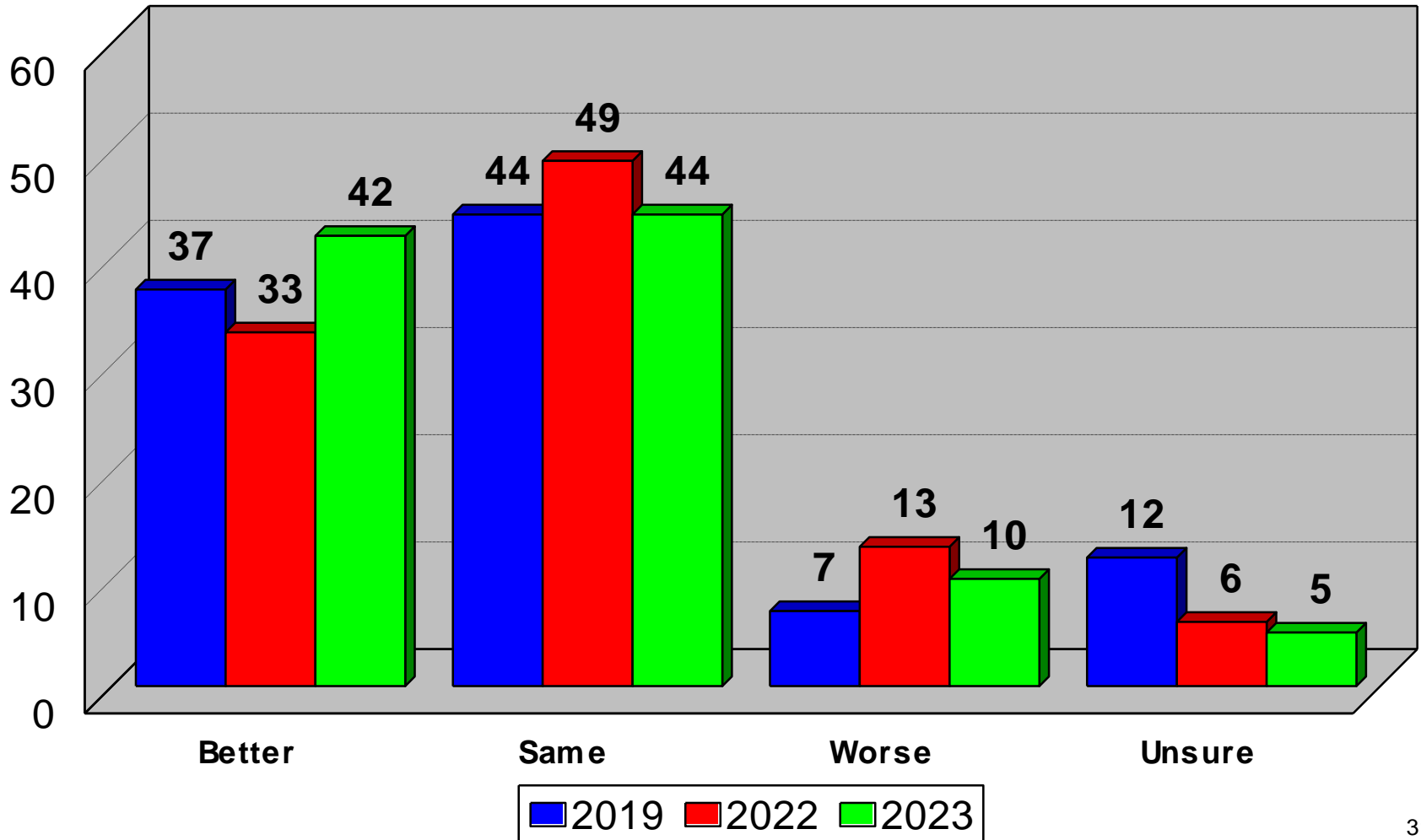
# Most Serious Issue

2023 Osseo School District



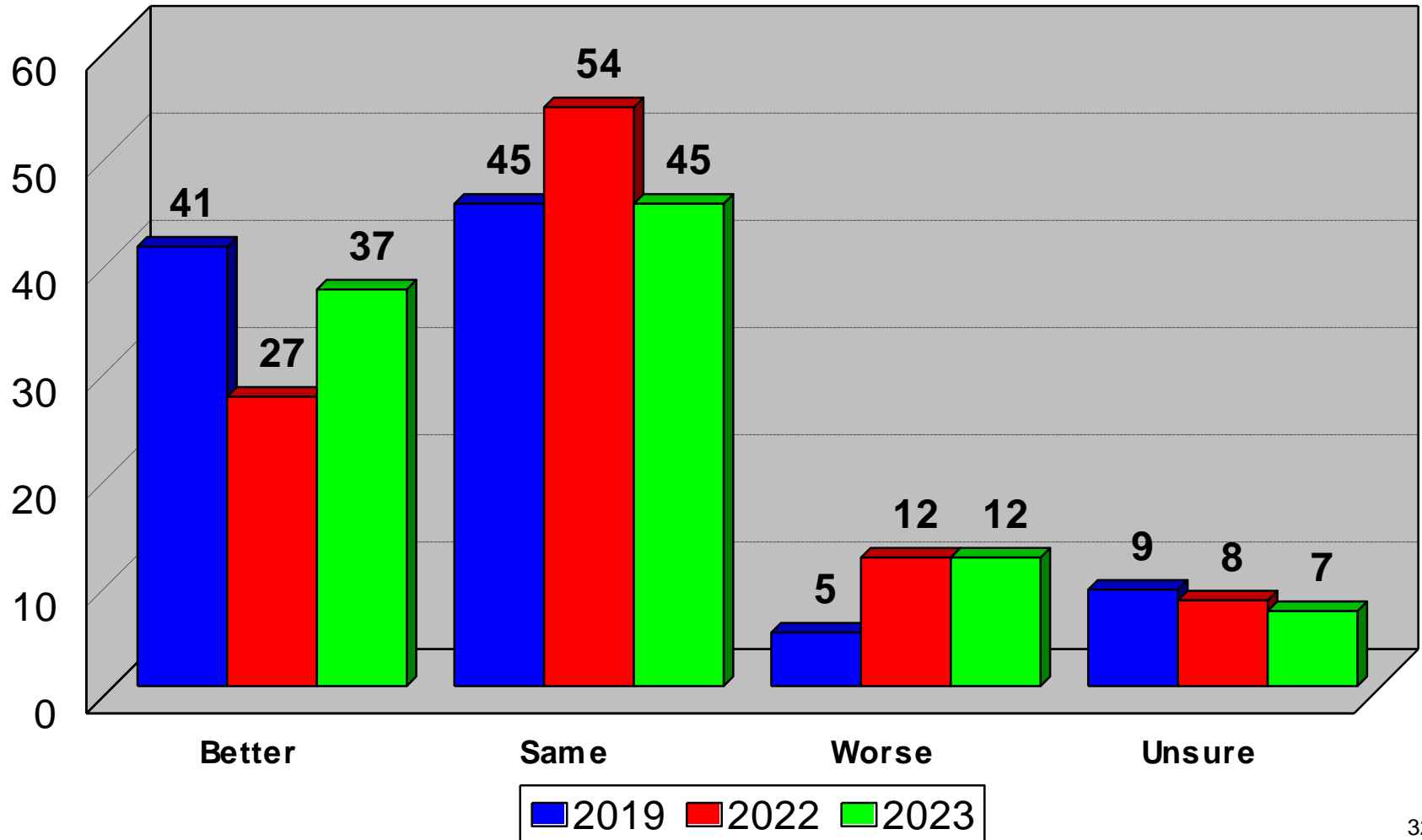
# Quality Compared to Five Years Ago....

2023 Osseo School District



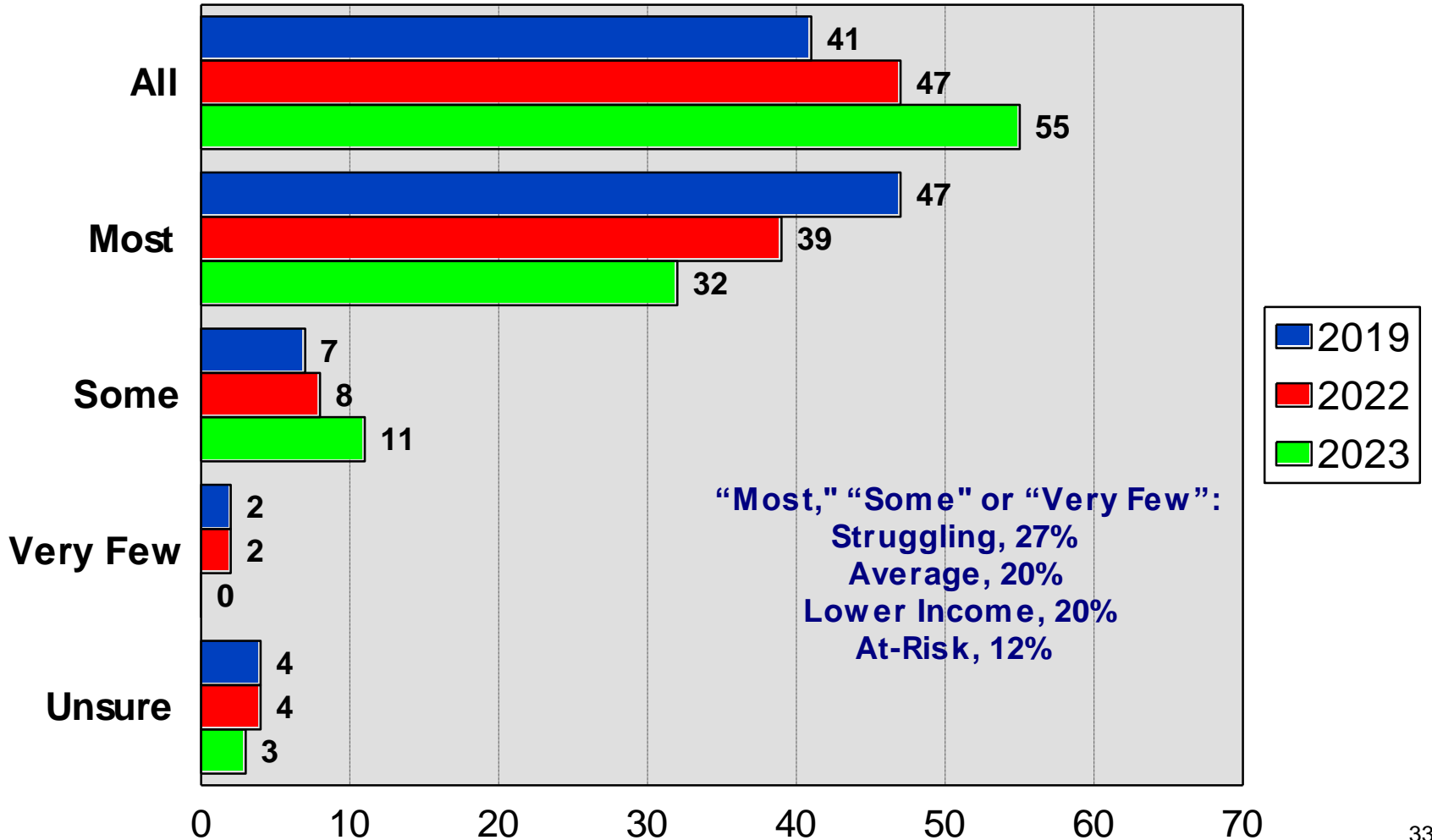
# Quality Compared to Neighboring Districts....

2023 Osseo School District



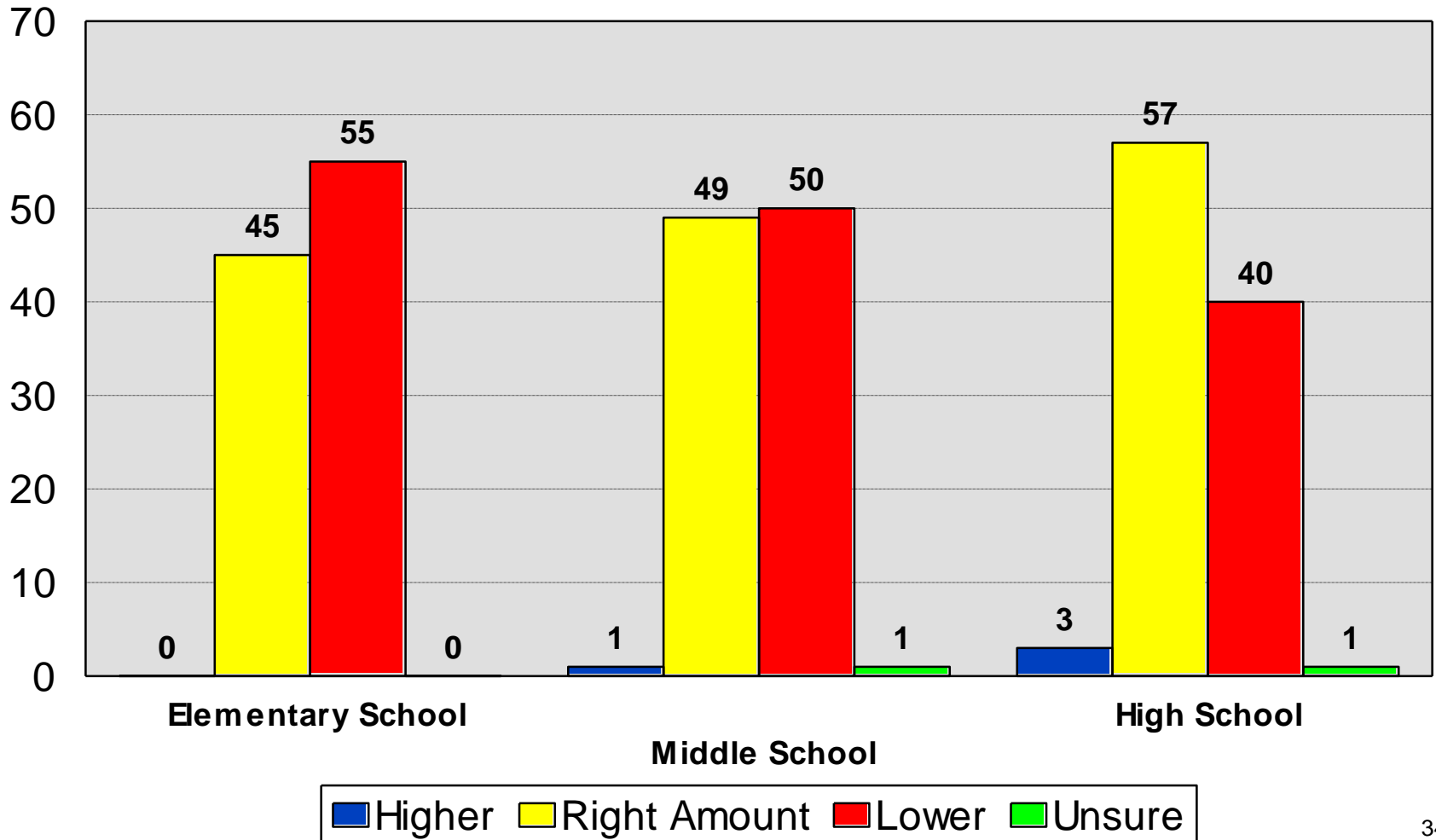
# Meet Students' Learning Needs

2023 Osseo School District



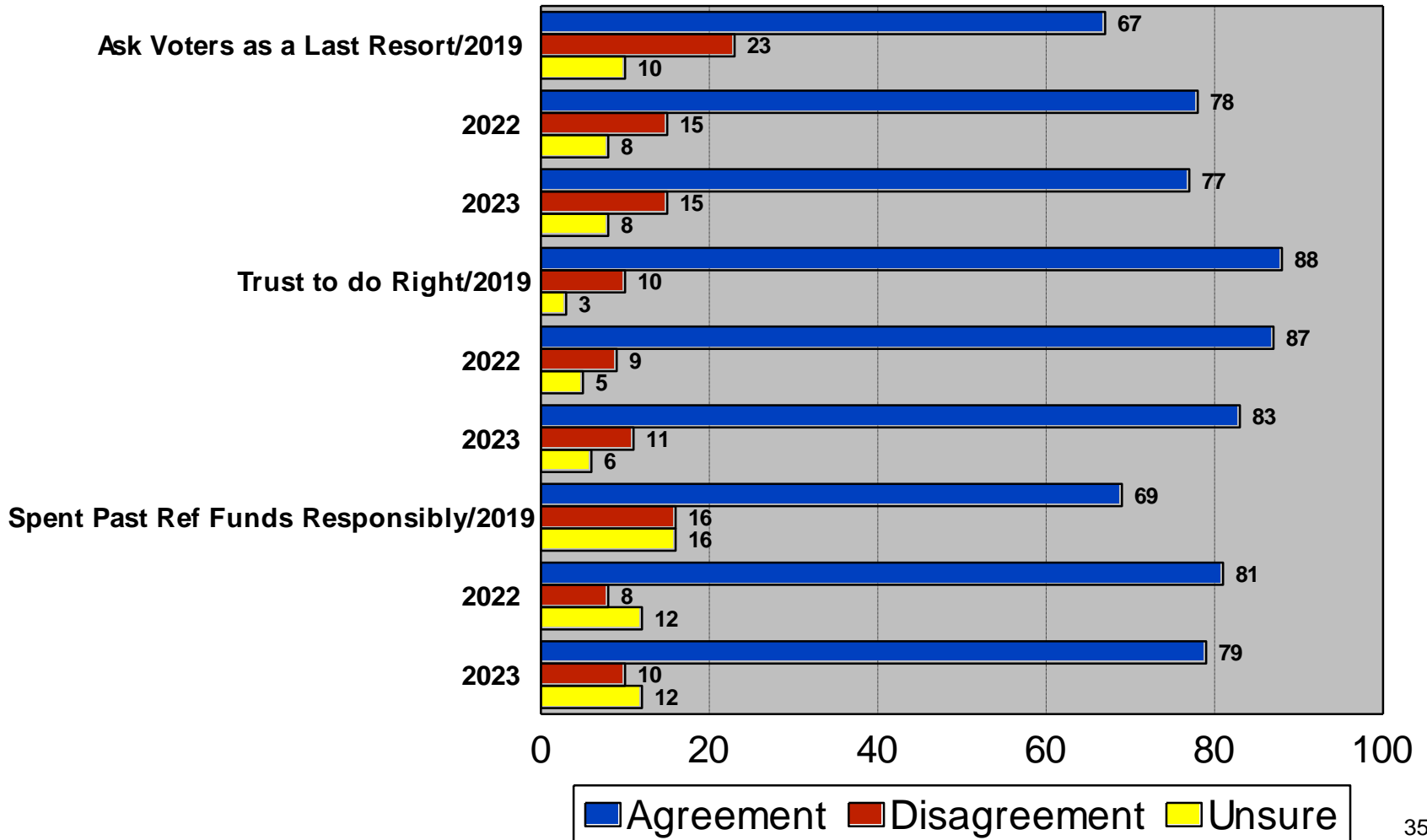
# Class Sizes

2023 Osseo School District



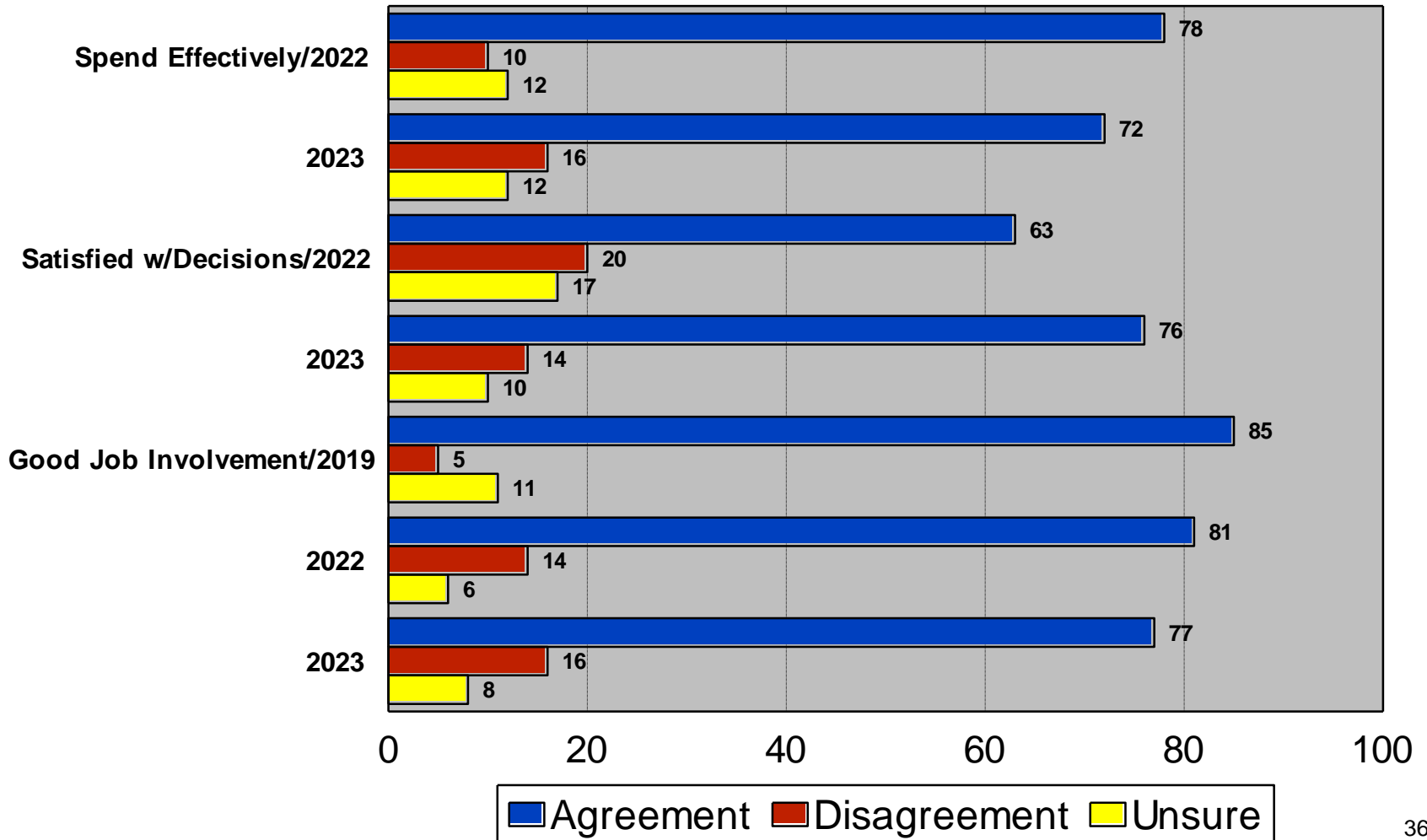
# Specific School District Perceptions I

## 2023 Osseo School District



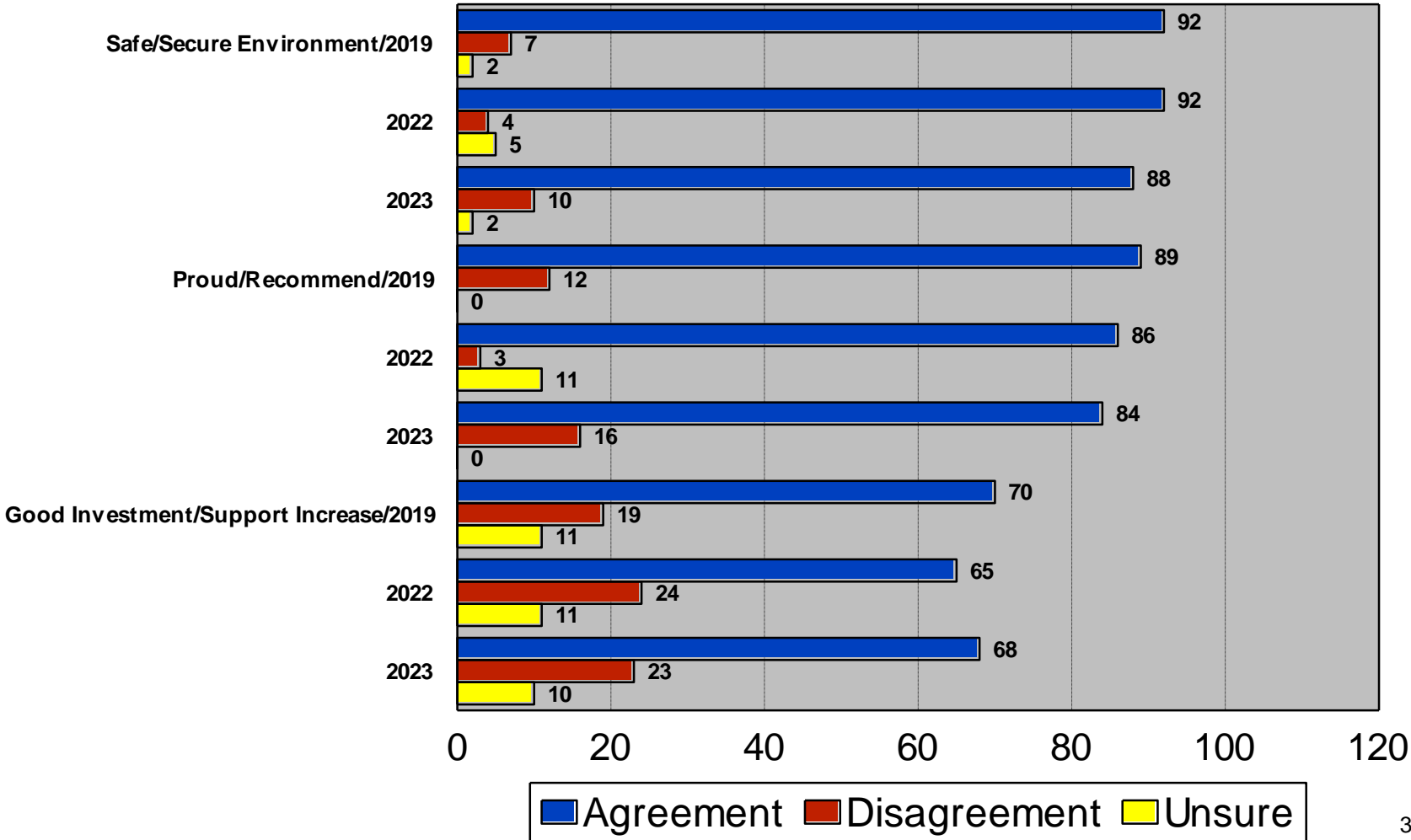
# Specific School District Perceptions II

## 2023 Osseo School District



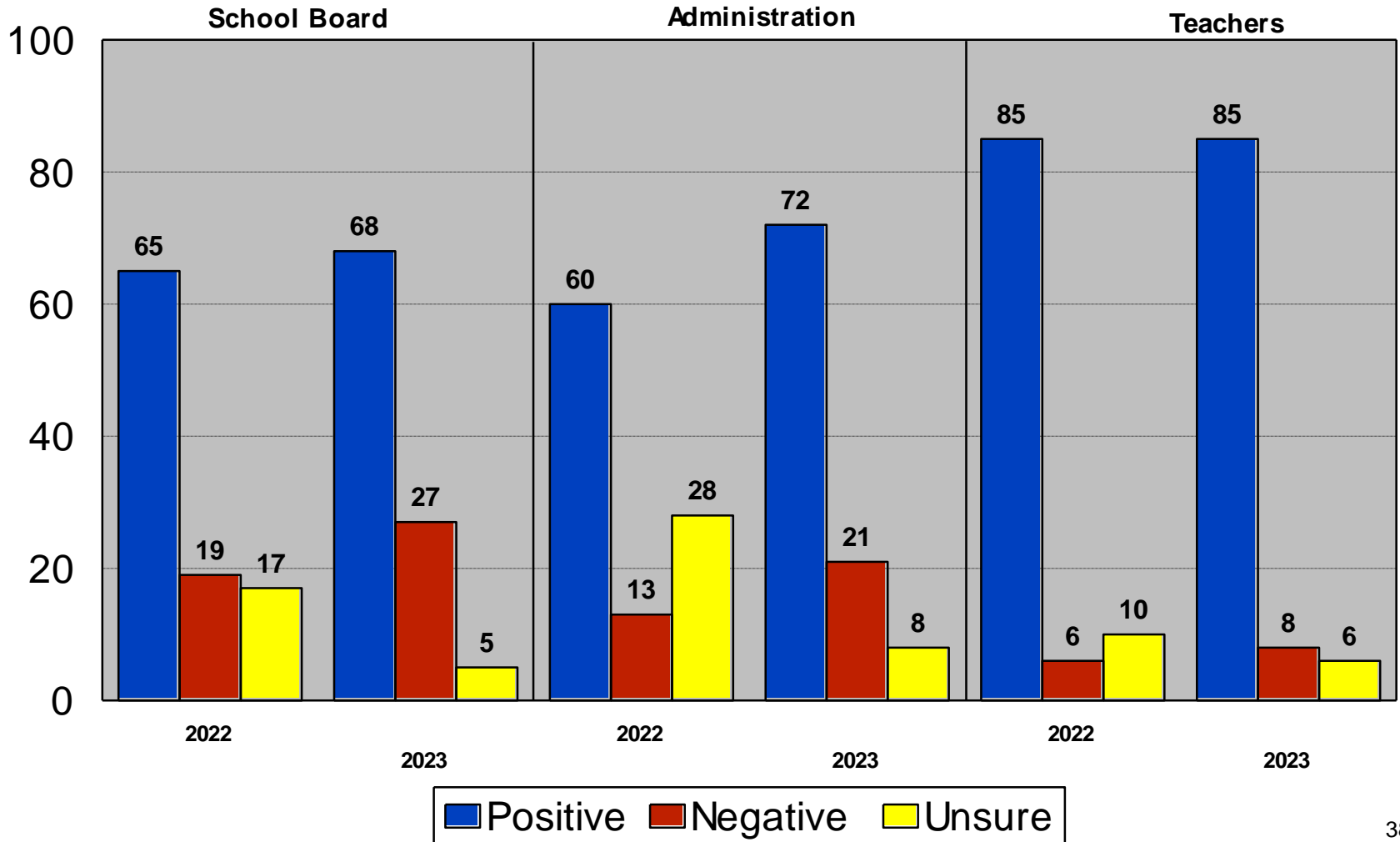
# Specific School District Perceptions III

## 2023 Osseo School District



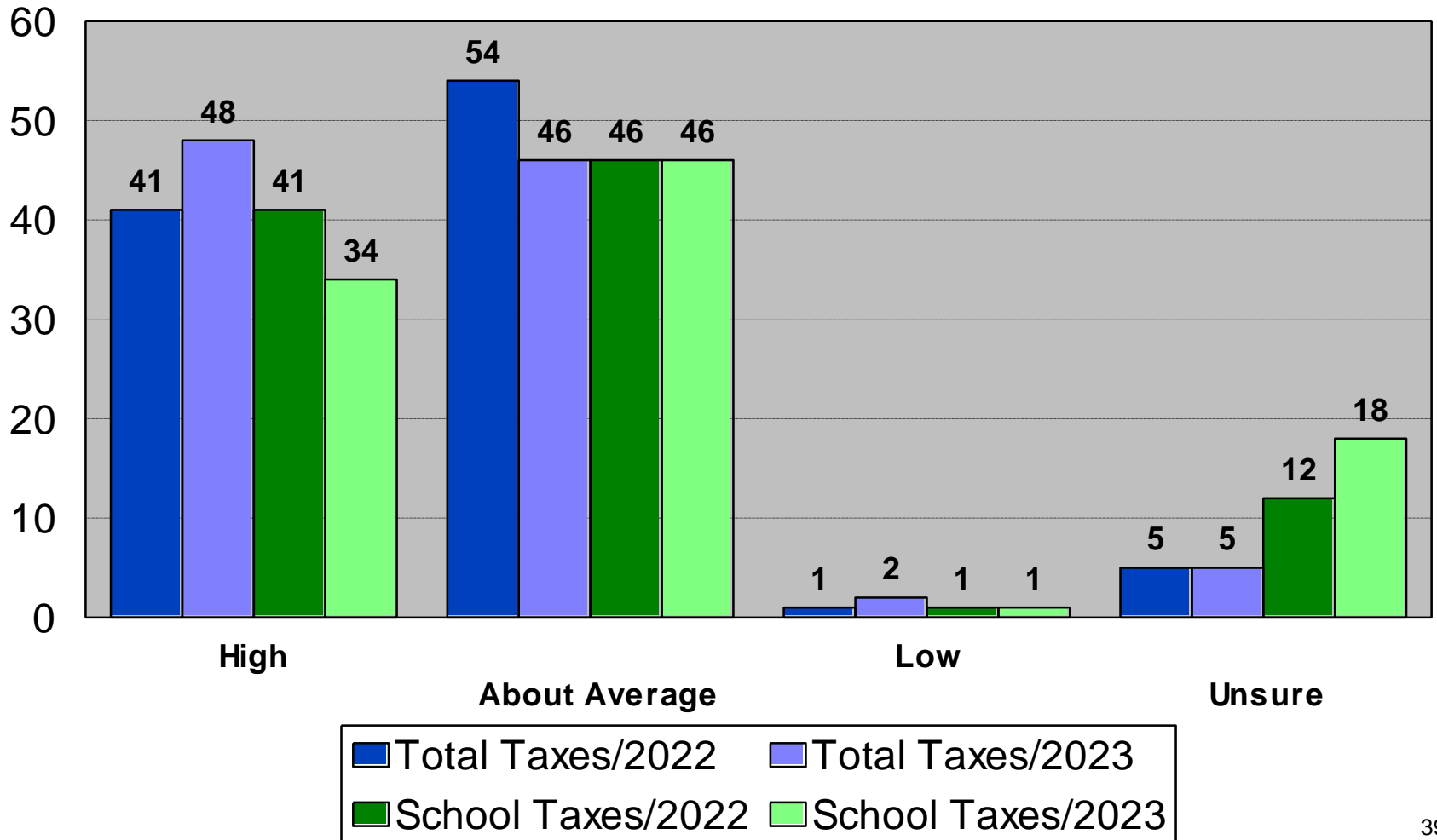
# Job Performance Ratings

2023 Osseo School District



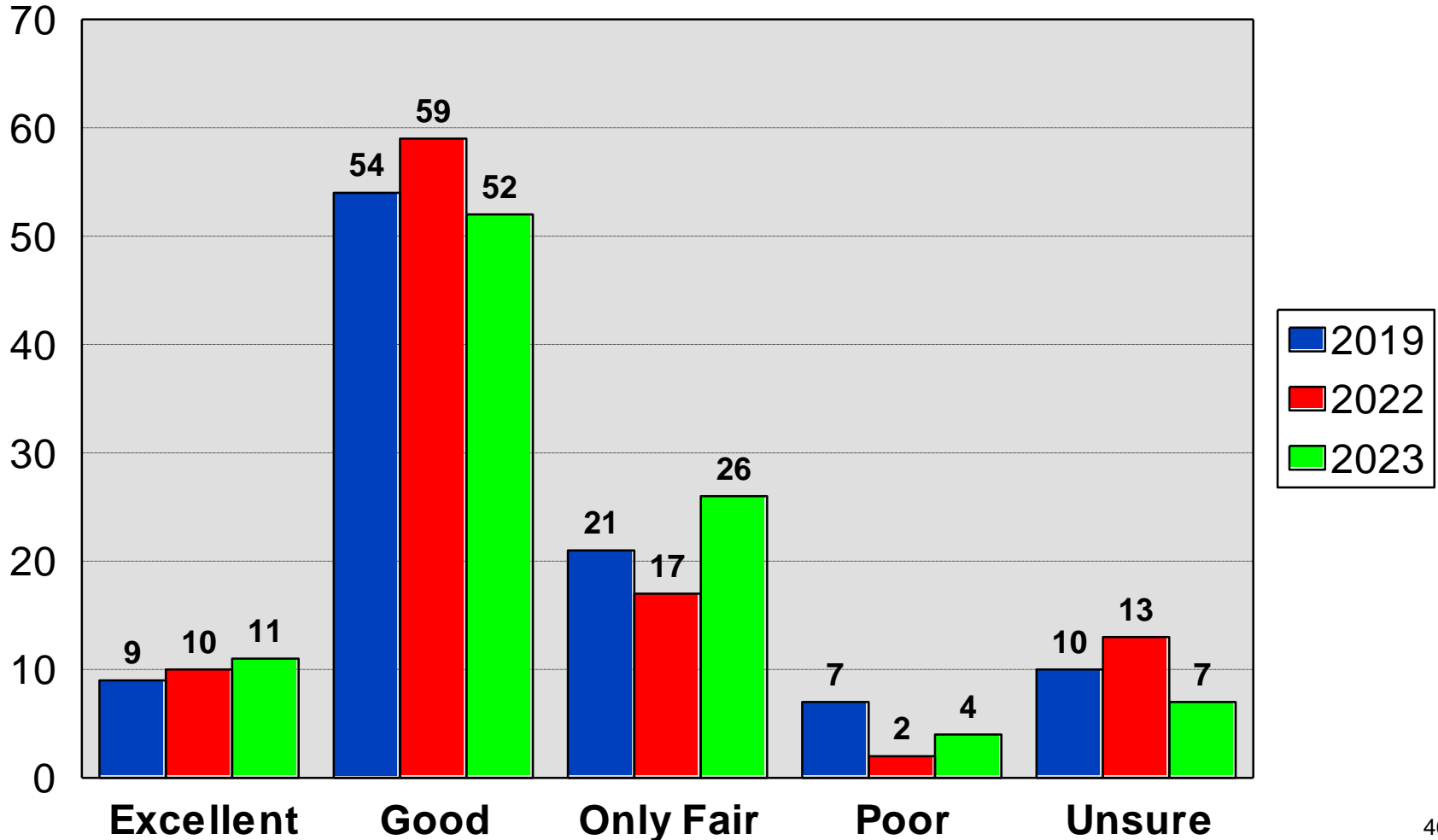
# Property Tax Comparisons

2023 Osseo School District



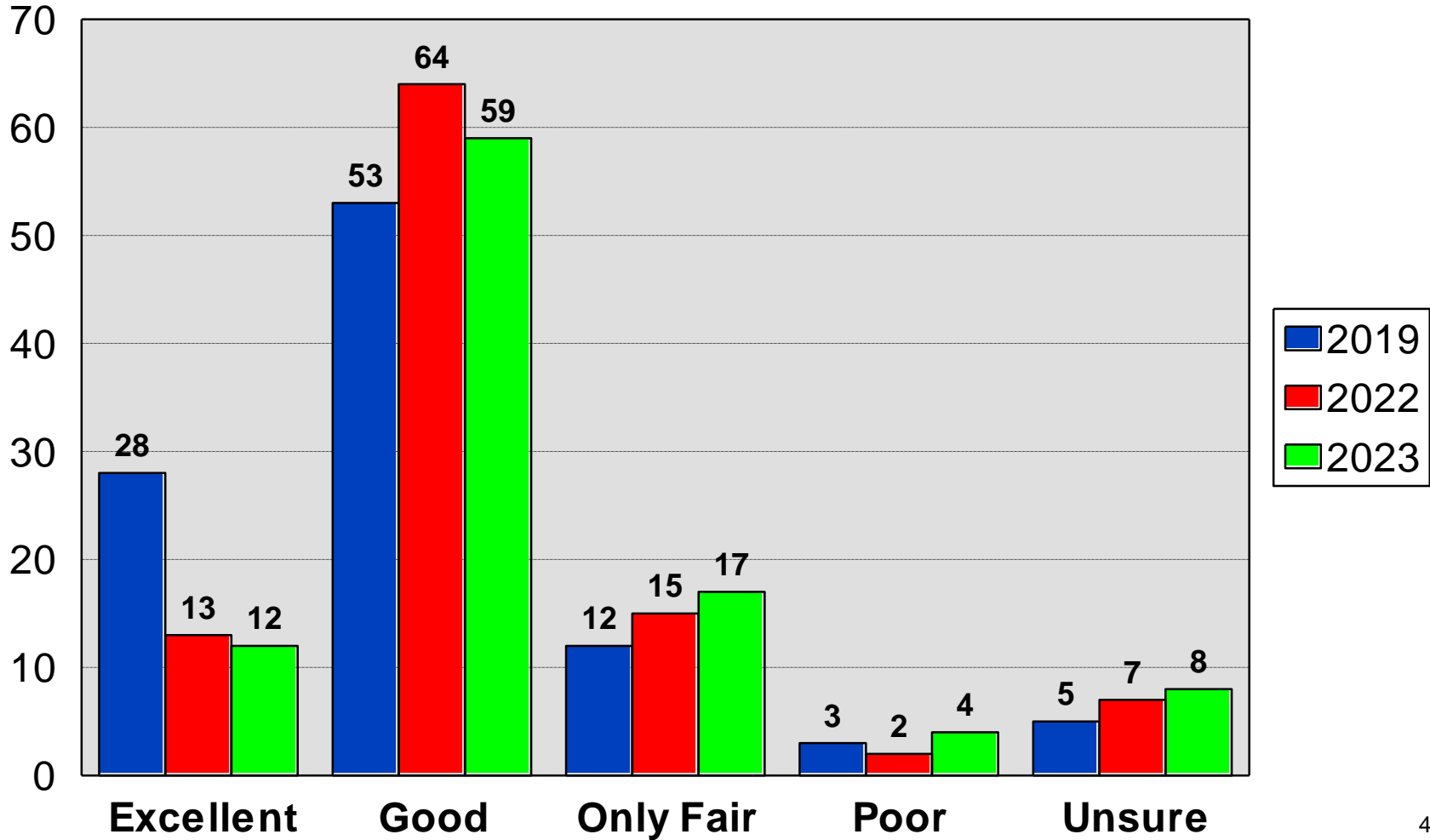
# Financial Management

2023 Osseo School District



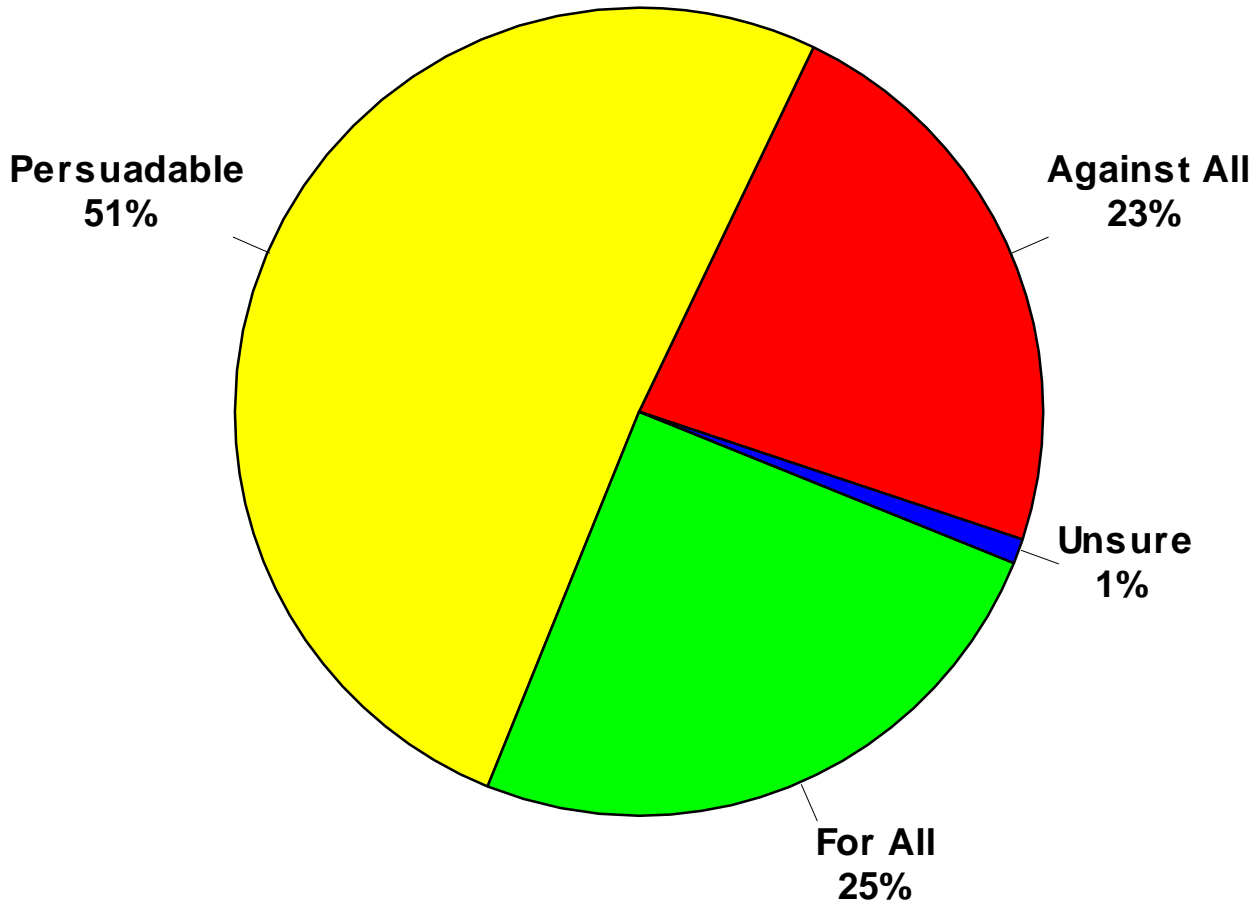
# Value Provided by District

2023 Osseo School District



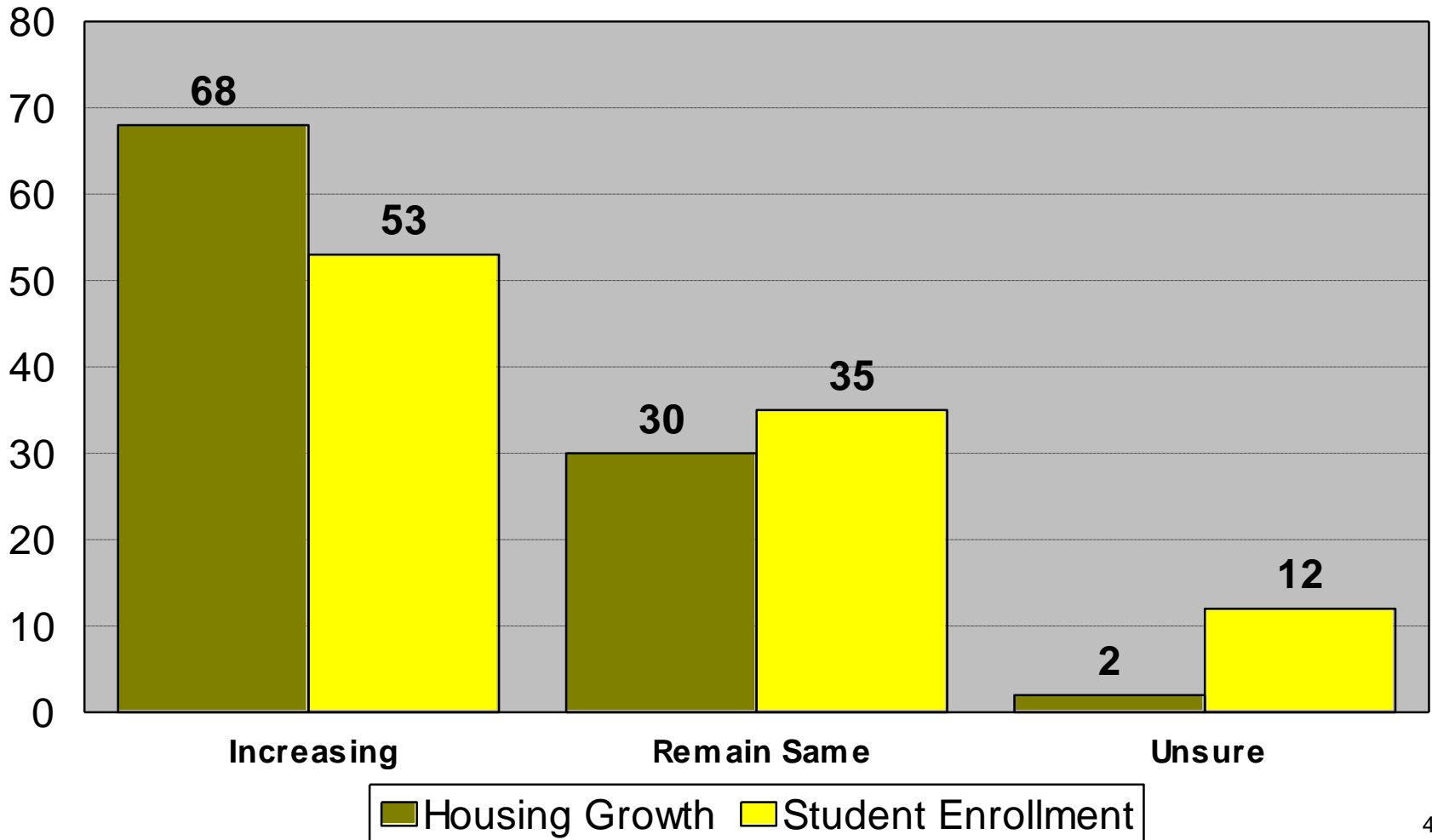
# Referendum Predisposition

2023 Osseo School District



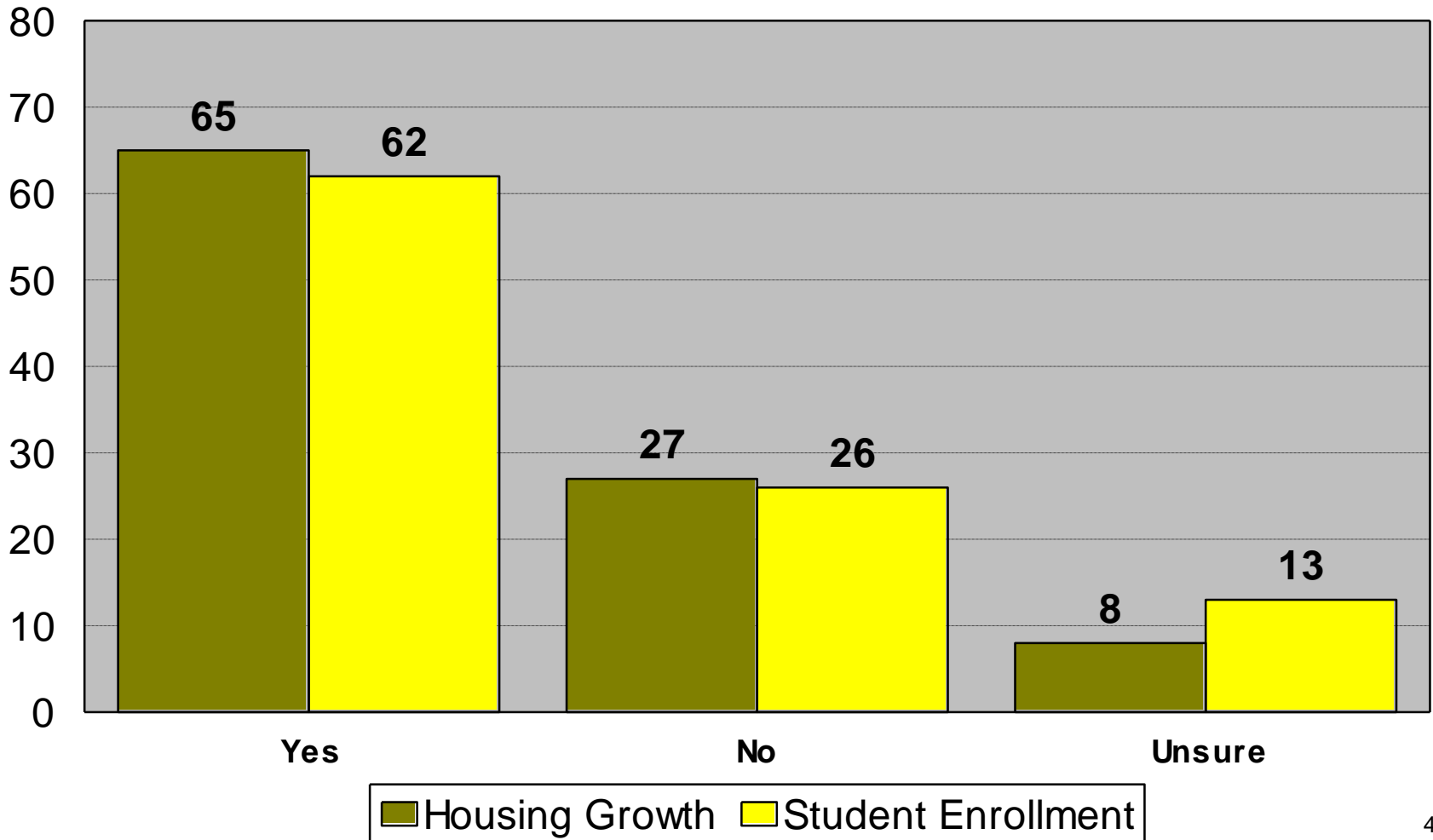
# Past Five Years

2023 Osseo School District



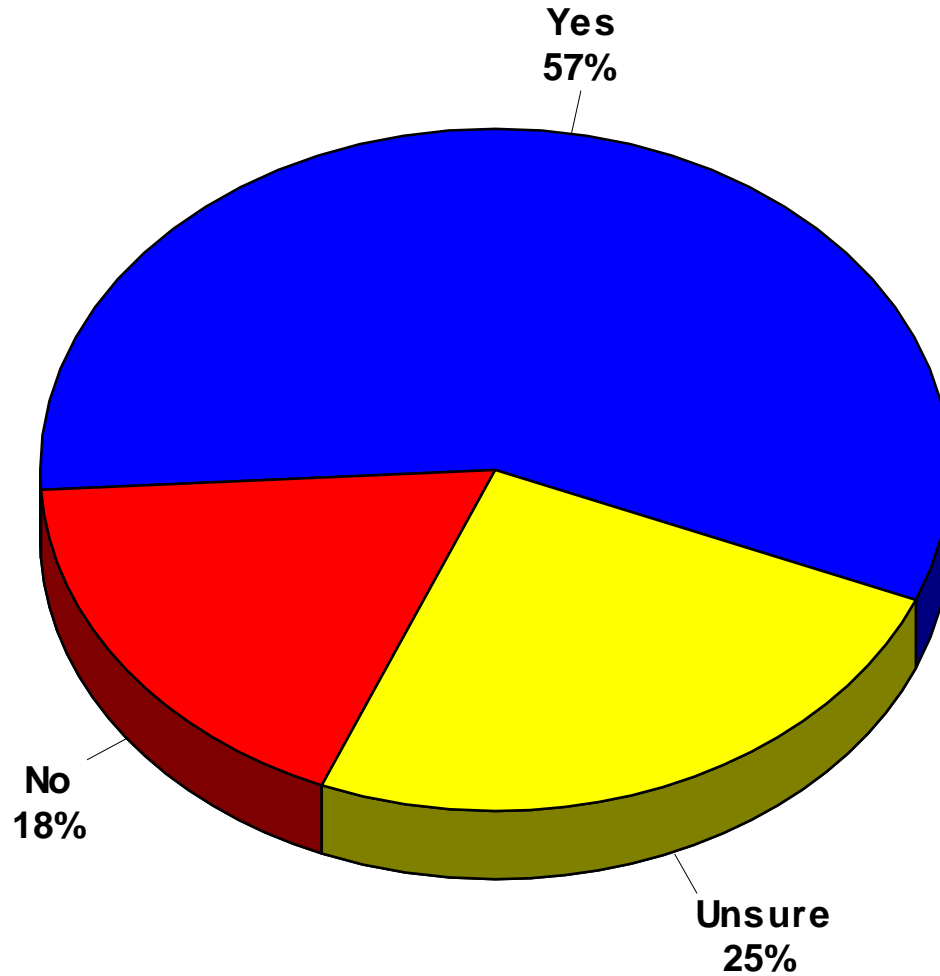
# Next Five Years

2023 Osseo School District



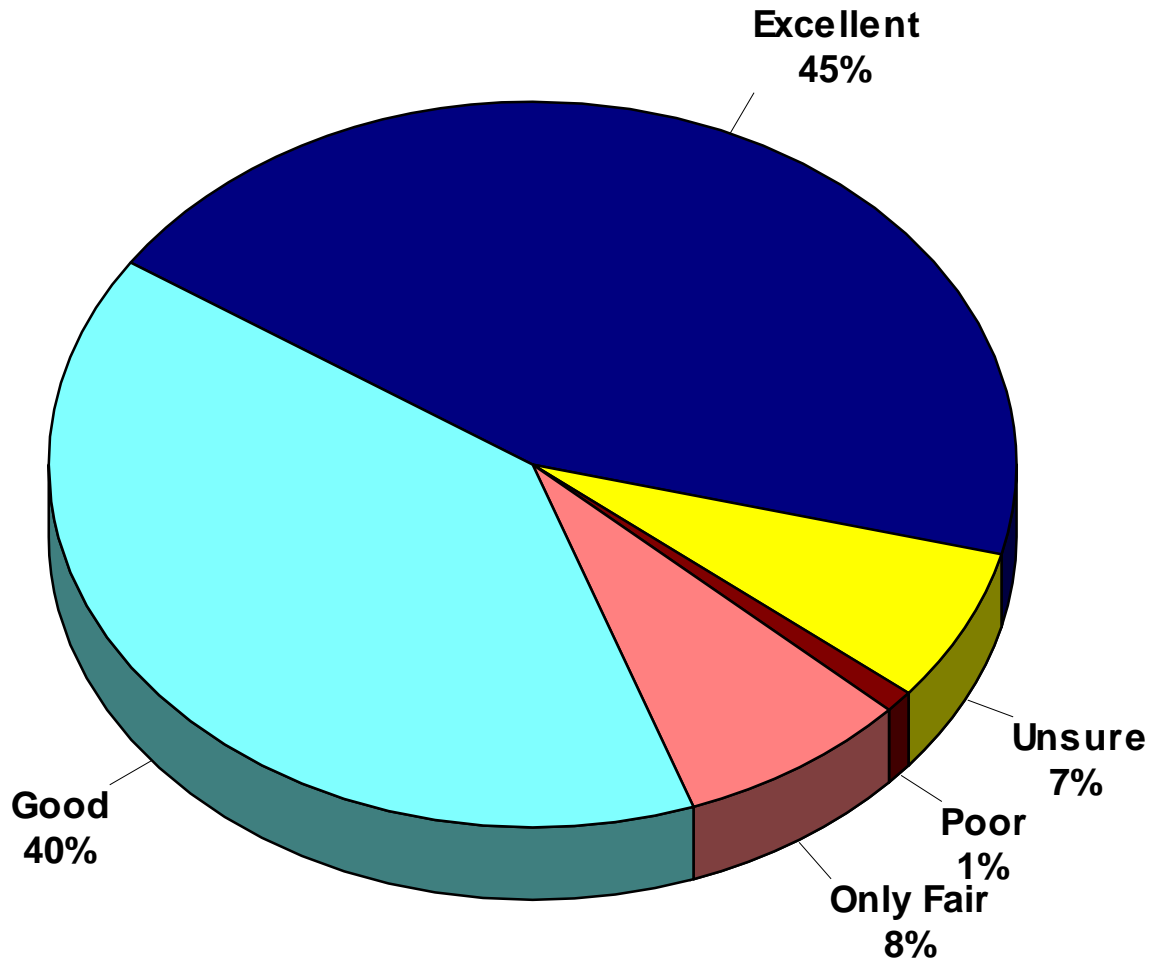
# Have Enough Space for Five Years from Now

2023 Osseo School District



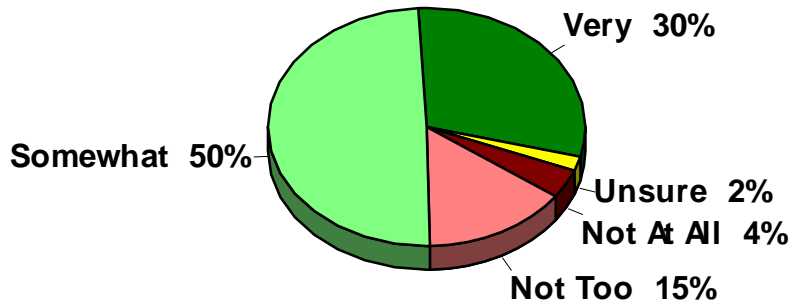
# District Buildings and Facilities

2023 Osseo School District

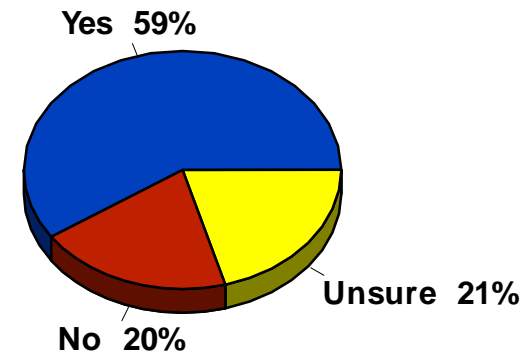


# Flexible Classrooms

2023 Osseo School District



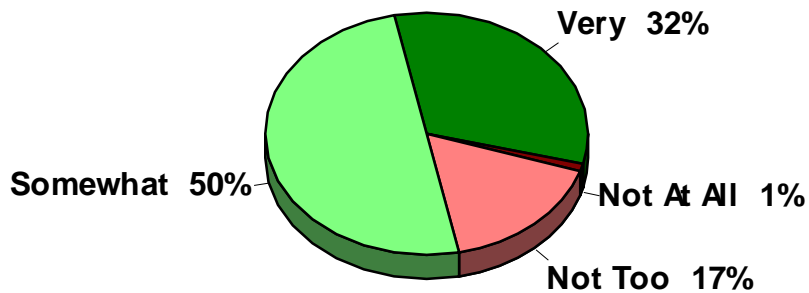
**Importance of Flexible Classroom Design to Student Learning**



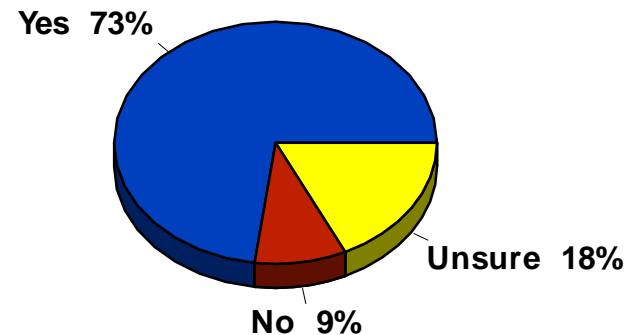
**Osseo SD buildings currently provide sufficient flexible learning spaces**

# Equity between Buildings

2023 Osseo School District



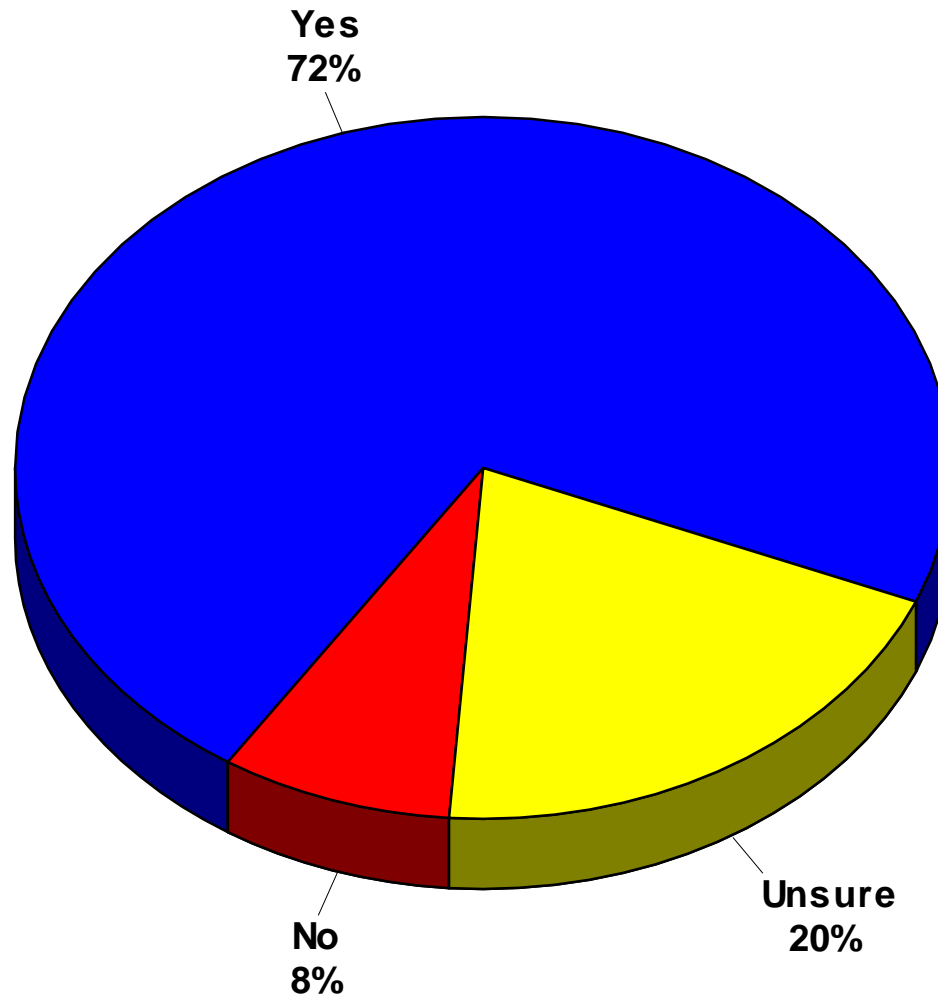
**Importance of ensuring equity between buildings**



**Equity between buildings in the Osseo School District**

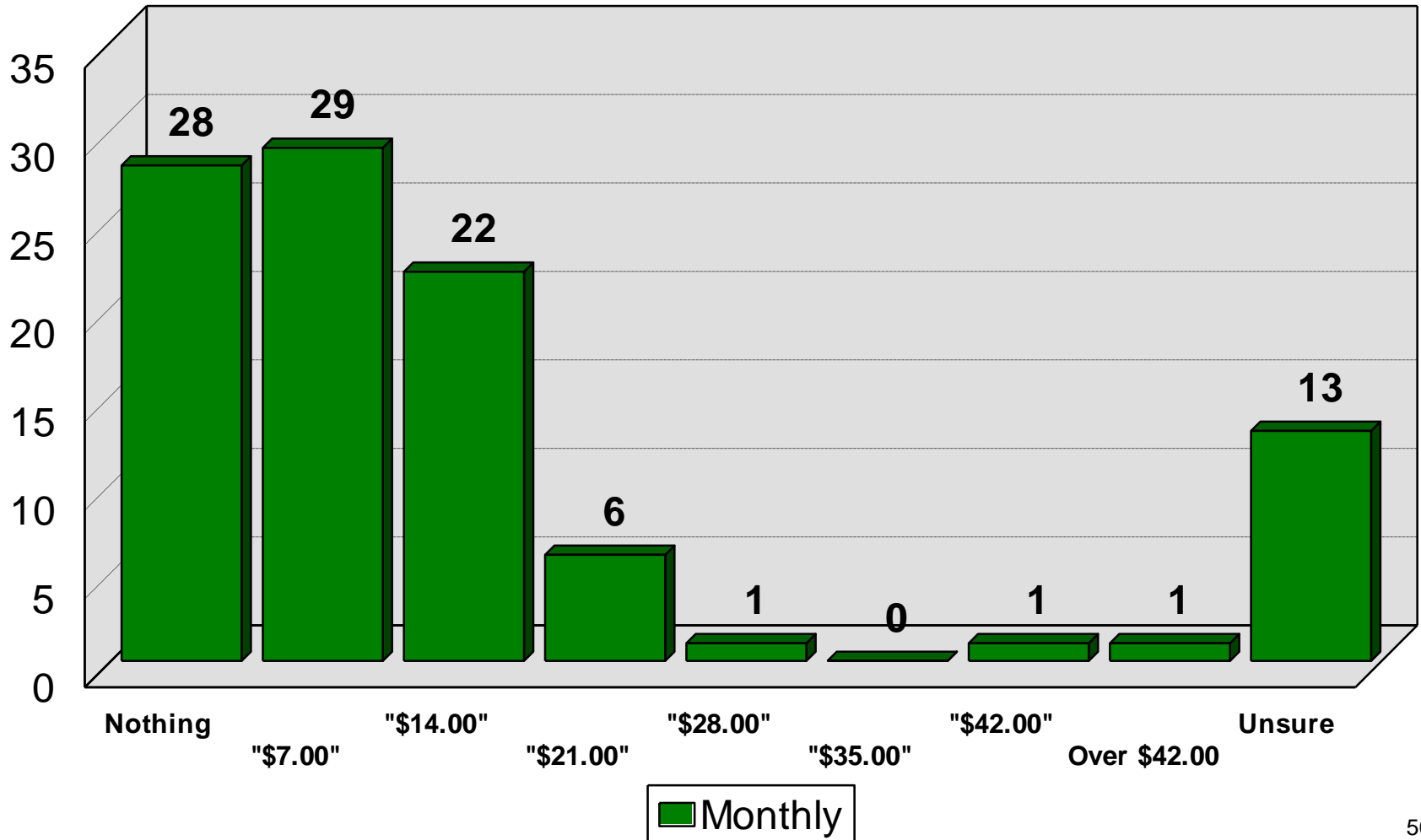
# Equity in programs offered at Middle and High Schools

2023 Osseo School District



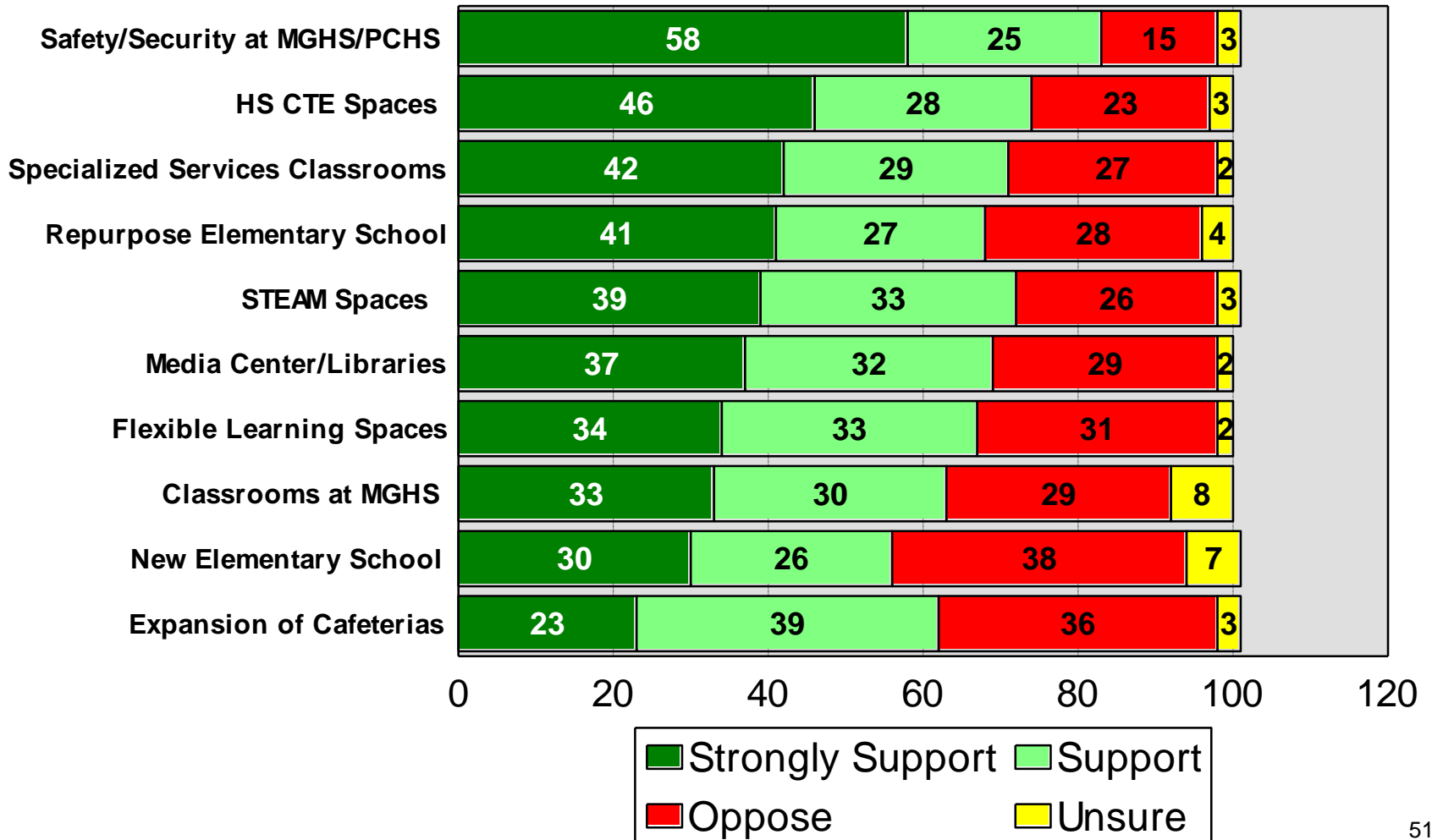
# Tax Increase for Facility Needs

2023 Osseo School District



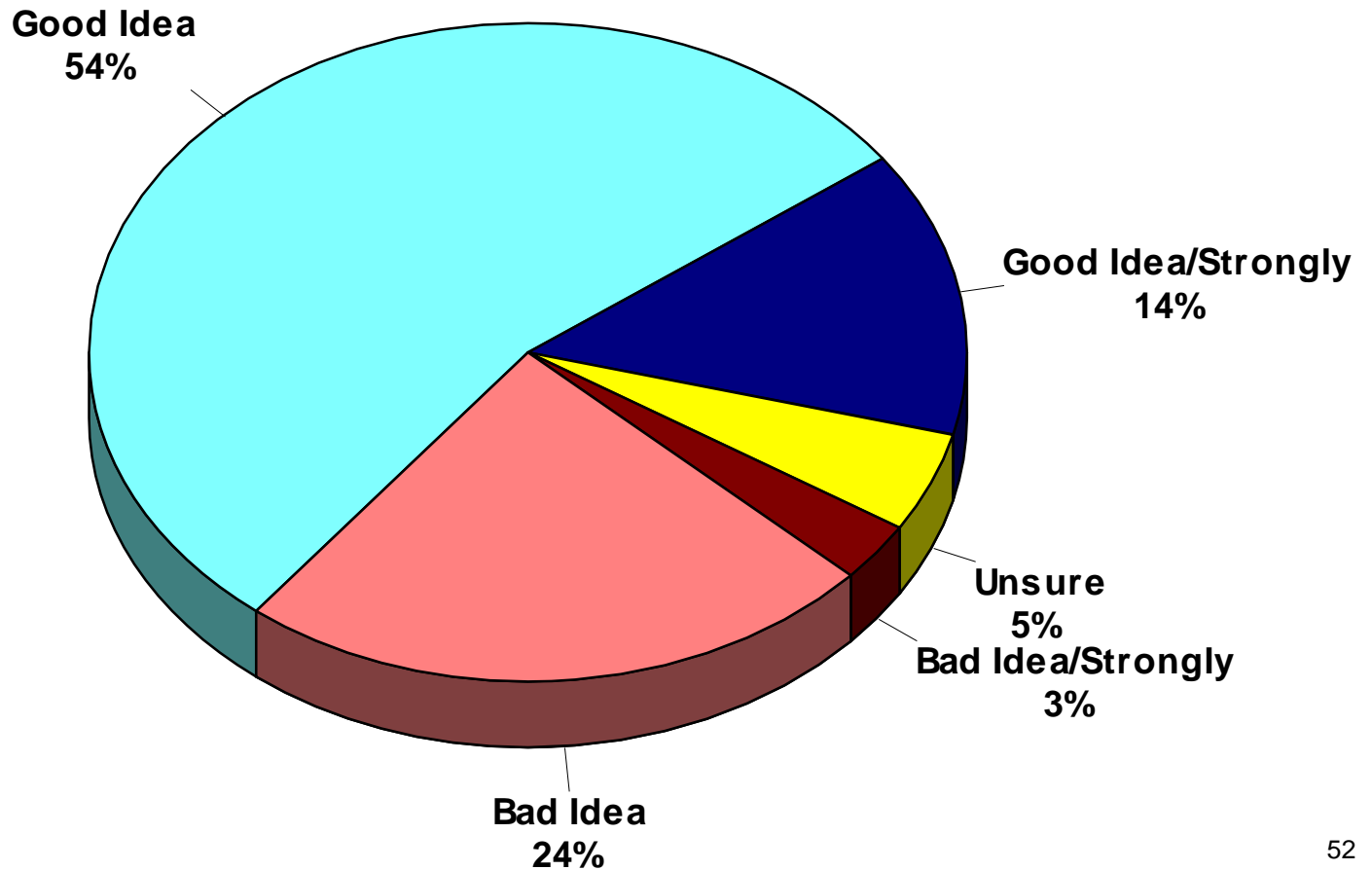
# Property tax increase for....

## 2023 Osseo School District



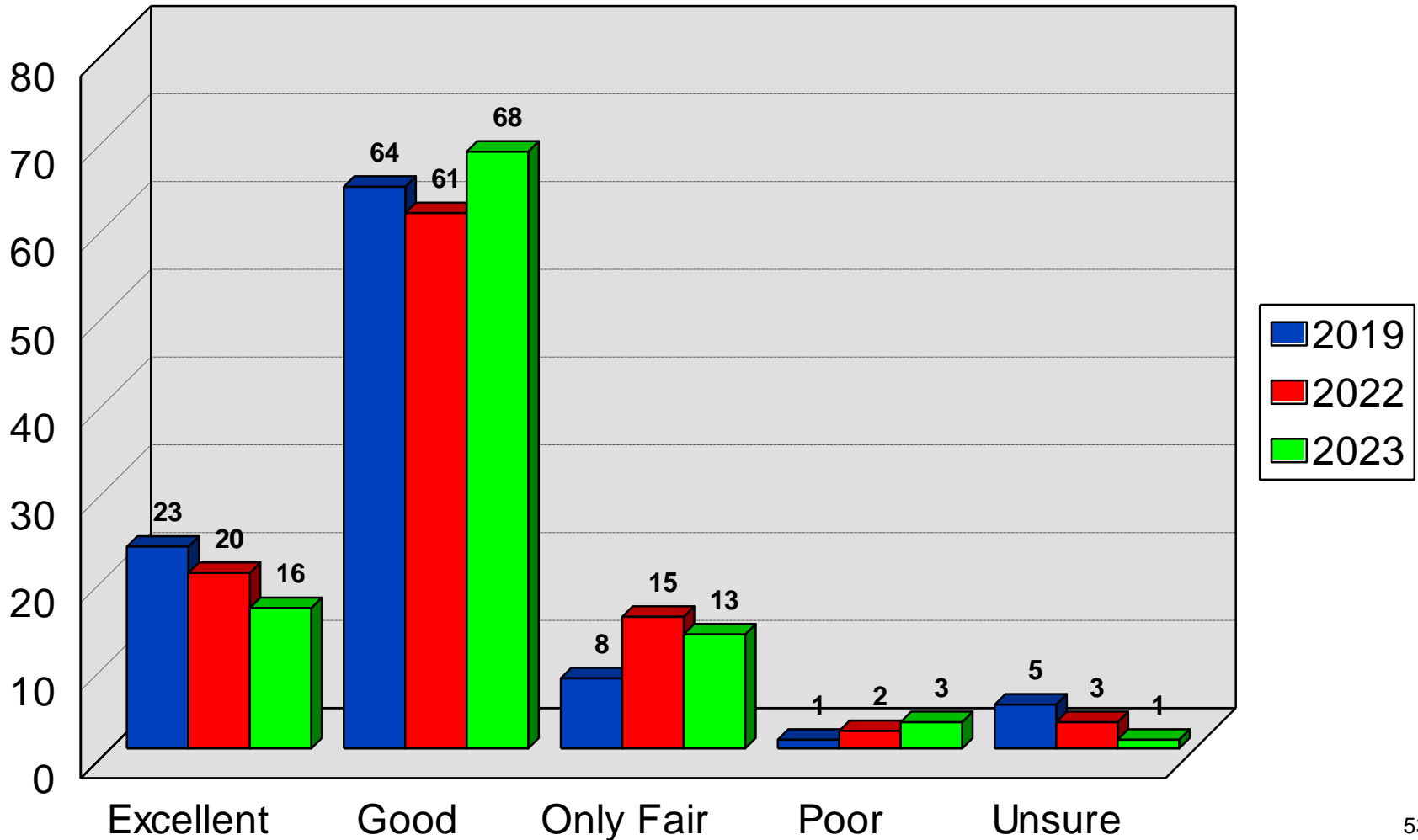
# Good Idea vs. Bad Idea

2023 Osseo School District



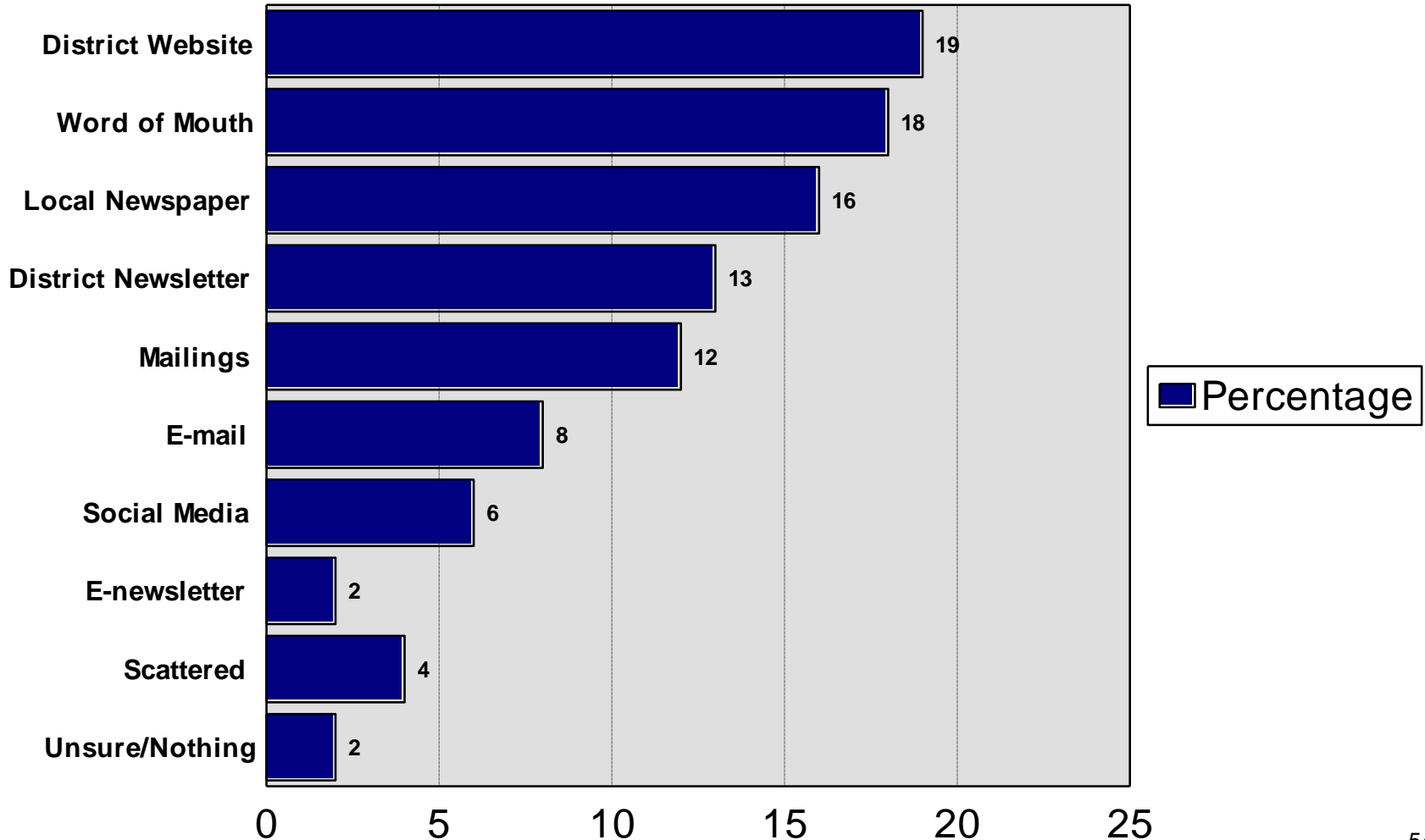
# Overall Communication Rating

2023 Osseo School District



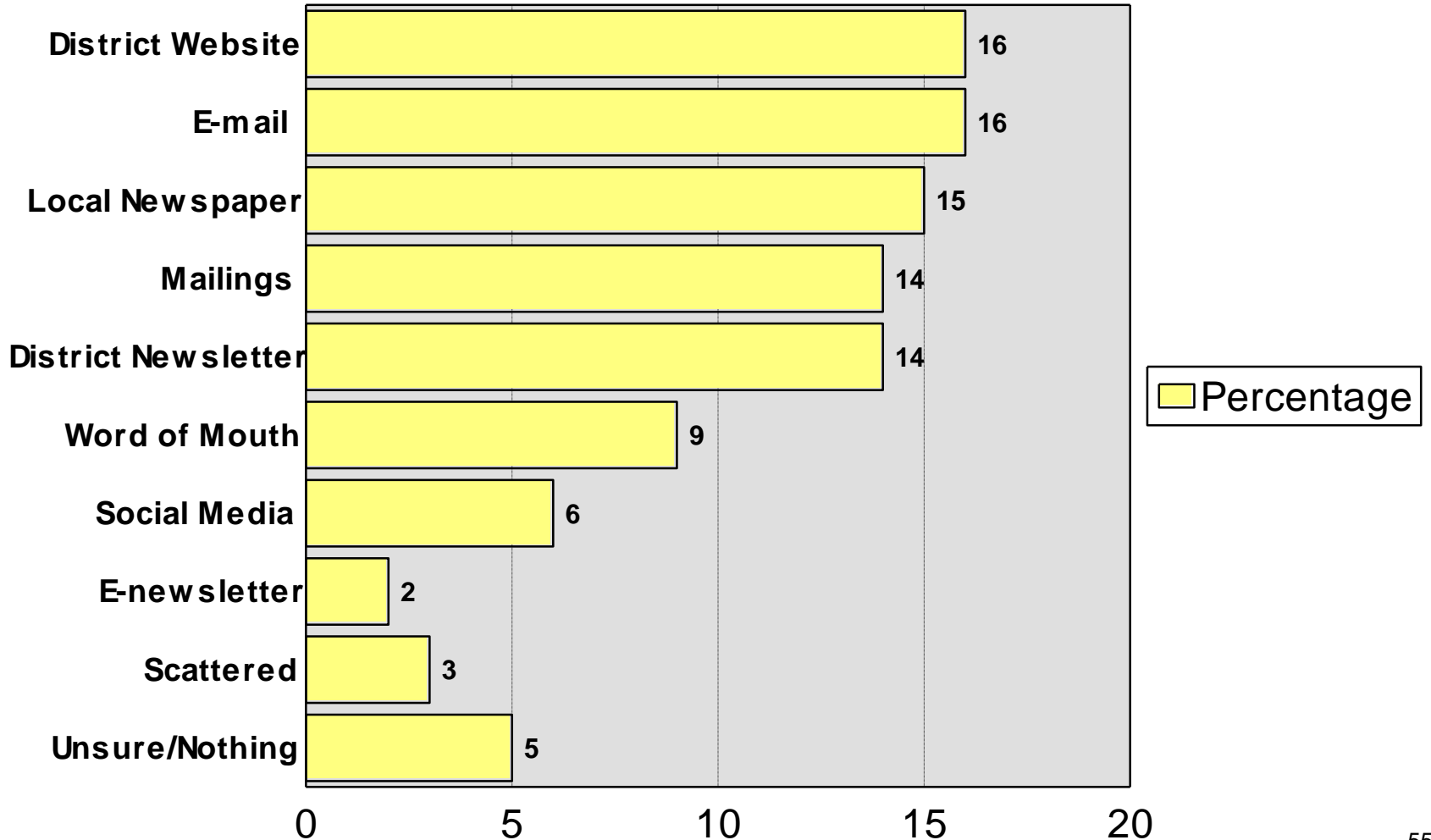
# Primary Source of Information

2023 Osseo School District



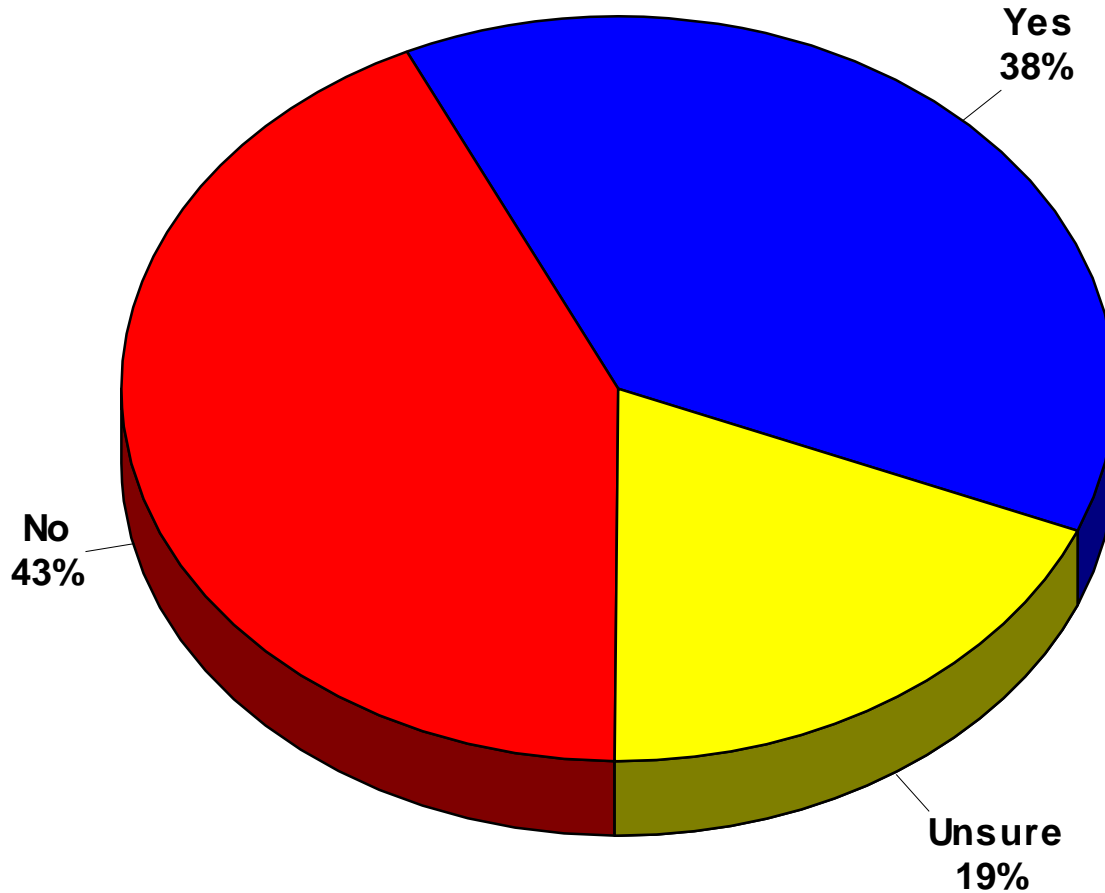
# Prefer to Receive Information

2023 Osseo School District



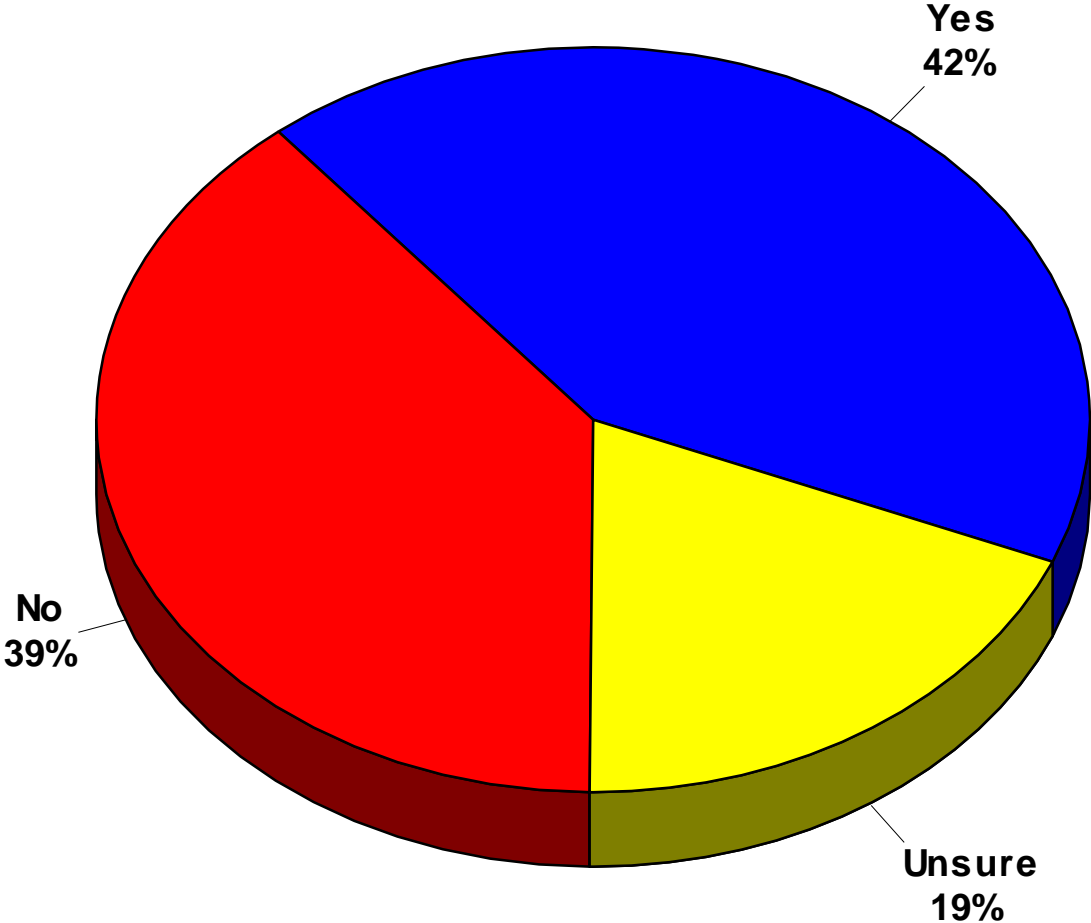
# Adding a 7th Board Member

2023 Osseo School District



# Switching from At-Large to Ward

2023 Osseo School District



THE MORRIS LEATHERMAN COMPANY  
3128 Dean Court  
Minneapolis, Minnesota 55416

OSSEO SCHOOL DISTRICT  
RESIDENTIAL SURVEY  
FINAL JANUARY 2023

Hello, I'm \_\_\_\_\_ of the Morris Leatherman Company, a national survey research firm located in Minneapolis. We are speaking with a random sample of residents about issues facing the Osseo School District. Even if you do not have children currently in the schools, the Osseo School District Board and Administration are interested in your opinion and suggestions. I want to assure you that all individual responses will be held strictly confidential; only summaries of the entire sample will be reported.

- |  |  |
|--|--|
| 1. Approximately, how many years have you lived in the Osseo School District?  | LESS THAN FIVE YEARS..16%<br>SIX TO TEN YEARS.....23%<br>11 TO TWENTY YRS.....25%<br>21 TO THIRTY YRS.....17%<br>OVER THIRTY YEARS.....19%<br>DON'T KNOW/REFUSED.....0%  |
| 2. How would you rate the quality of education provided by the Osseo School District -- excellent, good, only fair, or poor? | EXCELLENT.....31%<br>GOOD.....51%<br>ONLY FAIR.....16%<br>POOR.....1%<br>DON'T KNOW/REFUSED.....1%   |
| 3. From what you have heard or seen, what do you like most about the Osseo School District?                                  | UNSURE.....5%<br>NOTHING.....2%<br>PARENT INVOLVEMENT.....8%<br>GOOD TEACHERS.....21%<br>BROAD CURRICULUM.....12%<br>HIGH QUALITY EDUC.....10%<br>DIVERSITY.....8%<br>GOOD EDUCATION.....9%<br>VARIETY OF PROGRAMS....3%<br>SPORTS.....6%<br>EXTRA-CURRICULARS.....3%<br>HIGH ACAD STANDARDS....2%<br>COMMUNITY INVOLVEMENT..4%<br>COLLEGE READINESS.....4%<br>FACILITIES.....2%<br>SCATTERED.....2% |

4.	And, what do you think is the most serious issue facing the Osseo School District?	UNSURE.....11% NOTHING.....8% LACK OF FUNDING.....13% BUDGET CUTS.....12% DIVERSITY.....2% LARGE CLASS SIZES.....15% POOR SPENDING.....4% LACK OF DISCIPLINE.....8% DECLINING QUALITY.....5% STAFF SHORTAGES.....6% SAFETY/SECURITY.....2% KIDS FALLING BEHIND....3% PROPERTY TAXES.....3% SCATTERED.....8%
5.	Do you think the overall quality of education provided by the Osseo School District is much better, somewhat better, about the same, somewhat worse, or much worse than five years ago?	MUCH BETTER.....11% SOMEWHAT BETTER.....31% ABOUT THE SAME.....44% SOMEWHAT WORSE.....9% MUCH WORSE.....1% DON'T KNOW/REFUSED.....5%
6.	And, compared to neighboring school districts, would you say the overall quality of education provided by the District is much better, somewhat better, about about the same, somewhat worse, or much worse?	MUCH BETTER.....10% SOMEWHAT BETTER.....27% ABOUT THE SAME.....45% SOMEWHAT WORSE.....9% MUCH WORSE.....3% DON'T KNOW/REFUSED.....7%
7.	Overall, do you think the Osseo School District meets the learning needs of all students, most students, only some students, or very few students?	ALL.....55% MOST.....32% ONLY SOME.....11% VERY FEW.....0% DON'T KNOW/REFUSED.....3%
IF "MOST," "ONLY SOME" OR "VERY FEW," ASK: (N=169)		
8.	What students do not have their learning needs met?	DON'T KNOW/REFUSED.....0% AVERAGE.....20% STRUGGLING.....27% SPECIAL EDUCATION.....5% GIFTED AND TALENTED....6% AT-RISK.....12% ESL.....5% LOWER INCOME.....20% SCATTERED.....5%

Thinking about class sizes specifically....

Last school year, the average class size in elementary schools was 24 students. The target range for elementary class size is between 25 and 33 students.

- |    |   |                           |
|----|---|---------------------------|
| 9. | Do you think that is about the right amount, should it be lower or should it be higher? | RIGHT AMOUNT.....45%      |
|    |   | LOWER.....55%             |
|    |   | HIGHER.....0%             |
|    |   | DON'T KNOW/REFUSED.....0% |

Next, the average class size in middle school for core subjects such as Math and English was 28 students. The target class size for these core subjects is 33 students.

- |     |   |                           |
|-----|---|---------------------------|
| 10. | Do you think that is about the right amount, should it be lower or should it be higher? | RIGHT AMOUNT.....49%      |
|     |   | LOWER.....50%             |
|     |   | HIGHER.....1%             |
|     |   | DON'T KNOW/REFUSED.....0% |

Finally, the average class size in high school for core subjects such as Math and English was 27 students. The target class sizes for these core subjects is 33 students.

- |     |   |                           |
|-----|---|---------------------------|
| 11. | Do you think that is about the right amount, should it be lower or should it be higher? | RIGHT AMOUNT.....57%      |
|     |   | LOWER.....40%             |
|     |   | HIGHER.....3%             |
|     |   | DON'T KNOW/REFUSED.....1% |

I would like to read you a short list of statements others have told us. For each one, please tell me whether you strongly agree, agree, disagree, or strongly disagree. If you don't know, just say so.

- |     |   |                            |
|-----|---|----------------------------|
| 12. | During the last few years, the Osseo School District Administration and Board have spent tax money effectively and efficiently.   | STRONGLY AGREE.....7%      |
|     |   | AGREE.....65%              |
|     |   | DISAGREE.....14%           |
|     |   | STRONGLY DISAGREE.....2%   |
|     |   | DON'T KNOW/REFUSED.....12% |
| 13. | When the Osseo School District asks voters to approve a property tax increase, it is only as a last resort after the Administration and School Board have considered all other budget alternatives. | STRONGLY AGREE.....17%     |
|     |   | AGREE.....60%              |
|     |   | DISAGREE.....10%           |
|     |   | STRONGLY DISAGREE.....5%   |
|     |   | DON'T KNOW/REFUSED.....8%  |

14.	I trust the Osseo School District Board and Administration to do what is right for students in this district.	STRONGLY AGREE.....20% AGREE.....63% DISAGREE.....6% STRONGLY DISAGREE.....5% DON'T KNOW/REFUSED.....6%
15.	The Osseo School District Board and Administration spent past bond referendum and operating levy referendum funds responsibly.	STRONGLY AGREE.....16% AGREE.....63% DISAGREE.....8% STRONGLY DISAGREE.....1% DON'T KNOW/REFUSED....12%
16.	The Osseo School Board and Administration does a good job of involving community leaders, parents, interested citizens in decisions about the schools.	STRONGLY AGREE.....23% AGREE.....54% DISAGREE.....13% STRONGLY DISAGREE.....3% DON'T KNOW/REFUSED.....8%
17.	The District provides safe and secure learning environments for students and staff.	STRONGLY AGREE.....19% AGREE.....69% DISAGREE.....9% STRONGLY DISAGREE.....1% DON'T KNOW/REFUSED.....2%
18.	I am proud of the Osseo Area Schools and would recommend them to friends.	STRONGLY AGREE.....23% AGREE.....61% DISAGREE.....8% STRONGLY DISAGREE.....8% DON'T KNOW/REFUSED.....0%
19.	I am satisfied with the School District's decision-making?	STRONGLY AGREE.....24% AGREE.....52% DISAGREE.....11% STRONGLY DISAGREE.....3% DON'T KNOW/REFUSED....10%
20.	The Osseo Area Public Schools are a good investment and I would support a property tax increase to protect that investment.	STRONGLY AGREE.....14% AGREE.....54% DISAGREE.....14% STRONGLY DISAGREE.....9% DON'T KNOW/REFUSED....10%

Changing topics....

21.	How would you rate the job performance of the Osseo School District Board -- excellent, good, only fair, or poor?	EXCELLENT.....11% GOOD.....57% ONLY FAIR.....24% POOR.....3% DON'T KNOW/REFUSED.....5%
-----	---	--

22.	How would you rate the job performance of the District Administration -- excellent, good, only fair, or poor?	EXCELLENT.....20% GOOD.....53% ONLY FAIR.....16% POOR.....5% DON'T KNOW/REFUSED.....7%
23.	How would you rate the District's teachers and instructional staff -- excellent, good, only fair, or poor?	EXCELLENT.....45% GOOD.....40% ONLY FAIR.....8% POOR.....0% DON'T KNOW/REFUSED.....6%
Changing topics....		
24.	In comparison with neighboring areas, do you consider total property taxes in your community to be very high, somewhat high, about average, somewhat low, or very low?	VERY HIGH.....11% SOMEWHAT HIGH.....37% ABOUT AVERAGE.....46% SOMEWHAT LOW.....1% VERY LOW.....1% DON'T KNOW/REFUSED.....5%
25.	In comparison with other neighboring school districts, do you think that just the portion of your property taxes that goes to funding the Osseo School District is very high, somewhat high, about average, somewhat low, or very low?	VERY HIGH.....5% SOMEWHAT HIGH.....29% ABOUT AVERAGE.....46% SOMEWHAT LOW.....1% VERY LOW.....0% DON'T KNOW/REFUSED.....18%
26.	How would you rate the financial management of the Osseo Area School District -- excellent, good, only fair, or poor?	EXCELLENT.....11% GOOD.....52% ONLY FAIR.....26% POOR.....4% DON'T KNOW/REFUSED.....7%
27.	When you consider the property taxes you pay and the quality of education provided by the Osseo Area School District, would you rate the general value as excellent, good, only fair, or poor?	EXCELLENT.....12% GOOD.....59% ONLY FAIR.....17% POOR.....4% DON'T KNOW/REFUSED.....8%
28.	Do you think the Osseo Area Schools are adequately funded?	YES.....47% NO.....48% DON'T KNOW/REFUSED.....6%

- |  |                           |
|--|---------------------------|
| 29. Which of the following three statements best describes your feelings:                        | STATEMENT A.....23%       |
| A. I would vote against almost any tax increases for the schools;                                | STATEMENT B.....51%       |
| B. I would vote for a tax increase under some conditions, but against it under other conditions; | STATEMENT C.....25%       |
| C. I would vote for almost any tax increases for schools recommended by the School Board.        | NONE OF ABOVE.....0%      |
|  | DON'T KNOW/REFUSED.....1% |

Changing topics....

When you consider new housing construction and redevelopment projects in the school district, which includes all or parts of Brooklyn Center, Brooklyn Park, Corcoran, Dayton, Maple Grove, Osseo, Plymouth and Rogers....

- |   |                           |
|---|---------------------------|
| 30. From what you have heard or seen, do you think new housing construction has increased or remained about the same over the past five years?                        | INCREASED.....68%         |
|   | REMAINED ABOUT SAME...30% |
|   | DON'T KNOW/REFUSED.....2% |
| 31. Do you think new housing construction will increase over the next five years?   | YES.....65%               |
|   | NO.....27%                |
|   | DON'T KNOW/REFUSED.....8% |
| 32. From what you have heard or seen, do you think student enrollment in the Osseo School District has increased or remained about the same over the past five years? | INCREASED.....53%         |
|   | REMAINED ABOUT SAME...35% |
|   | DON'T KNOW/REFUSED....12% |
| 33. Do you think student enrollment in the District will increase over the next five years?   | YES.....62%               |
|   | NO.....26%                |
|   | DON'T KNOW/REFUSED....13% |
| 34. Do you think the Osseo School District currently has enough school space to accommodate enrollment five years from now?   | YES.....57%               |
|   | NO.....18%                |
|   | DON'T KNOW/REFUSED....25% |
| 35. From what you have heard or seen, how would you rate the Osseo School District buildings and facilities -- excellent, good, only fair, or poor?                   | EXCELLENT.....45%         |
|   | GOOD.....40%              |
|   | ONLY FAIR.....8%          |
|   | POOR.....1%               |
|   | DON'T KNOW/REFUSED.....7% |

IF "GOOD," "ONLY FAIR," OR "POOR," ASK: (N=196)

36. If you could advise the School Board, what would you recommend to improve the quality of buildings and facilities in the School District?

UNSURE, 8%; NOTHING, 23%; MORE SPACE, 18%;  
MAINTENANCE, 8%; REMODELING/UPDATING, 14%; TECHNOLOGY  
UPGRADES, 3%; SAFETY/SECURITY, 7%; PARKING LOTS, 4%;  
FLEXIBLE CLASSROOM SPACE, 5%; ATHLETIC FACILITIES, 3%;  
MEDIA CENTER/LIBRARY, 3%; SCATTERED, 4%.

Many schools in Minnesota are changing how the physical spaces in their buildings, including furniture and fixtures, are used to make student learning more engaging and to reflect best practices. This is being done so students are better prepared for the work environments they will experience as adults. This shift, called Next Generation Learning, typically involves creating spaces that allow for collaboration and small group work, flexible seating, and spaces to support personalized learning.

37. How important do you think flexible classroom design is to student learning -- very important, somewhat important, not too important, or not at all important?

VERY IMPORTANT.....	30%
SOMEWHAT IMPORTANT....	50%
NOT TOO IMPORTANT.....	15%
NOT AT ALL IMPORTANT...	4%
DON'T KNOW/REFUSED.....	2%

38. From what you have heard or seen, do Osseo School District buildings currently provide for sufficient flexible learning spaces, to meet a variety of instruction and learning styles?

YES.....	60%
NO.....	20%
DON'T KNOW/REFUSED....	21%

Equity between school buildings in the district means each school offers students similar facilities, such as classrooms, media centers, cafeterias and gymnasium space.

39. How important is it the Osseo School District ensures equity between buildings -- is it very important, somewhat important, not too important, or not at all important?

VERY IMPORTANT.....	32%
SOMEWHAT IMPORTANT....	50%
NOT TOO IMPORTANT.....	17%
NOT AT ALL IMPORTANT...	1%
DON'T KNOW/REFUSED.....	0%

40. From what you have heard or seen, is there equity between school buildings in the Osseo School District?

YES.....	73%
NO.....	9%
DON'T KNOW/REFUSED....	18%

IF "NO," ASK: (N=36)

41. Is there a specific school that you think does not have similar facilities to other schools in the District?  
(IF "YES," ASK:) Which one?

UNSURE, 22%; NO, 50%; PARK CENTER, 6%; OSSEO, 6%;  
SCATTERED, 16%.

42. Do you believe there is equity in programs offered at the District's middle and high schools?  
YES.....72%  
NO.....8%  
DON'T KNOW/REFUSED....20%

Let's talk about facility and building needs across the district....

43. How much would you be willing to pay in additional property taxes in order to address facility and building needs?  
[SELECT RANDOM STARTING POINT; MOVE UP OR DOWN DEPENDING ON ANSWER]  
How about \$\_\_ per month?  
NOTHING.....28%  
\$7.00.....29%  
\$14.00.....22%  
\$21.00.....6%  
\$28.00.....1%  
\$35.00.....0%  
\$42.00.....1%  
OVER \$42.00.....1%  
DON'T KNOW/REFUSED....13%

To address classroom space and facility needs as district facilities age, student enrollment growth continues and teaching and learning needs change, the School District is considering many options. For each of the following, please tell me if you would strongly support a property tax increase for that purpose, somewhat support, somewhat oppose, or strongly oppose a property tax increase for that purpose. (ROTATE)

	STS	SMS	SMO	STO	DKR
44. Safety and security updates at Park Center and Maple Grove Senior High Schools?	58%	25%	11%	4%	3%
45. Remodel classrooms to have flexible learning spaces and new furniture?	34%	33%	16%	15%	2%
46. Expansion of cafeterias?	23%	39%	20%	16%	3%
47. Updating media centers and libraries at all district schools?	37%	32%	17%	12%	2%
48. Updating classrooms for specialized services, such as Special Education, Gifted and Talented and English Learners?	42%	29%	15%	12%	2%
49. Expand and update Career Technical Education spaces at the High Schools?	46%	28%	14%	9%	3%

	STS	SMS	SMO	STO	DKR
50. Expand and update spaces for Science, Technology, Engineering, Arts and Math or STEAM programs at the district's magnet schools?	39%	33%	16%	10%	3%
51. Construction of a new elementary school?	30%	26%	19%	19%	7%
52. Classroom addition at Maple Grove Senior High School?	33%	30%	15%	14%	8%
53. Repurpose an existing elementary school for Community Education and Early Childhood Learning programs?	41%	27%	14%	14%	4%

Now, that we have discussed some options....

54. Overall, do these options sound like a good idea or a bad idea? (WAIT FOR RESPONSE) Do you feel strongly that way?	GOOD IDEA/STRONGLY.....14%
	GOOD IDEA.....55%
	BAD IDEA.....24%
	BAD IDEA/STRONGLY.....3%
	DON'T KNOW/REFUSED.....5%

IF "BAD IDEA" OR "BAD IDEA/STRONGLY," ASK: (N=108)

55. Are there one or two components that, if they were included, would cause you to vote against a bond referendum? (IF "YES," ASK:) What would those be?

NO, 8%; FLEXIBLE CLASSROOMS, 13%; CAFETERIAS, 5%; MEDIA CENTER/LIBRARIES, 5%; SPECIALIZED SERVICE CLASSROOMS, 14%; CTE SPACE, 7%; STEAM SPACE, 7%; NEW ELEMENTARY SCHOOL, 26%; MAPLE GROVE HIGH SCHOOL, 10%; COMMUNITY EDUCATION SPACE, 5%; ALL, 1%.

Turning to communications....

56. Overall, how would you rate the job the School District does in communicating with residents -- excellent, good, only fair, or poor?	EXCELLENT.....16%
	GOOD.....68%
	ONLY FAIR.....13%
	POOR.....3%
	DON'T KNOW/REFUSED.....1%

57. What is your primary source of information about the Osseo Area Schools?

NOTHING, 2%; DISTRICT NEWSLETTER, 13%; E-MAIL, 8%; DISTRICT WEBSITE, 19%; SOCIAL MEDIA, 6%; NEWSPAPER, 16%; WORD OF MOUTH, 18%; E-NEWSLETTER, 2%; MAILINGS, 12%; SCATTERED, 4%.

58. How would you prefer to receive information about the Osseo Area Schools?

NOTHING, 5%; DISTRICT NEWSLETTER, 14%; E-MAIL, 16%;  
 DISTRICT WEBSITE, 16%; SOCIAL MEDIA, 6%; NEWSPAPER, 15%;  
 WORD OF MOUTH, 9%; E-NEWSLETTER, 2%; MAILINGS, 14%;  
 SCATTERED, 3%.

Moving on...

In Minnesota, a school board is a governing group that sets and oversees the policies a school district must adhere to and ensures state and federal educational standards are followed. Currently, the Osseo School District has six school board members to do this work.

59. Do you think the school board should  
 consider adding a seventh board member? YES.....38%  
 NO.....43%  
 DON'T KNOW/REFUSED....19%

Currently, Osseo School Board members are elected at-large and represent the whole school district. Other school districts elect board members to represent a specific area of the district and can only be elected by the community members residing in that assigned area.

60. Should the Osseo School District  
 consider dividing the School Dis- YES.....42%  
 trict into wards and electing NO.....39%  
 school board members to represent DON'T KNOW/REFUSED....19%  
 their ward?

Now, just a few more questions for demographic purposes....

61. What is your age, please? 18-24.....10%  
 25-34.....17%  
 35-44.....23%  
 45-54.....20%  
 55-64.....16%  
 65 AND OVER.....15%  
 REFUSED.....0%

62. Are there pre-schoolers in this household? YES.....17%  
 NO.....83%  
 REFUSED.....0%

63.	Are there school-aged children in this household? (IF "YES," ASK:) Do they attend public schools in this district, public schools in another district, parochial or private schools, charter schools, or home school?	NO.....60% YES/OSSEO SD.....33% YES/OTHER PUBLIC.....3% YES/PAROCHIAL-PRIVATE..2% YES/CHARTER SCHOOLS....2% YES/HOME SCHOOL.....0% COMBINATION (VOL).....0% REFUSED.....0%
	IF "NO," ASK: (N=240)	
64.	Have you ever had children in Osseo Public schools?	YES.....37% NO.....63% DON'T KNOW/REFUSED.....0%
65.	Do you own or rent your present residence? (IF "OWN," ASK:) Which of the following categories contains the approximate value of your residential property -- under \$250,000, \$250,000-\$350,000, \$350,000-\$450,000, or over \$450,000?	RENT.....17% OWN/UNDER \$250,000....24% OWN/\$250K-\$350K.....28% OWN/\$350K-\$450K.....17% OWN/OVER \$450,000....10% OWN/UNSURE.....5% DON'T KNOW/REFUSED.....0%
66.	Which political party do you consider yourself most closely aligned with -- (ROTATE) Republican, Democrat, Independence Party, or Green Party?	REPUBLICAN.....37% DEMOCRAT.....40% INDEPENDENCE PARTY.....0% GREEN PARTY.....0% INDEPENDENT (VOL).....19% DON'T KNOW.....1% REFUSED.....3%
67.	In politics, do you consider yourself to be (ROTATE) a conservative, a liberal, or a moderate? (IF "CONSERVATIVE" OR "LIBERAL," ASK:) Do you think of yourself as very (conservative/ liberal)? (IF "MODERATE," ASK:) Do you lean closer to conservative or liberal?	VERY CONSERVATIVE.....7% SOMEWHAT CONSERVATIVE.13% LEAN CONSERVATIVE.....13% MODERATE.....28% LEAN LIBERAL.....14% SOMEWHAT LIBERAL.....15% VERY LIBERAL.....8% SOMETHING ELSE.....0% DON'T KNOW/REFUSED.....2%

68.	Which of the following categories represents your ethnicity -- White, African-American, Hispanic-Latino, Asian-Pacific Islander, Native American, or something else? (IF "SOMETHING ELSE," ASK:) What would that be?	WHITE.....58% AFRICAN-AMERICAN.....21% HISPANIC-LATINO.....6% ASIAN-PACIFIC ISLAND..11% NATIVE AMERICAN.....1% SOMETHING ELSE.....0% MIXED/BI-RACIAL.....4% DON'T KNOW.....0% REFUSED.....0%
69.	Finally, thinking about your household finances, how would you describe your financial situation, would you say that -- A) Your monthly expenses are exceeding your income; B) You are meeting your monthly expenses but are putting aside little or no savings; C) You are managing comfortably while putting some money aside; D) Managing very well?	STATEMENT A.....6% STATEMENT B.....43% STATEMENT C.....34% STATEMENT D.....17% DON'T KNOW/REFUSED.....1%
70.	Gender	MALE.....49% FEMALE.....51%
71.	Region of School District.	BROOKLYN CENTER.....7% BROOKLYN PARK.....35% MAPLE GROVE.....46% REST OF DISTRICT.....12%