

Agenda Independent School District 279 School Board	Regular Business Meeting Educational Service Center - Forum Room 11200 93rd Ave N Maple Grove, MN 55369 Tuesday, June 6, 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 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 (Watch Livestream). An archived recording will also be available on the district website.

Agenda Items

1. 6:00 p.m. Welcome and purpose
Tanya Simons, Board Vice Chair
2. 6:05 p.m. Check in
Cory McIntyre, Superintendent
3. 6:05 p.m. Legislative Update 3
Valerie Dosland, Ewald Consulting
4. 6:45 p.m. 2023-2024 Preliminary Budget 4
John Morstad, Executive Director of Finance and Operations; Kelly Benusa, Director of Business Services; Jeff Ansorge, Director of Nutrition Services; Brian Siverson-Hall, Executive Director of Community Engagement
5. 7:30 p.m. Monitoring Report: Strategic Direction A Initiatives 129
Bryan Bass, Assistant Superintendent of Equity and Achievement; Robin Gunsolus, Director of Learning and Achievement, Jenna Johnshoy-Aarestad, Data and Assessment Coordinator; Tom Watkins, Data and Assessment Coordinator; Gao Thor, Data and Assessment Ana
6. 8:30 p.m. Adjournment
Tanya Simons, Board Vice Chair

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download School Board meeting notices and regular meeting agendas and materials from the district website www.district279.org, under "Info Center > School Board."

The 2023 legislative session was marked by a DFL trifecta in power, a determined and diverse group of elected officials with ambitious agendas, and a pent-up list of unfinished business from previous sessions. The DFL majority was focused on making significant changes leading to an unprecedented pace of legislative activity and a high volume of bill introductions, hearings, and bills passed into law, far exceeding past legislative sessions. The 2023 session also marked a milestone as work returned to in-person after three years of mostly remote work.

With a remarkable budget surplus and support from the Governor and the Legislature, the 2023 legislative session provided opportunities to advance several long-standing legislative priorities related to education. Many items on the district's legislative priorities advanced or passed into law this session. They include:

- ✓ Increases to the general education formula and indexing to inflation.
- ✓ Additional funding for the special education and English Learner cross-subsidies.
- ✓ Allow school boards to renew levy referendum by board vote.
- ✓ Expand programs and incentives to attract, develop, and retain teachers of color.
- ✓ Remove barriers and provide incentives to address the shortage of teachers and other staff.
- ✓ Supporting all students by providing universal meals.

However, this session also presented its fair share of challenges. While the \$17.5 billion budget surplus was unlike any in the state's history, just \$5 billion was considered ongoing. The Governor and the Legislature had a long list of competing budget priorities, including funding for public education, child care, nursing homes, and eliminating social security taxes. It was clear \$5 billion would not go far and we needed to advocate for education funding as a top priority.

We also encountered legislative proposals that sought to dictate how schools are managed and proposals that fell short of fully funding new employee benefits. These included matters related to collective bargaining, managerial rights, unemployment insurance for hourly school employees, paid family medical leave, earned safe and sick time, teacher preparation time, tiered licensure changes, student discipline, employee health insurance cost-sharing, mandated minimum starting salary for non-licensed school personnel, and new graduation requirements. While some of these proposals became law, others did not progress.

Throughout the session, advocacy was pivotal in advancing the district's priorities and addressing the challenges other proposals placed on the district. Communication with legislators helped them understand the importance of funding the district's key priorities and educate them on the potential impact other measures could have on the district.

TO: Cory McIntyre, Superintendent
FROM: John Morstad, Executive Director of Finance and Operations
Kelly Benusa, Director of Business Services
SUBJECT: Preparation for June 6th Board Work Session regarding FY 2024 Budget
Discussion
DATE: June 6, 2023

Recommendation

We recommend School Board approval of the FY 2024 adopted budgets for the general, food and nutrition services, community service, capital, and debt service funds.

Background

State law requires that public school districts adopt a budget for the next fiscal year by June 30th of each year. The FY 2024 budgets have been prepared based on School Board direction provided at key points in time during the Long-Range Financial Planning process.

FY 2024 proposed expenditures are increasing over FY 2023 budgeted expenditures at a rate of 7.6%. There are several large areas of adjustments included in the FY 2024 adopted expenditure budget. The adjustments are as follows:

- Board approved February 21, 2023, FY 2024 budget adjustments for a net increase of \$1,021,810. This amount is comprised of LRFP budget adjustments, including enrollment alignment of \$1,228,398 and safe schools alignment of \$(206,588).
- Board approved February 21, 2023, FY 2023 mid-year budget adjustment one-time savings of \$1,428,668, which are included in the FY 2024 adopted budget.

The combined revenue and expenditure budgets result in a FY 2024 budgeted ending fund balance that is \$9,834,000 higher than anticipated.

The Annual Budget Fiscal Year 2024 document is included in a PDF format. This document will be reviewed at the Board Work Session on June 6, 2023.

Areas to focus on in preparation for the June 6 work session are the Informational Section, which contains the Budget Memo to School Board, FY 2024 Financial Forecast – General, and FY 2025 Graphs and Financial Forecast – General documents, and the Introductory Section, which contains the Executive Summary document.

TO: Cory McIntyre, Superintendent
FROM: John Morstad, Executive Director of Finance and Operations
 Kelly Benusa, Director of Business Services
SUBJECT: Fiscal Year 2024 Budget
DATE: June 20, 2023

Recommendation

We recommend that the school board adopt the FY 2024 budget as proposed. The proposed budget projects an estimated ending fund balance for FY 2024 as a percent of expenditures at 33.6% or 17.5 weeks of operations. Therefore, applying the 5% fund balance policy the District would be within the desired parameters for FY 2024.

Background

The enclosed FY 2024 budget proposal has been prepared in accordance with school board direction and action as follows:

Date		Outcome
Sept. 27, 2022	Regular Meeting	Action: Approve preliminary FY 2024 levy at maximum
Nov. 15, 2022	Work Session	Direction: <ul style="list-style-type: none"> • Agree to FY 2024 budget planning process • Provide direction on budget planning • Prepare for December approval of FY 2024 Levy Limitation and Certification
Dec. 13, 2022	Regular Meeting	Action: Approve FY 2024 Levy Limitation Certification
Feb. 7, 2023	Work Session	Direction: <ul style="list-style-type: none"> • FY 2024 operating funds budget development and proposal • FY 2024 capital budget development and proposal
Feb. 21, 2023	Regular Meeting	Action: <ul style="list-style-type: none"> • Approve FY 2023 mid-year budget adjustments • Approve FY 2024 operating fund adjustments (PEAR Summary) • Approve FY 2024 capital expenditure budget

Summary of proposed FY 2024 General Fund Budget
 Comparison to Prior Year

The table below summarizes the revenue, expenditure, and fund balance proposal for the General Fund budget in comparison to the previous year’s budget (FY 2023).

	Proposed Adopted Budget FY 2024	Revised Budget FY 2023	Difference % Change
Revenue	\$306,471,781	\$262,952,717	\$43,519,064 16.6%
Expenditures	\$290,869,064	\$270,322,606	\$20,546,458 7.6%
End of Year Fund Balance	\$97,592,233	\$81,989,516	\$15,602,717
Fund Balance % of Exp.	33.6%	30.3%	

There are several large areas of adjustments included in the FY 2024 adopted expenditure budget. The adjustments are as follows:

- Board approved February 21, 2023, FY 2024 budget adjustments for a net increase of \$1,021,810. This amount is comprised of LRF budget adjustments, including enrollment alignment of \$1,228,398 and safe schools alignment of \$(206,588).
- Board approved February 21, 2023, FY 2023 mid-year budget adjustment one-time savings of \$1,428,668, which are included in the FY 2024 adopted budget.

With these adjustments, the percentage increase in the expenditure budget is 7.6%, which is above the expenditure trend target of 3.00%.

The net effect of the revenue and expenditure budget variance on the proposed General Fund budget results in an anticipated operating surplus of \$15,602,717 for FY 2024. The impact of this budget is a projected year-end fund balance of \$97.6 million in FY 2024.

Comparison to February 21, 2023, projections

The final steps of the budget development process include the collection and processing of all detailed revenue and expenditure data for the budget; therefore, the proposed budget is based on calculated line-item detail instead of percentage estimates that are included in Financial Forecast model. The charts below explain the changes from the projected FY 2024 budget (based upon percentage estimates) and the proposed adopted FY 2024 budget (based upon calculated line-item detail).

	Proposed Adopted Budget FY 2024	Projected FY 2024 (Feb. 21, 2023)	Difference % Change
Revenue	\$306,471,781	\$285,081,352	\$21,390,429 7.5%
Expenditures	\$290,869,064	\$280,691,380	\$10,177,684 3.6%
End of Year Fund Balance	\$97,592,233	\$87,758,578	\$9,833,655
Fund Balance % of Exp.	33.6%	31.3%	

Revenue is higher by \$21,390,429. Below is an explanation of the revenue differences from February estimates:

Revenue increase of \$21,390,429	Increase of	Decrease of
Special education increase mainly for cross-subsidy funded at 44% for FY 2024	\$11,409,274	
Operating referendum increase for voter approved increase, growth in projected students, and increase in market valuations of property	\$ 3,761,444	
General education aid 4% increase to basic formula allowance and an estimated increase of 358 adjusted Average Daily Members (ADM) from the prior year projections (total adjusted ADM estimate 20,891 for FY 2024)	\$ 3,588,922	
English Learner (EL) cross-subsidy increase per pupil allowance from \$704 to \$1,228 and EL concentration increase from \$250 to \$436 per EL student for FY 2024	\$ 1,205,617	
Interest revenue increase	\$ 960,000	
TRA pension adjustment revenue increase; offset by TRA rate expenditure increase from 8.55% to 8.75% effective July 1, 2023	\$ 360,238	
Desegregation transportation increase due to projected costs for FY 2023, which impact the FY 2024 revenue formula	\$ 350,000	
Local optional revenue decrease		\$(207,379)
Other miscellaneous revenues combined for a \$37,687 decrease		\$(37,687)

Expenditures are higher by \$10,177,684. Below is an explanation of the expenditure differences from February estimates, which include a 3.0% increase, by category:

Salaries - increase of \$4,523,093	Increase of	Decrease of
Projected settlement, total FTE adjustments taken in salary for adopted budget and realigned with benefits at mid-year revision for FY 2024 (includes LRFP, strategic investments for FY 2023 only reduced, and enrollment alignment adjustments)	\$ 3,503,915	
Add back salaries from FY 2023 mid-year for one-time savings	\$ 1,901,052	
Reduce Board approved \$750 stipend for staff for FY 2023 only – salary portion		\$(1,487,972)
Add back FY 2022 strategic investments for online teachers not deployed in FY 2023	\$ 641,207	
Attrition and allocation of staff		\$(35,109)

Benefits - increase of \$2,854,719		
Medical insurance and HSA increase due to FY 2024 rates for Preferred One and PEIP, employee plan migration; and add back 32 open positions from FY 2023	\$ 2,174,053	
Other items combined (PERA, retirement savings plan and other benefits); total FTE adjustments taken in salary for adopted budget and realigned with benefits at mid-year revision for FY 2024	\$ 400,255	
TRA rate increase from 8.55% to 8.75%, effective July 1, 2023; offset by revenue increase	\$ 304,000	
Reduce board approved \$750 stipend for staff for FY 2023 only – benefit portion		\$(241,051)
Add back benefits from FY 2023 mid-year due to one-time savings	\$ 217,462	
Purchased Services - increase of \$868,867		
Utilities anticipated increase for electric and natural gas	\$ 421,899	
Add back purchased services from FY 2023 mid-year for one-time savings	\$ 397,970	
Other purchased services remained at 0% for FY 2024 budgeting		\$(344,970)
Tuition increase for Intermediate District 287	\$ 260,919	
General liability insurance anticipated increase 18%	\$ 144,000	
Chargeback for services change		\$(113,071)
CAREI contract for FY 2024 only – next steps from DMG audit	\$ 102,120	
Other Services - increase of \$1,931,005		
Curriculum adoption budget capacity increased	\$ 1,500,000	
Federal indirect rate change from 3.6% to 1.2%	\$ 688,500	
Other services remained at 0% for FY 2024 budgeting		\$(164,613)
One-time safe schools levy carryover decrease		\$(91,882)
Strategic investments for FY 2023 only reduced		\$(1,000)

Next Steps:

- June 20, 2023, school board approves FY 2024 budget for all funds
- July 2023, preparation begins for FY 2023 audit
- November 21, 2023, school board accepts FY 2023 audit results

Osseo Area Schools ISD # 279

Five-Year Financial Projection - General Fund

Categories	Actual FY 2021	Actual FY 2022	% Chg	Revised 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%	262,952,717	2.4%	285,081,352	8.4%	287,519,411	0.9%	291,963,509	1.5%	296,028,012	1.4%
Expenditures	248,433,616	258,631,967	4.1%	270,322,606	4.5%	280,691,380	3.8%	300,588,336	7.1%	309,835,195	3.1%	320,097,311	3.3%
Difference over/(under)	7,075,502	(1,924,375)		(7,369,889)		4,389,972		(13,068,925)		(17,871,686)		(24,069,299)	
Assigned/Unassigned Fund Balance	92,662,870	90,738,495		83,368,606		87,758,578		74,689,653		56,817,967		32,748,668	
Fund Balance %	37.3%	35.1%		30.8%		31.3%		24.8%		18.3%		10.2%	

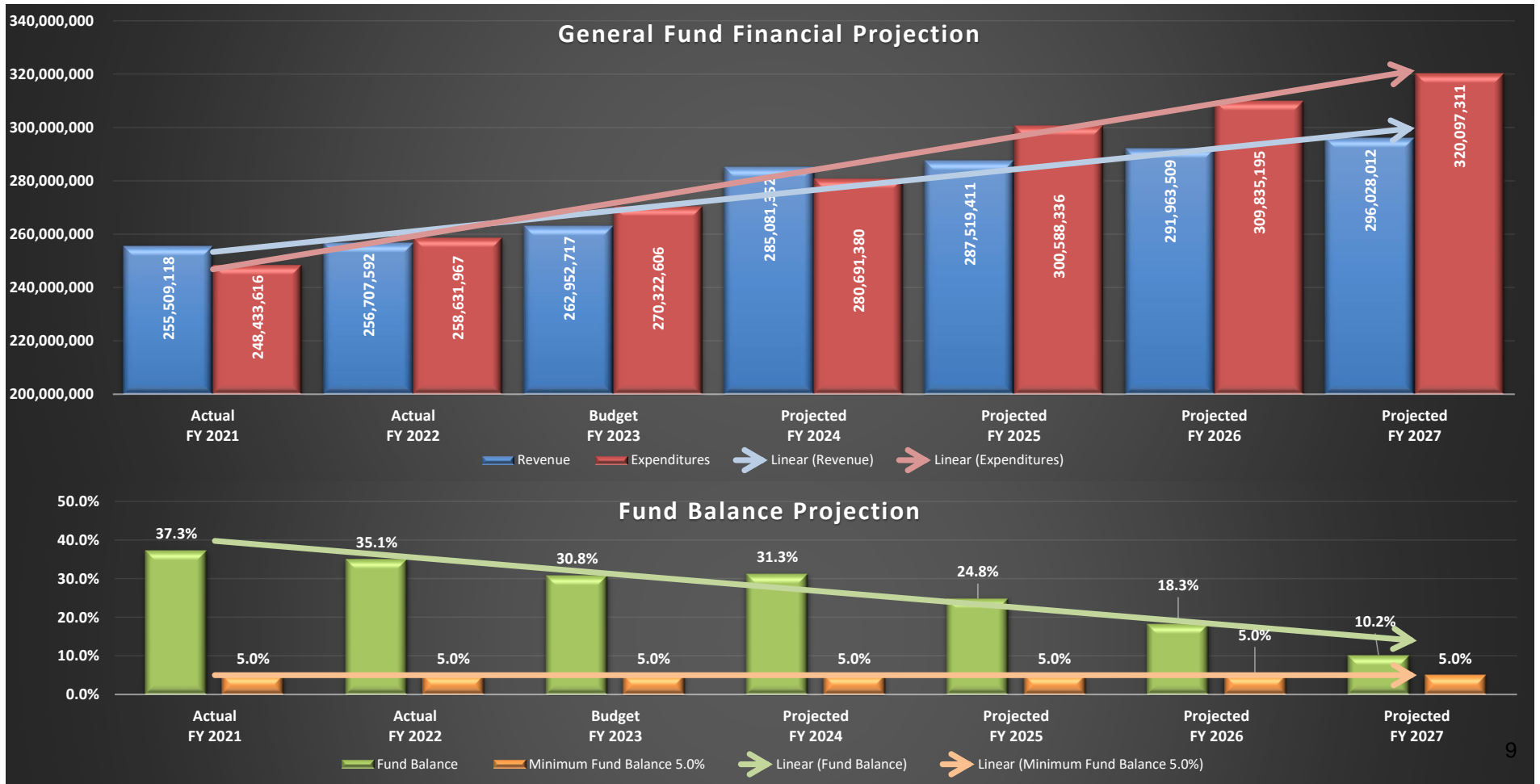
Operational Adjustments

Assumptions

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

Expenditure increase of 3.0% annually

0 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	Revised 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
Baseline									
Revenues	\$243,327,332	\$256,049,222	\$255,509,118	\$256,707,592	\$262,952,717	\$265,516,569	\$281,666,610	\$283,177,427	\$284,264,919
Expenditures	238,475,362	246,768,853	248,433,616	258,631,967	270,322,606	279,783,897	291,914,498	303,404,318	314,260,701
Known adjustments to revenue				-	-	12,931,739			
Known one-time adjustments to revenues				-	-	3,924,631			
Known adjustments to expenditures	(928,733)	-	-	-	-	2,259,096	1,229,771	229,210	(32,940)
Baseline operating balance									
Fund Balance (beginning of year)	70,526,296	76,306,999	85,587,368	92,662,870	90,738,495	83,368,606	88,216,744	79,198,627	59,200,945
Fund Balance (end of year)	76,306,999	85,587,368	92,662,870	90,738,495	83,368,606	88,216,744	79,198,627	59,200,945	29,172,223
Change in fund balance	\$5,780,703	\$9,280,369	\$7,075,502	(\$1,924,375)	(\$7,369,889)	\$4,848,138	(\$9,018,117)	(\$19,997,682)	(\$30,028,722)
Operational reductions to maintain fund balance at 5%	-	-	-						
Adjusted fund balance	\$76,306,999	\$85,587,368	\$92,662,870	\$90,738,495	\$83,368,606	\$83,698,552	\$72,220,893	\$51,764,792	\$21,801,950
Fund Balance as a % of Budgeted/Projected Expenditure	32.12%	34.68%	37.30%	35.08%	30.84%	29.68%	24.64%	17.05%	6.94%
Tactics									
Revenues with tactics	\$243,327,332	\$256,049,222	\$255,509,118	\$256,707,592	\$262,952,717	\$265,516,569	\$284,784,590	\$289,030,228	\$293,051,001
Expenditures with tactics	238,475,362	246,768,853	248,433,616	258,631,967	270,322,606	279,783,897	290,515,578	311,108,927	320,679,427
Tactics related to revenue									
Revenue assumption based on 10-year weighted average change for basic formula allowance (FY 2014 to FY 2023)						2,708,413	2,734,821	2,933,281	2,977,011
Prior year levy adjustments - 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)			
Operating referendum timeline (10 year)						1	2 (GE)	3	4 (GE)
Tactics related to expenditures									
Enrollment alignment adjustment (Known)						1,228,398	1,229,771	229,210	(32,940)
Other - reduce trend to 3.00%						(1,351,613)	(1,403,457)	(1,502,942)	(1,549,176)
ADSIIS 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
Add back one-time savings from FY 2023 mid-year adjustment (Known)						1,030,698			
Sustain programs and services with Federal funds for FY 2023 and FY 2024; add back expenditures for FY 2025							9,710,113		
Operational reductions									
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	83,368,606	87,758,578	74,689,653	56,817,967
Fund Balance (end of year)	76,306,999	85,587,368	92,662,870	90,738,495	83,368,606	87,758,578	74,689,653	56,817,967	32,748,668
Change in fund balance	\$5,780,703	\$9,280,369	\$7,075,502	(\$1,924,375)	(\$7,369,889)	\$4,389,972	(\$13,068,925)	(\$17,871,686)	(\$24,069,299)
Fund Balance Target									
Fund Balance as a % of Budgeted/Projected Expenditure	32.12%	34.68%	37.30%	35.08%	30.84%	31.27%	24.85%	18.34%	10.23%
5% of Budgeted/Projected Expenditures Minimum	\$11,877,331	\$12,338,443	\$12,421,681	\$12,931,598	\$13,516,130	\$14,034,569	\$15,029,417	\$15,491,760	\$16,004,866
							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

Osseo Area Schools ISD # 279

Five-Year Financial Projection - General Fund

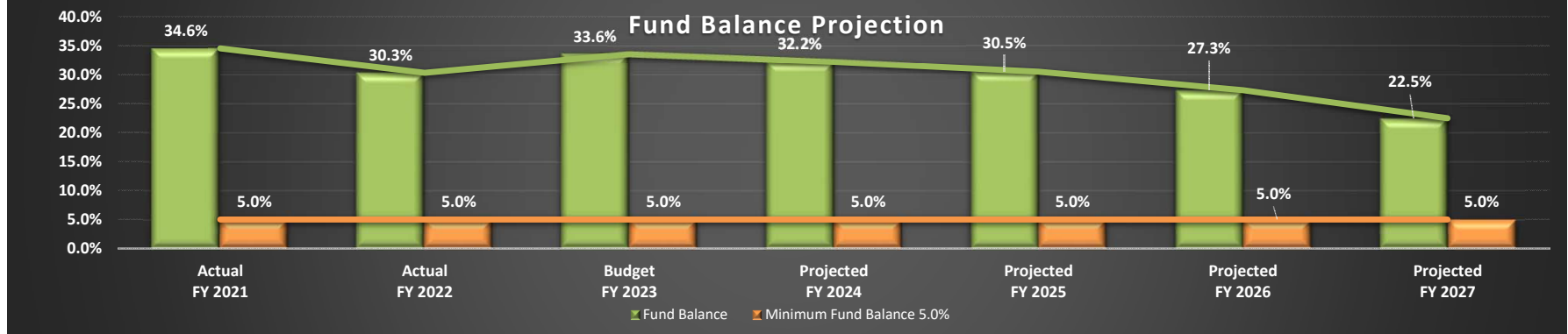
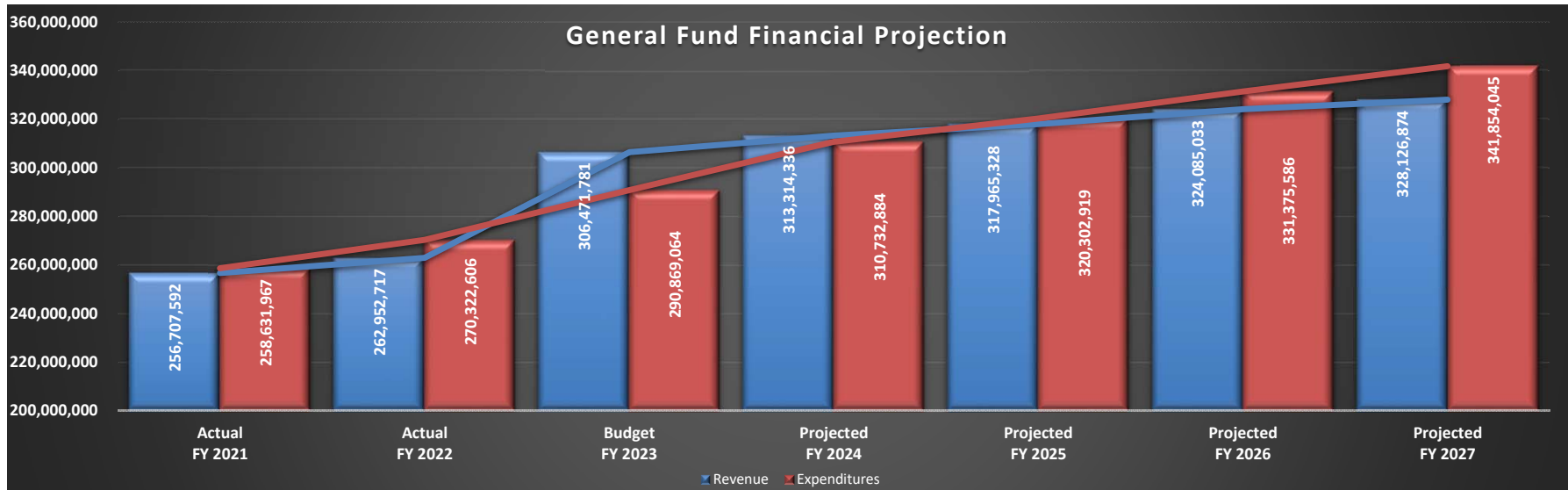
Categories	Actual FY 2022	Revised Budget FY 2023	% Chg	Adopted Budget FY 2024	% Chg	Projected FY 2025	% Chg	Projected FY 2026	% Chg	Projected FY 2027	% Chg	Projected FY 2028	% Chg
Revenue	256,707,592	262,952,717	2.4%	306,471,781	16.6%	313,314,336	2.2%	317,965,328	1.5%	324,085,033	1.9%	328,126,874	1.2%
Expenditures	258,631,967	270,322,606	4.5%	290,869,064	7.6%	310,732,884	6.8%	320,302,919	3.1%	331,375,586	3.5%	341,854,045	3.2%
Difference over/(under)	(1,924,375)	(7,369,889)		15,602,717		2,581,452		(2,337,591)		(7,290,553)		(13,727,171)	
Assigned/Unassigned Fund Balance	89,359,405	81,989,516		97,592,233		100,173,685		97,836,093		90,545,540		76,818,369	
Fund Balance %	34.6%	30.3%		33.6%		32.2%		30.5%		27.3%		22.5%	

Operational Adjustments - - - - -

Assumptions

General Formula increase 2% FY 2025, and estimates 2% FY 2026, 2.17% FY 2027, future years 2% minimum and 3% cap tied to inflation
Expenditure increase of 3.0% annually

0 total operational adjustments



Osseo Area Schools ISD # 279

Five-Year Financial Projection - Food & Nutrition Services

Categories	Actual FY 2022	Actual FY 2023	% Chg	Adopted Budget FY 2024	% Chg	Projected FY 2025	% Chg	Projected FY 2026	% Chg	Projected FY 2027	% Chg	Projected FY 2028	% Chg
Revenue	16,830,516	13,432,417	-20.2%	13,919,376	3.6%	14,053,402	1.0%	14,190,109	1.0%	14,329,549	1.0%	14,471,779	1.0%
Expenditures	14,960,691	14,085,860	-5.8%	14,779,177	4.9%	14,669,052	-0.7%	15,096,374	2.9%	15,536,515	2.9%	15,989,861	2.9%
Difference over/(under)	1,869,825	(653,443)		(859,801)		(615,650)		(906,265)		(1,206,966)		(1,518,082)	
Restricted Fund Balance	6,567,975	5,914,532		5,054,731		4,439,081		4,148,466		3,847,765		2,920,999	
Fund Balance %	43.9%	42.0%		34.2%		30.3%		27.5%		24.8%		18.3%	

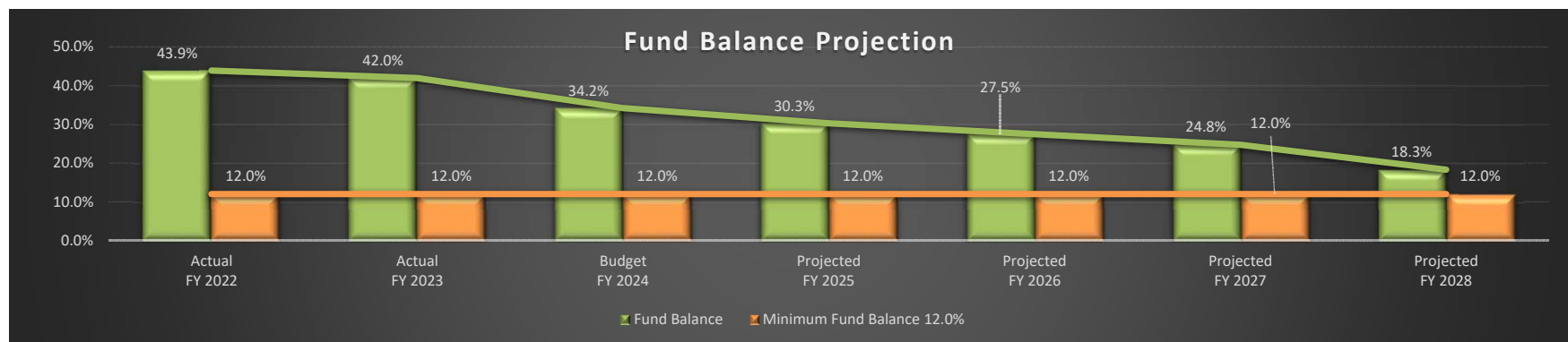
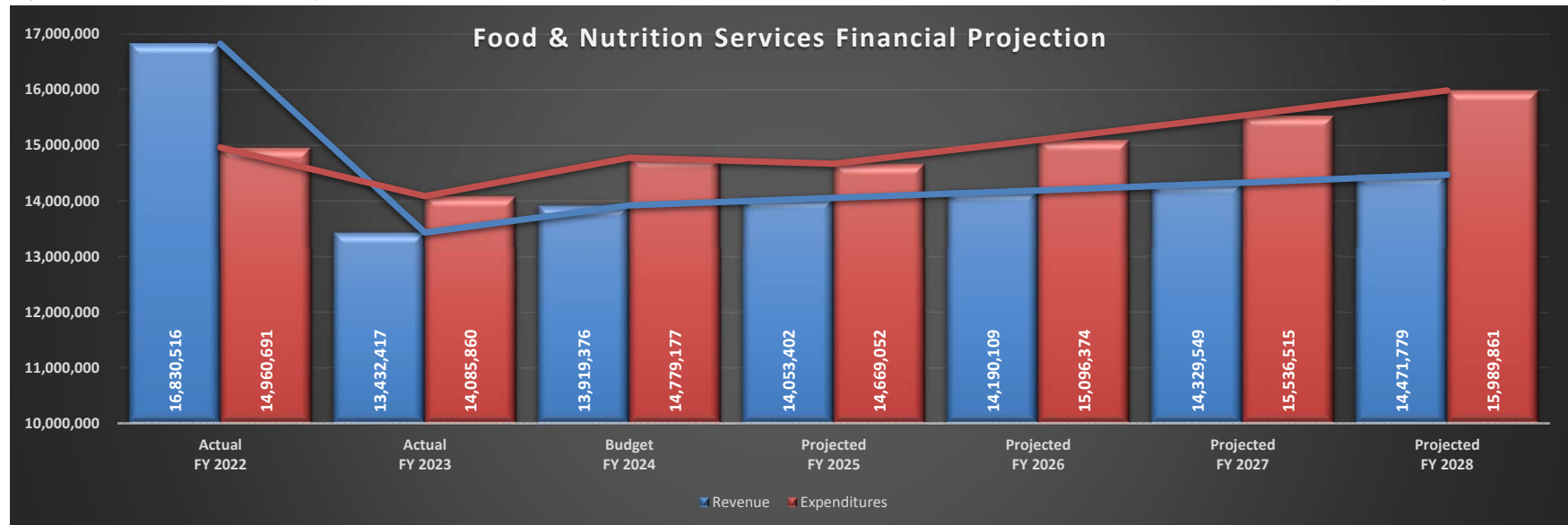
Operational Adjustments

Assumptions

Revenue increase of 2.0% annually

Expenditure increase of 3.0% annually

0 total operational adjustments



**ISD 279 - Osseo Area Schools
Food & Nutrition Services Fund
FY 2025 Budget Planning Scenario Financial Forecast**

	Actual 2022	Revised 2023	Adopted 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028
Baseline							
Revenues	16,830,516	13,432,417	13,919,376	13,919,376	13,919,376	13,919,376	13,919,376
Expenditures	14,414,867	13,510,860	13,829,177	14,313,198	14,814,160	14,918,656	14,871,559
Expenditures Capital	545,824	575,000	950,000	425,000	425,000	425,000	425,000
Known adjustments to revenue							
Known adjustments to expenditures							
Baseline operating balance							
Fund Balance (beginning of year)	4,698,150	6,567,975	5,914,532	5,054,731	4,235,909	3,316,125	2,441,845
Fund Balance (end of year)	6,567,975	5,914,532	5,054,731	4,235,909	2,916,125	1,891,845	1,064,662
Change in fund balance	1,869,825	(653,443)	(859,801)	(818,822)	(1,319,784)	(1,424,280)	(1,377,183)
Operational reductions to maintain fund balance at 12%					(400,000)	(550,000)	(700,000)
Adjusted fund balance	6,567,975	5,914,532	5,054,731	4,235,909	3,316,125	2,441,845	1,764,662
Fund Balance as a % of Budgeted/Projected Expenditure	43.9%	42.0%	34.2%	28.7%	22.3%	16.5%	12.1%
Tactics							
Revenues with tactics	16,830,516	13,432,417	13,919,376	13,919,376	14,053,402	14,190,109	14,329,549
Expenditures with tactics	14,414,867	13,510,860	13,829,177	14,313,198	14,742,594	15,184,872	15,640,418
Expenditures Capital	545,824	575,000	950,000	425,000	425,000	425,000	425,000
Tactics related to revenue							
Federal and State reimbursement rate change 2%				134,026	136,707	139,441	142,229
Tactics related to expenditures							
Operational reductions							
Other - reduce trend to 3.00%				(69,146)	(71,220)	(73,357)	(75,558)
Baseline operating balance (post tactic)							
Fund Balance (beginning of year)	4,698,150	6,567,975	5,914,532	5,054,731	5,054,731	5,054,731	4,439,081
Fund Balance (end of year)	6,567,975	5,914,532	5,054,731	4,439,081	4,148,466	3,847,765	2,920,999
Change in fund balance	1,869,825	(653,443)	(859,801)	(615,650)	(906,265)	(1,206,966)	(1,518,082)
Fund Balance Target							
Fund Balance as a % of Budgeted/Projected Expenditure	43.9%	42.0%	34.2%	30.3%	27.5%	24.8%	18.3%
12% of Budgeted/Projected Expenditures Minimum	\$1,795,283	\$1,690,303	\$1,773,501	\$1,760,286	\$1,811,565	\$1,864,382	\$1,918,783
					Projected Revenue Assumption (FY 2025 - FY2028)		0.00%
					Projected Expenditure Assumption (FY 2025 - FY2028)		3.50%

Osseo Area Schools ISD # 279

Five-Year Financial Projection - Community Service Fund

Categories	Actual FY 2022	Revised Budget FY 2023	% Chg	Adopted Budget FY 2024	% Chg	Projected FY 2025	% Chg	Projected FY 2026	% Chg	Projected FY 2027	% Chg	Projected FY 2028	% Chg
Revenue	13,226,621	14,524,786	9.8%	14,666,906	1.0%	15,165,581	3.4%	15,681,211	3.4%	16,214,372	3.4%	16,765,660	3.4%
Expenditures	10,825,182	13,527,349	25.0%	14,936,160	10.4%	15,384,245	3.0%	15,845,772	3.0%	16,321,145	3.0%	16,810,780	3.0%
Difference over/(under)	2,401,439	997,437		(269,254)		(218,664)		(164,562)		(106,774)		(45,119)	
Restricted Fund Balance	5,108,888	6,106,325		5,837,071		5,618,407		5,453,845		5,347,072		5,301,952	
Fund Balance %	47.2%	45.1%		39.1%		36.5%		34.4%		32.8%		31.5%	

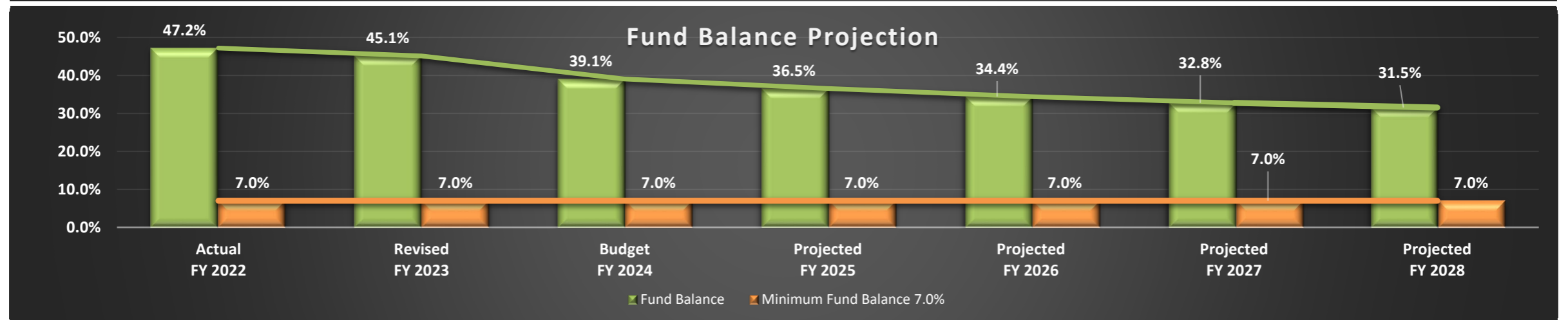
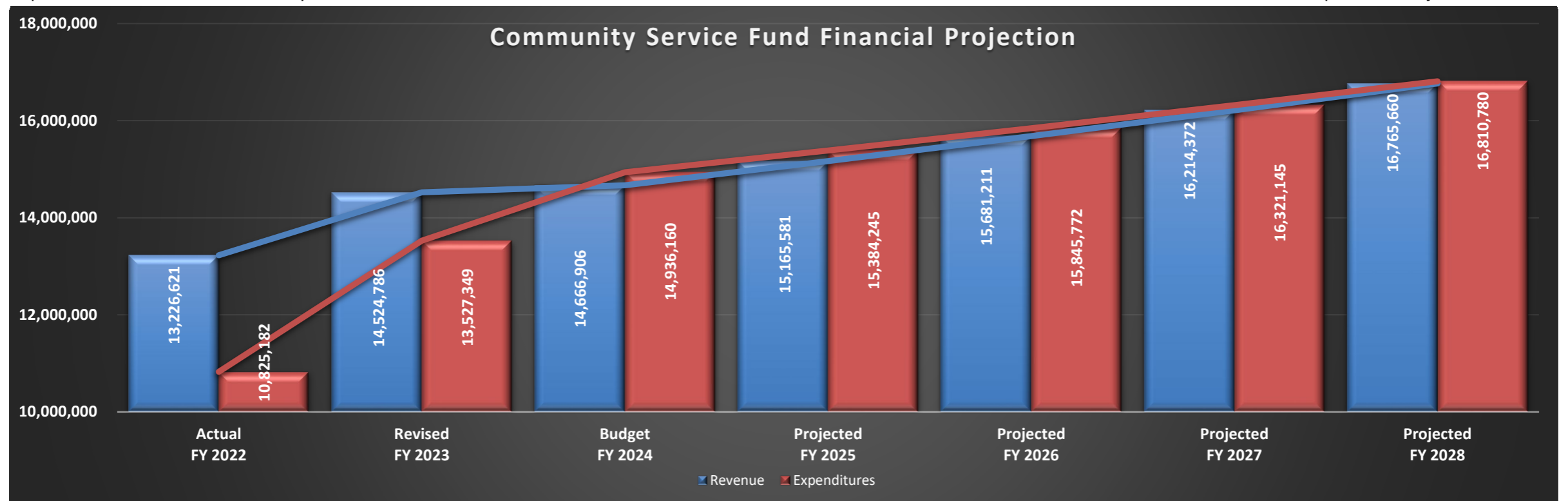
Operational adjustments

Assumptions

Revenue increase of 3.4% annually

Expenditure increase of 3.4% annually

0 total operational adjustments



**ISD 279 - Osseo Area Schools
Community Service Fund
FY 2025 Financial Forecast**

	Actual 2022	Revised 2023	Adopted 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028
Baseline							
Revenues	\$13,226,621	\$14,524,786	\$14,666,906	\$15,165,581	\$15,681,211	\$16,214,372	\$16,765,660
Expenditures	10,825,182	13,527,349	14,936,160	15,443,989	15,969,085	16,512,034	17,073,443
Total Levy Increase (decrease) from prior year estimates							
Known adjustments to Expenditures - other grant sources							
Baseline operating balance							
Fund Balance (beginning of year)	2,776,554	5,108,888	6,106,325	5,837,071	5,558,662	5,270,788	4,973,126
Fund Balance (end of year)	5,177,993	6,106,325	5,837,071	5,558,662	5,270,788	4,973,126	4,665,343
Change in fund balance	2,401,439	997,437	(269,254)	(278,409)	(287,875)	(297,662)	(307,783)
Operational reductions to maintain fund balance at 7%							
Adjusted fund balance	5,108,888	6,106,325	5,837,071	5,558,662	5,270,788	4,973,126	4,665,343
Fund Balance as a % of Budgeted/Projected Expenditure	47.2%	45.1%	39.1%	36.0%	33.0%	30.1%	27.3%

Tactics							
Revenues with tactics	\$13,226,621	\$14,524,786	\$14,666,906	\$15,165,581	\$15,681,211	\$16,214,372	\$16,765,660
Expenditures with tactics	10,825,182	13,527,349	14,936,160	15,443,989	15,907,309	16,384,528	16,876,064
Tactics related to revenue							
Total Levy Increase (decrease) from prior year estimates							
Tactics related to expenditures							
Operational adjustments							
Other - reduce trend to 3.00%				(59,745)	(61,537)	(63,383)	(65,285)
Baseline operating balance (post tactic)							
Fund Balance (beginning of year)	2,707,449	5,108,888	6,106,325	5,837,071	5,618,407	5,453,845	5,347,072
Fund Balance (end of year)	5,108,888	6,106,325	5,837,071	5,618,407	5,453,845	5,347,072	5,301,952
Change in fund balance	2,401,439	997,437	(269,254)	(218,664)	(164,562)	(106,774)	(45,119)

Fund Balance Target							
Fund Balance as a % of Budgeted/Projected Expenditure	47.2%	45.1%	39.1%	36.5%	34.4%	32.8%	31.5%
7% of Budgeted/Projected Expenditures Minimum	\$757,763	\$946,914	\$1,045,531	\$1,076,897	\$1,109,204	\$1,142,480	\$1,176,755
				Projected Revenue Assumption (FY 2025 - FY 2028)			3.40%
				Projected Expenditure Assumption (FY 2025 - FY 2028)			3.40%

Community Service Fund Balance Summary							
Restricted for community education programs	3,157,878.00	4,182,742	4,454,481				
Restricted for early childhood family education programs	1,438,240	1,472,383	1,148,458				
Restricted for school readiness	482,681	421,111	204,043				
Restricted for adult basic education	30,089	30,089	30,089				
Total Community Service Fund Balance	\$ 5,108,888	\$ 6,106,325	\$ 5,837,071				

Osseo Area Schools ISD # 279

Five-Year Financial Projection - Capital Fund

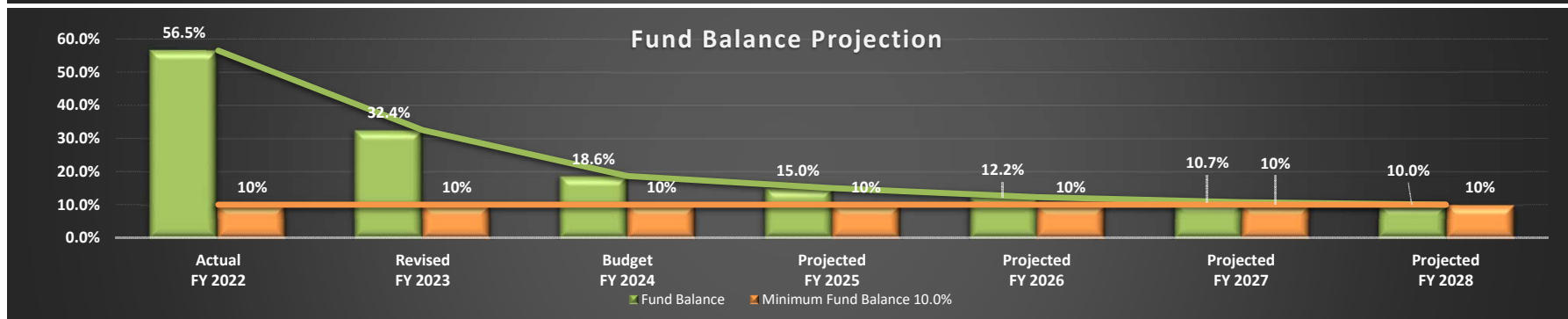
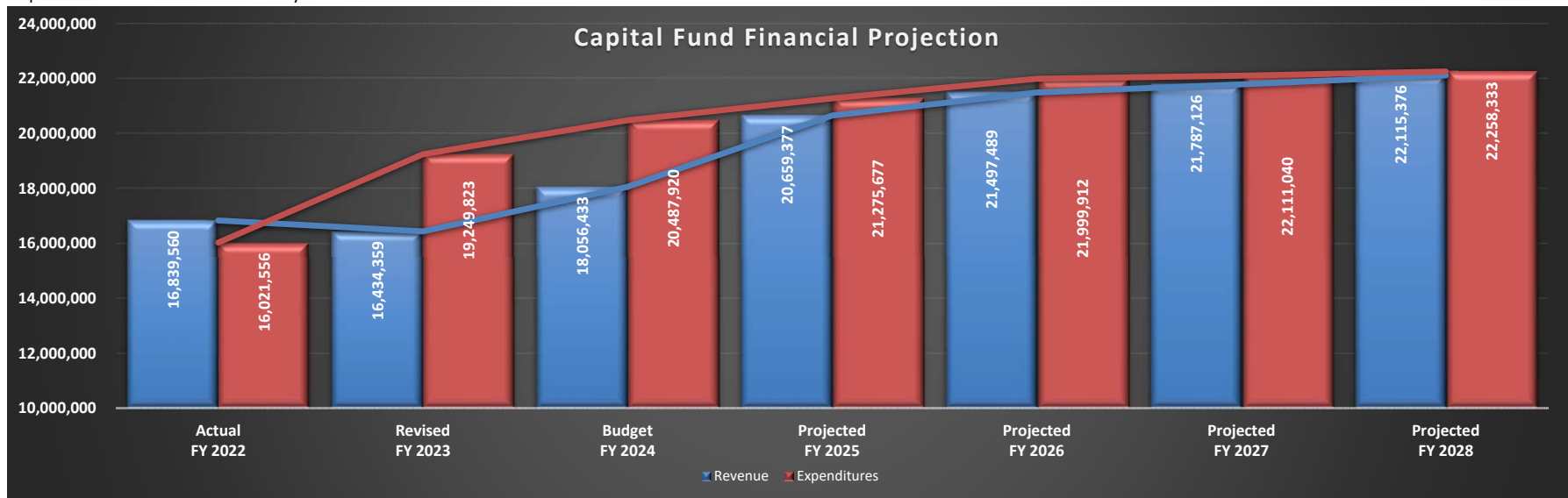
Categories	Actual FY 2022	Revised Budget FY 2023	% Chg	Adopted Budget FY 2024	% Chg	Projected FY 2025	% Chg	Projected FY 2026	% Chg	Projected FY 2027	% Chg	Projected FY 2028	% Chg
Revenue	16,839,560	16,434,359	-2.4%	18,056,433	9.9%	20,659,377	14.4%	21,497,489	4.1%	21,787,126	1.3%	22,115,376	1.5%
Expenditures	16,021,556	19,249,823	20.1%	20,487,920	6.4%	21,275,677	3.8%	21,999,912	3.4%	22,111,040	0.5%	22,258,333	0.7%
Difference over/(under)	818,004	(2,815,464)		(2,431,487)		(616,299)		(502,423)		(323,914)		(142,957)	
Restricted Fund Balance	9,059,776	6,244,312		3,812,825		3,196,526		2,694,103		2,370,189		2,227,231	
Fund Balance %	56.5%	32.4%		18.6%		15.0%		12.2%		10.7%		10.0%	
		Operational Adjustments				600,000		600,000		-		-	

Assumptions

Revenue increase of 0.0% annually

Expenditure increase of 0.0% annually

1,200,000 total operational adjustments



ISD 279 - Osseo Area Schools
Capital Fund - Operating Capital and Capital Technology/Safety Levy
FY 2025 Budget Planning Scenario Financial Forecast

	Actual 2022	Revised 2023	Adopted 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028
Baseline							
Revenues	\$16,839,560	\$16,434,359	\$18,056,433	\$18,138,406	\$18,153,684	\$18,152,586	\$18,184,287
Expenditures	16,021,556	19,249,823	20,487,920	20,487,920	18,675,677	18,499,912	18,611,040
Known adjustments to expenditures				187,757	124,235	111,128	147,294
Baseline operating balance							
Fund Balance (beginning of year)	8,241,772	9,059,776	6,244,312	3,812,825	3,275,554	2,929,327	2,470,873
Fund Balance (end of year)	9,059,776	6,244,312	3,812,825	1,275,554	2,629,327	2,470,873	1,896,826
Change in fund balance	\$818,004	(\$2,815,464)	(\$2,431,487)	(\$2,537,271)	(\$646,228)	(\$458,454)	(\$574,046)
Operational increases (reductions) to maintain fund balance at 10%				(2,000,000)	(300,000)		
Adjusted fund balance	9,059,776	6,244,312	3,812,825	3,275,554	2,929,327	2,470,873	1,896,826
Fund Balance as a % of Budgeted/Projected Expenditure	56.5%	32.4%	18.6%	17.5%	15.8%	13.3%	10.1%
Tactics							
Revenues with tactics	\$16,839,560	\$16,434,359	\$18,056,433	\$18,138,406	\$20,674,655	\$21,496,391	\$21,818,827
Expenditures with tactics	16,021,556	19,249,823	20,487,920	20,487,920	21,275,677	21,999,912	22,111,040
Tactics related to revenue							
Change in other levy adjustments (Known)							
Increase capital technology/safety levy authority estimate				2,520,971	822,834	290,735	296,549
Capital technology/safety levy timeline (10 years)			1	2 (GE)	3	4 (GE)	5
Tactics related to expenditures							
Salary and benefit increase 3.00% (Known)				105,784	108,957	112,226	115,593
Enrollment alignment adjustment (Known)				81,973	15,278	(1,098)	31,701
Operational increases (reductions)				600,000	600,000		
Baseline operating balance (post tactic)							
Fund Balance (beginning of year)	8,241,772	9,059,776	6,244,312	3,812,825	3,196,526	2,694,103	2,370,189
Fund Balance (end of year)	9,059,776	6,244,312	3,812,825	3,196,526	2,694,103	2,370,189	2,227,231
Change in fund balance	\$818,004	(\$2,815,464)	(\$2,431,487)	(\$616,299)	(\$502,423)	(\$323,914)	(\$142,957)
Fund Balance Target							
Fund Balance as a % of Budgeted/Projected Expenditure	56.5%	32.4%	18.6%	15.0%	12.2%	10.7%	10.0%
10% of Budgeted/Projected Expenditures Minimum	\$1,602,156	\$1,924,982	\$2,048,792	\$2,127,568	\$2,199,991	\$2,211,104	\$2,225,833
					Projected Revenue Assumption (FY 2025 - FY2028)		0.00%
					Projected Expenditure Assumption (FY 2025 - FY2028)		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

ANNUAL BUDGET FISCAL YEAR

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.

2024

Kim Hiel, Superintendent

John Morstad, Executive Director of Finance and Operations

Kelly Benusa, Director of Business Services

OSSEO AREA SCHOOLS



FISCAL YEAR 2024

BUDGET

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.

**ISD 279 - Osseo Area Schools
Fiscal Year 2024 Annual Budget
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INTRODUCTORY SECTION

OSSEO AREA SCHOOLS



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.

ISD 279 - Osseo Area Schools is located in the northwest section of Hennepin County. The area served by our school district has a population of 156,387 residents.

DATE: June 20, 2023

TO: Members of the ISD 279 – Osseo Area Schools Community

FROM: John Morstad, Executive Director of Finance and Operations
Kelly Benusa, Director Business Services

We are pleased to present this Fiscal Year (FY) 2024 budget for ISD 279 - Osseo Area Schools. This memo describes the FY 2024 budget year, which begins July 1, 2023, and ends June 30, 2024. The annual budget is an important part of overall school district planning to intentionally align resources to the district's World's Best Workforce Strategic Plan to move forward our mission, which 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.

The entire budget has been compiled into this single document using a pyramid approach so that readers may progress from an overview to greater levels of detail. This budget format communicates budget detail and serves as a reference document.

The budget document is organized into five major sections: Introductory Section, Organizational Section, Financial Section, Informational Section, and Benchmark Comparisons. Each section presents information for the general, food and nutrition services, community service, capital, and debt service funds. To make the budget more understandable, charts and graphs are utilized wherever appropriate.

Budget Management

As required by the State of MN Uniform Financial Accounting Reporting System (UFARS), the school district's budget is divided into separate funds for the purpose of control and separation of various expenditure areas. Each of the different funds constitutes a complete accounting entity. More specific information regarding the different funds may be found in the Financial Section under the heading of "Financial Policy and Administration".

General Fund – The largest of all the funds, the General Fund pays for most of the operating expenses of the school district. Included in this fund are salaries and benefits, instructional and maintenance supplies, utilities, insurance, professional development, and contracted transportation services. Allocations are made to the buildings for building principals and/or site supervisors to administer. Specific information regarding allocations may be found in the Informational Section.

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Maple Grove, MN 55369

district279.org

Food and Nutrition Services Fund – The Food and Nutrition Services Fund is intended to be a self-supporting fund. Revenues are derived from breakfast and lunch fees, and federal and state aid. If expenditures exceed revenues and a deficit occurs, the general fund would be required to subsidize the Food and Nutrition Services Fund to make up the deficit. Included in the Food and Nutrition Services Fund is the cost of salaries, benefits, food and serving supplies, and the equipment necessary to provide breakfast and lunch programs for students.

Community Service Fund – The Community Service Fund provides for programming that serves community members in the areas of recreation, civic activities, nonpublic students, adult or early childhood programs, Pre-K-8 extended day programs, or other similar services. Examples of community service programs include Early Childhood Family Education, Kidstop, Adult Basic Education, and Community Education. For the most part, funding for the Community Service Fund is categorical in nature (i.e., funds received for specific programs).

Capital Fund – For state reporting purposes, the Capital Fund has been folded into the general fund, and then accounted for as a distinct revenue and expenditure category within the General Fund. For simplicity and clarity, Osseo Area Schools internally tracks capital fund revenue and expenditures as a separate fund. Included in this fund are expenditures for technology, major repair, remodeling and leasing of facilities, improvements to sites, and equipment. Operating capital revenue included in this fund is determined by a formula based on the age of the district-owned facilities. Long-term Facilities Maintenance revenue included in this fund is determined by state-approved expenses within defined categories.

Debt Service Fund – The Debt Service Fund is used to account for the accumulation of resources for, and payment of, general obligation bonds, interest, and related costs.

BUDGET PROCESS

The budget planning steps began in October 2022, using the [Long-Range Financial Model \(LRFM\) and Annual Budget Framework](#) and the [FY 2024 Budget Planning Timeline](#). The district implementation of this long-range financial planning (LRFP) process for developing the annual budget began in FY 2013. The LRFP process is refined and improved annually. As a part of the LRFP process, the following key budget considerations were used during the FY 2024 budget adjustment process:

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 enhancement, reduction, elimination, or restructuring of services on 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.

The school board reviewed FY 2024 budget proposals at a work session on February 7, 2023. These budget proposals followed school board direction that was provided at the November 15, 2022, work session. Budget proposals were approved at the February 21, 2023, regular school board meeting and result in net adjustments of \$1,021,810 General Fund, \$150,000 Food and Nutrition Services Fund, and \$90,000 Community Services Fund. The General Fund amount is comprised of LRFP budget adjustments, including enrollment alignment of \$1,228,398 and safe schools alignment of \$(206,588) for the general budget.

Fiscal Year 2024 Highlights

As shown in the chart below (all funds included), the FY 2024 budget proposal results in a net decrease in overall fund balance. More specific details for each fund are described in the Financial Section, and additional comparative information is contained in the Informational Section.

Revenue Budget	FY 2024 Budget	FY 2023 Budget	Increase (Decrease)	% Change
General *	\$ 306,471,781	\$ 262,952,717	\$ 43,519,064	16.6%
Capital/Land Proceeds	18,106,433	16,474,359	1,632,074	9.9%
Total General Fund	324,578,214	279,427,076	45,151,138	16.2%
Food and Nutrition Services	13,919,376	13,432,417	486,959	3.6%
Community Service	14,666,906	14,524,786	142,120	1.0%
Debt Service	13,007,606	16,571,826	(3,564,220)	(21.5%)
Total All Funds	\$ 366,172,102	\$ 323,956,105	\$ 42,215,997	13.0%
Increase				
Expenditure Budget	FY 2024 Budget	FY 2023 Budget	(Decrease)	% Change
General *	\$ 290,869,064	\$ 270,322,606	\$ 20,546,458	7.6%
Capital/Land Proceeds	20,487,920	19,249,823	1,238,097	6.4%
Total General Fund	311,356,984	289,572,429	21,784,555	7.5%
Food and Nutrition Services	14,779,177	14,085,860	693,317	4.9%
Community Service	14,936,160	13,527,349	1,408,811	10.4%
Debt Service	12,250,870	17,047,290	(4,796,420)	(28.1%)
Total All Funds	\$ 353,323,191	\$ 334,232,928	\$ 19,090,263	5.7%
Increase				
Revenue/Expenditure Comparison	FY 2024 Revenue	FY 2024 Expenditure	Increase (Decrease)	% Change
General *	\$ 306,471,781	\$ 290,869,064	\$ 15,602,717	5.4%
Capital/Land Proceeds	18,106,433	20,487,920	(2,381,487)	(11.6%)
Total General Fund	324,578,214	311,356,984	13,221,230	4.2%
Food and Nutrition Services	13,919,376	14,779,177	(859,801)	(5.8%)
Community Service	14,666,906	14,936,160	(269,254)	(1.8%)
Debt Service	13,007,606	12,250,870	756,736	6.2%
Total All Funds	\$ 366,172,102	\$ 353,323,191	\$ 12,848,911	3.6%
* Excludes federal and state special funded projects				

General Fund

The FY 2024 combined revenue and expenditure change for the General Fund results in a net increase of \$15,602,717. This budget represents a planned increase in the fund balance for FY 2024.

General fund revenue is projected to increase 16.6% or \$43.5 million for Fiscal Year 2024. Most of the change in revenue is the result of adjustments in the following revenue categories:

- Operating referendum increase of \$18.3 million for voter approved increase, growth in projected students, and increase in market valuations of property.
- Special education revenue increase of \$11.4 million mainly for cross-subsidy funded at 44% for FY 2024.
- General education aid increase of \$8.9 million due to a 4% increase to the basic formula allowance to \$7,138 per average daily membership (ADM) and a projected increase in adjusted ADM of 358. The district total adjusted ADM is estimated at 20,891 for FY 2024.
- Unemployment revenue increase of \$1.5 million for tax shift adjustment.
- English Learner (EL) increase of \$1.2 million for cross-subsidy per pupil allowance increase from \$704 to \$1,228 and EL concentration increase from \$250 to \$436 per EL student for FY 2024.
- Interest revenue increase of \$960,000.
- Local optional revenue increase of \$775,663 due to change in the growth of projected students.
- Equity revenue decrease of \$364,789.
- TRA pension adjustment revenue increase of \$360,238; offset by TRA rate increase from 8.55% to 8.75% effective July 1, 2023.
- Desegregation transportation revenue increase of \$350,000 due to projected costs for FY 2023 that impact the FY 2024 revenue formula.
- Alternative teacher compensation revenue increase of \$202,846.

General fund expenditures are projected to increase 7.6% or \$20.5 million for Fiscal Year 2024. Changes in expenditure are the result of adjustments in the following categories.

Salaries

The budget for salaries is increasing \$11,829,000 or 7.0% from the previous year. The increase is attributed to several factors, including:

- Increase of \$9.6 million of roll-up and projected settlement costs for salaries. These increases are reduced by \$35,000 due to attrition and allocation of staff, along with retirees for FY 2023.
- Increase of \$1.9 million for one-time savings from the February 21, 2023, Board approved FY 2023 mid-year budget adjustment.
- Decrease of \$1,488,000 for Board approved \$750 stipend for staff for FY 2023 only – salary portion.
- Net budget adjustments of \$1,268,489 approved at the February 21, 2023, School board meeting for FY 2024. This increase is comprised of multiple items, including

LRFP budget adjustments of \$177,816, enrollment alignment of \$1,228,398, and decrease for safe schools alignment of \$(137,725) offset by revenue adjustments.

- Increase of \$641,207 for adding back FY 2022 strategic investments for online teachers not deployed in FY 2023.
- Decrease of \$86,624 for learning loss approved for FY 2023 only.

Benefits

The budget for benefits is increasing \$4,679,000 or 7.7% from the previous year. The increase is attributed to several factors, including:

- Increase of \$2,224,000 for benefits attributed primarily to statutory benefits (TRA, PERA, and FICA) from the roll-up costs of salaries that affect benefits directly.
- Increase of \$2,174,000 in medical insurance and HSA due to rate increase for Preferred One and PEIP, anticipated employee migration of 2% to HSA plan, and add back 32 open positions from FY 2023.
- Increase of \$304,000 in employer TRA rate of 8.55% to 8.75%, effective July 1, 2023; offset by TRA pension adjustment revenue increase,
- Decrease of \$241,000 for Board approved \$750 stipend for staff for FY 2023 only – benefit portion.
- Increase of \$217,462 for one-time savings from the February 21, 2023, Board approved FY 2023 mid-year budget adjustment.

Purchased services

The budget for purchased services is increasing by \$1,946,000 or 5.4% from the previous year. The increase is attributed to several areas, including:

- Increase of \$732,000 in other items, such as transportation contract.
- Increase of \$398,000 for one-time savings from the February 21, 2023, Board approved FY 2023 mid-year budget adjustment.
- Increase of \$422,000 for electric and natural gas utilities.
- Increase of \$261,000 for tuition to Intermediate District 287.
- Increase of \$144,000 for general liability insurance anticipated increase of up to 18%.
- Decrease of \$113,000 for chargeback for services change.
- Increase of \$102,000 for CAREI contract for FY 2024 only.

Supplies

Supplies and other expenditures are increasing \$2,092,000 or 38.9% from the previous year. The increase is attributed to several factors, including:

- Increase of \$1.5 million for future curriculum adoptions.
- Increase of \$689,000 for federal indirect rate change from 3.6% to 1.2%.
- Decrease of \$92,000 for spend down of one-time safe schools levy carryover funds.
- Decrease of \$1,000 for learning loss approved for FY 2023 only.

Food and Nutrition Services

Revenues are projected to increase \$486,959 or 3.6%. Expenditures are projected to increase \$693,317 or 4.9%. The increase in revenue is due to the implementation of the free school meals for kids program. The increase in expenditures is due to implementation of the free school meals for kids program. Overall, the Food and Nutrition Services fund balance is projected to decrease by \$859,801.

Community Service

Overall, the Community Service fund balance is projected to decrease by \$269,254. Revenues increased \$142,120 and expenditures increased \$1,408,811. The increase in expenditures is due to a combination of anticipated participation increases in school age care, facility rentals, and adult and youth enrichment programs, increasing \$300,000 budget capacity for expenditures funded with federal funds in FY 2023, \$360,000 for adding back two program managers and one administrative educational support professional positions eliminated during the COVID-19 pandemic, and \$90,000 for adding a community education communications specialist.

Capital/Land Proceeds

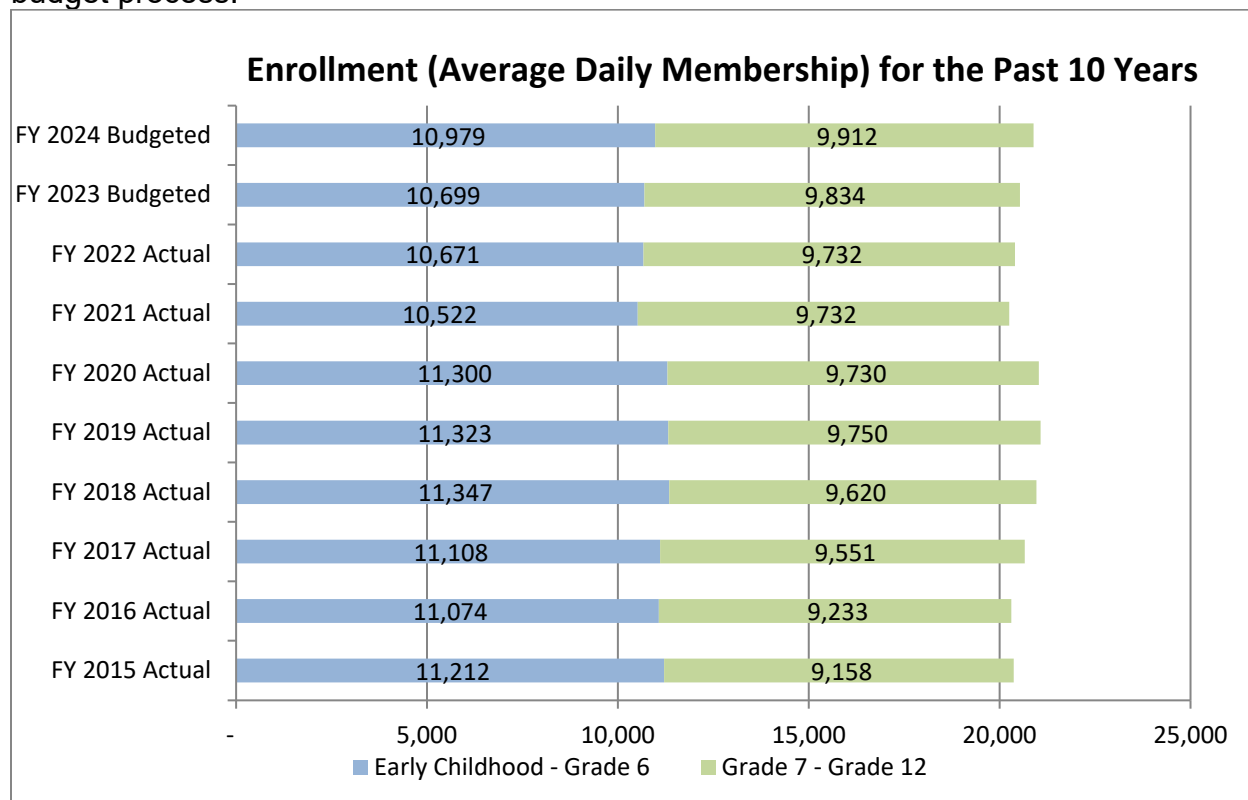
Capital/Land Proceeds Fund revenue is projected to increase \$1,622,074 or 9.9% mainly due to an increase in the voter-approved increase in the capital technology levy, which is slightly offset by a decrease in operating referendum and e-rate revenue. Expenditures increased by \$691,444 or 3.5% mainly due to increased costs for curriculum adoption and materials. This change results in a planned reduction to the Capital/Land Proceeds fund balance of \$2,431,487.

Debt Service

The 21.5% decrease in revenue in the Debt Service Fund reflects the required levies for ongoing debt service payments. The 28.1% decrease in expenditures reflects the required annual principal and interest payments for outstanding debt. The Debt Service fund balance is projected to be \$4,585,713 on June 30, 2024.

Student Enrollment

Student enrollment is a major component of the funding formula used by the state of Minnesota to determine how much revenue the district receives in the General Fund. As a result, the projection and tracking of student enrollment is a very important part of the budget process.



The graph above shows the number of students enrolled in ISD 279 each year since 2015. Overall enrollment increased 0.2% during this time. The average change for Osseo's benchmark public school districts (Anoka-Hennepin, Elk River, North Saint Paul, Robbinsdale, Rochester, Rosemount-Apple Valley-Eagan, South Washington, and Wayzata) in public school enrollment from FY 2015 to FY 2022 was an increase of 2.2%.

An analysis of the enrollment trends highlights the following factors:

1. The birthrate in Hennepin County for 2021 saw a slight increase over the previous year. For 2020, the birthrate decreased to the lowest level in almost 50 years. Rates are still well below pre-pandemic years. Since the district's kindergarten enrollment has historically been directly related to the Hennepin County live birthrate, one would conclude that the district's kindergarten enrollment would see a noticeable decline in the fall of 2025, when births from 2020 reach kindergarten age, and a slight improvement the following year.
2. Many families of school-age children in our district choose private schools and other public-school options (both charter schools and other public-school districts). While preliminary data indicates a decline in the number of students who are enrolling in other public-school districts, there are still approximately 6,300 students choosing either charter schools or other public-school districts. Almost

3,800 of those students attend public charter schools. The population of families choosing private options for their student(s) has remained steady at about 1,900 students.

3. New home construction continues in the district, particularly in the Northwest Maple Grove area. We are also seeing an increase in housing density as more redevelopment projects are being proposed throughout the district. This projected enrollment growth helps to create stability, as other areas of the district age-in-place and birth rates decline.

Economic Condition and Outlook

Osseo Area Schools intentionally focuses efforts of staff and other resources to identify available financial resources to maximize revenue. Except for locally imposed fees for things like student activities, the district is dependent on the state of Minnesota for its revenue authority and state aid. Some revenue authority, such as operating referenda and building bonds, also require voter approval. For the past several years, the funding provided for public education in the state of Minnesota has not been sufficient to meet instructional program needs due to increased inflationary costs and required mandates. For example, according to data provided by the Minnesota Department of Education, had the general education formula increased by the rate of inflation each year since 2003, the 2023 allowance per ADM would be \$8,126 rather than \$6,863, a difference of \$1,263 per ADM, which would amount to more than \$27.7 million in 2023 for Osseo.

Minnesota's economic and budget outlook has stabilized and created a record surplus in the wake of the pandemic. According to the state budget and economic forecast released from the Minnesota Management and Budget (MMB) in February of 2023, the state is projecting a \$17.5 billion surplus. 2023 also brought one party control to the Legislature. This will allow the DFL majority to utilize the record surplus to enact their agenda, which included a long list of unfinished business from previous sessions.

While the session ultimately will provide Osseo with successes with several legislative priorities we have been lobbying to enact for many years, we also encountered legislative proposals that sought to dictate how schools are managed and proposals that fell short of fully funding new employee benefits. These included matters related to collective bargaining, managerial rights, unemployment insurance for hourly school employees, paid family medical leave, earned safe and sick time, tiered licensure changes, student discipline, and new graduation requirements.

In alignment with the current economic concerns, there are numerous factors affecting public school finance and need to be monitored on an on-going basis, such as:

- State aid versus local taxpayer funding for programs and services
- Economic factors, such as unemployment and overall revenue collections by the state
- Mandated programs that are not fully funded, such as special education
- Compliance and implementation of governmental pronouncements
- Impact to local taxpayers for funding requests
- Increased competition for students from other public schools as well as charter schools

- Housing development and growth
- Enrollment trends
- Health insurance cost increases
- Pension obligations, both local and state
- Management of federal grants and other special funded state programs

Technology

Technology in Osseo Area Schools will provide accessible, equitable and user-friendly systems with training that supports all users to effectively and efficiently achieve the district mission. Our technology team supports this through three focused goal areas in alignment with our district's strategic directions.

1. #DL4A (digital learning for all): students will experience learning that is personalized in path, place, and pace through strengthening teaching and learning practices that support student success. (Strategic direction A, B, E, & F)
2. Cyber Security: Osseo Area School will improve its cyber security posture through improved policies, procedures, and user awareness. (Strategic direction E)
3. Modernizing technology solutions: Osseo Area Schools will modernize its technology solutions and integrations to improve user experience and organizational efficiencies. (Strategic direction A, B, D, & E)

Osseo Area Schools #DL4A plan focuses on strengthening teaching and learning practices that will prepare students for success. This plan capitalizes on the foundation that was set in previous plans and moves forward with strategic goals to support our mission in alignment with our strategic directions. The #DL4A plan has nine focus areas:

1. Digital learning model
2. Digital learning tools and resources
3. Digital citizenship and responsible use
4. Professional development
5. Assessment and measurement
6. Parents and families
7. Business and community
8. Technology and infrastructure
9. Financial Sustainability

These nine areas have targeted goals and success indicators connected to them in alignment with the district's strategic plan. It is also a direct result of our priority work and was developed in conjunction with the capital project levy.

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

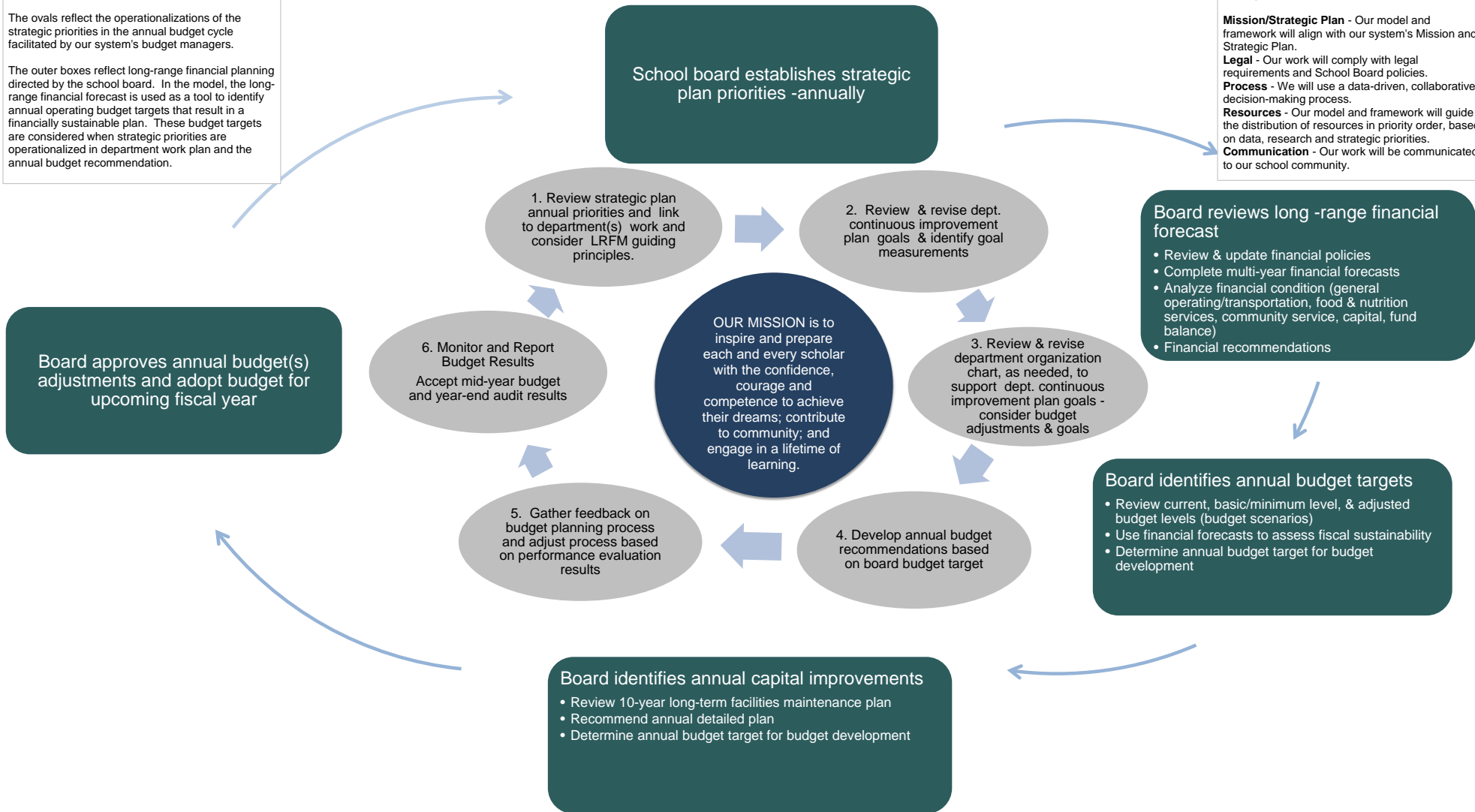
Mission/Strategic Plan - Our model and framework will align with our system's Mission and Strategic Plan.

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.



**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

ORGANIZATIONAL SECTION

OSSEO AREA SCHOOLS



The ISD 279 School Board is comprised of six individuals elected at large from the district. Board members serve four-year terms, which are staggered so that only three members are selected in any one election.

**ISD 279 – Osseo Area Schools
School Board and Administrators
Fiscal Year 2024 Annual Budget**

School Board

Chairperson	Jackie Mosqueda- Jones
Vice Chairperson	Tanya Simons
Clerk	Tamara Grady
Treasurer	Heather Douglass
Director	Thomas Brooks
Director	Sarah Mitchell

Superintendent's Cabinet

Superintendent of Schools.....	Kim Hiel
Assistant Superintendent: Elementary Schools	Stephen Flisk
Assistant Superintendent: Secondary Schools	Kelli Parpart
Assistant Superintendent: Equity and Achievement	Bryan Bass
Executive Director: Community Engagement	Brian Siverson-Hall
Executive Director: Finance and Operations	John Morstad
Executive Director: Human Resources	Laurel Anderson
Executive Director: Technology	Anthony Padrnos
Executive Director: School/Community Relations	Kay Villella
School District General Counsel	Amy Moore

Building Principals

Maple Grove Senior High School	Bart Becker
Osseo Senior High School	Sara Vernig
Park Center Senior High: An International Baccalaureate World School	TBD
Osseo Alternative Learning Center	Kristen Hauge
Brooklyn Middle School: A Science, Technology, Engineering, Arts, and Math School.....	Kim Monette
Maple Grove Middle School	Patrick Smith
North View Middle School	Diana Bledsoe
Osseo Middle School	Brian Chance
Basswood Elementary School	Steve Schwartz
Birch Grove Elementary School for the Arts	Ronald Salazar
Cedar Island Elementary School	Dan Wald
Crest View Elementary School	Stephanie Webster
Edinbrook Elementary School	Aaron Krueger
Elm Creek Elementary School	Elizabeth Ness
Fair Oaks Elementary School	Sara Looby
Fernbrook Elementary School	Jeff Zastrow
Garden City Elementary School	David Branch
Oak View Elementary School	Bill Kuendig
Palmer Lake Elementary School	Sarah Schmidt
Park Brook Elementary School	Scott Taylor
Rice Lake Elementary School	Diane Bagley
Rush Creek Elementary School	Josie Johnson
Weaver Lake Elementary: A Science, Math, and Technology School	Lena Christianson
Woodland Elementary School	Terri Jackson
Zanewood Community School: A Science, Technology, Engineering, Arts, and Math School	Adrain Pendelton

ISD 279 – Osseo Area Schools District Profile Fiscal Year 2024 Annual Budget

In Osseo Area Schools, we inspire and prepare each and every scholar to achieve their dreams; contribute to the community; and engage in a lifetime of learning. Our scholars benefit from exceptional opportunities, support and partnerships that help them graduate with the confidence, courage, and competence to make their dreams a reality.

Our size is an advantage

As Minnesota's fifth-largest school district, Osseo Area Schools serves all or parts of Brooklyn Center, Brooklyn Park, Corcoran, Dayton, Maple Grove, Osseo, Plymouth, and Rogers. Our size is an advantage, allowing us to offer more academic and extracurricular opportunities for your child to thrive; greater access to technology to enhance learning; and more staff to support your student's individual learning needs.

ISD 279 students reflect our vibrant global community, coming from homes where more than 100 dialects or languages are spoken. Our schools are racially and culturally diverse, and students experience rich, real-life learning environments that prepare them for success in the 21st century workplace.

The district serves approximately 20,891 students, pre-kindergarten through grade 12, in 17 elementary schools (PreK-5), four middle schools (6-8), three senior highs (9-12), an online learning school (K-12), an area learning center, two early childhood centers, two special program sites, and an adult education/enrollment center. Community education classes serve lifelong learners from birth through senior citizens.

Prekindergarten and Elementary

A child's first years of school provide a foundation for lifelong learning. Prekindergarten programming — available at every elementary school — incorporates research-based early learning standards developed by the Minnesota Department of Education. Our teachers and staff work together to ensure the concepts and skills taught in prekindergarten lay the groundwork for those taught in kindergarten.

Elementary students are introduced to a range of subjects, from reading/language arts to math, science, social studies, art, music (vocal and instrumental) and physical education. Students in fourth- and fifth grade can audition for the Children's Chorus, a districtwide performing group that has served the community for more than 50 years. Services are also provided at each elementary school to support gifted learners and students with special needs.

Middle School

In middle school, young minds thrive on active learning. Our middle school program keeps students engaged and challenged; helps them discover new interests; and supports their growth. An interdisciplinary team of teachers focuses on your child's academic, social and emotional needs. Students also have a regular advisory period that provides time for extra attention to

academics, along with opportunities to build relationships with teachers and other students. While in middle school, your child may even take courses eligible for high school credit.

High School

High school offers opportunities for students to explore, grow and prepare for entering the workplace or college. In addition to choosing core subjects and a wide range of electives, your child can participate in sports, theater, arts, clubs, music, community service and leadership opportunities.

Students have several options for earning college credit while in high school, including Advanced Placement and International Baccalaureate courses, credit agreements with local community and technical colleges, and Post-Secondary Enrollment Options.

Our robust career and technical education offerings can help your child gain career-connected knowledge, skills and competencies that will help them succeed in life after high school. Students can even receive workplace-ready certifications in fields such as automotive technology, culinary arts, health care, and information technology.

Choices to Meet Your Child's Needs

As a large district, we are able to offer a wide range of programs and school choices, making it easier for you to find options that meet your child's needs:

- Science, Technology, Engineering, and Math (STEM) magnet program at Weaver Lake Elementary
- Arts magnet integrating fine arts, drama, dance, and music at Birch Grove Elementary School for the Arts
- Science, Technology, Engineering, Arts and Math (STEAM) magnet programs at Zanewood Community School and Brooklyn Middle
- International Baccalaureate Middle Years and Diploma Programmes at Park Center Senior High
- Health Sciences magnet program at Osseo Senior High
- Nationally certified automotive maintenance and light repair program at Osseo Senior High
- Career certifications in several fields including, automotive technology, culinary arts, health care and information technology
- Advanced Placement college-level courses at all high schools
- Gifted Education services
- All-day kindergarten at every elementary school
- Free or tuition-based prekindergarten at every elementary school

Some of our special honors

- Maple Grove Senior High and Osseo Senior High are two of the nation's Best High Schools, according to the U.S. News & World Report
- National Merit students honored each year
- Advanced Placement (AP) Scholars, Gates Millennium Scholars, Wallin Education Partners Scholars

- Award-winning staff: Minnesota National Outstanding Assistant Principal, Minnesota Elementary School Counselor of the Year, Minnesota Educational Support Professional of the Year, Minnesota School Business Official of the Year, Association of School Business Officials International Pinnacle of Achievement Recipient, Minnesota Council on the Teaching of Languages and Cultures Teacher of the Year, Magnet Schools of America's Region IV Principal of the Year, Bush Fellowship Winner, and more
- US Presidential Scholar
- State and national award-winning magnet schools
- Recognized for excellence in financial reporting by the Minnesota Department of Education and the Association of School Business Officials International
- All-conference musicians in band, orchestra, and choir
- State, section, and conference champions in athletics
- Hennepin Theatre Trust Spotlight Award honorees, including statewide Triple Threat winners

Elementary Schools

Basswood Elementary
15425 Bass Lake Road
Maple Grove
763-494-3858

Birch Grove Elementary
School for the Arts
4690 Brookdale Drive
Brooklyn Park
763-561-1374

Cedar Island Elementary
6777 Hemlock Lane
Maple Grove
763-425-5855

Crest View Elementary
8200 Zane Avenue N.
Brooklyn Park
763-561-5165

Edinbrook Elementary
8925 Zane Avenue N.
Brooklyn Park
763-493-4737

Elm Creek Elementary
9830 Revere Lane N.
Maple Grove
763-425-0577

Fair Oaks Elementary
5600 – 65th Avenue N.
Brooklyn Park
763-533-2246

Fernbrook Elementary
9661 Fernbrook Lane
Maple Grove
763-420-8888

Garden City Elementary
3501 – 65th Avenue N.
Brooklyn Center
763-561-9768

Oak View Elementary
6710 East Fish Lake Road
Maple Grove
763-425-1881

Palmer Lake Elementary
7300 W. Palmer Lake Dr.
Brooklyn Park
763-561-1930

Park Brook Elementary
7400 Hampshire Avenue N.
Brooklyn Park
763-561-6870

Rice Lake Elementary
13755 – 89th Avenue N.
Maple Grove
763-420-4220

Rush Creek Elementary
8801 County Road 101
Maple Grove
763-494-4549

Weaver Lake Elementary:
A Science, Math, & Technology
School
15900 Weaver Lake Rd.
Maple Grove
763-420-3337

Woodland Elementary
4501 Oak Grove Pkwy.
Brooklyn Park
763-315-6400

Zanewood Community School
7000 Zane Avenue N.
Brooklyn Park
763-561-9077

Secondary Schools

MIDDLE
Brooklyn Middle School
7377 Noble Avenue N.
Brooklyn Park
763-569-7700

Maple Grove Middle School
7000 Hemlock Lane N.
Maple Grove
763-315-7600

North View Middle International
Baccalaureate World School
5869 69th Avenue N.
Brooklyn Park
763-585-7200

Osseo Middle School
10223 93rd Avenue N.
Osseo
763-391-8800

SENIOR HIGH
Maple Grove Senior High
9800 Fernbrook Lane N.
Maple Grove
763-391-8700

Osseo Senior High
317 2nd Avenue NW
Osseo
763-391-8500

Park Center Senior International
Baccalaureate World School
7300 Brooklyn Boulevard
Brooklyn Park
763-569-7600

LEARNING CENTER
Osseo Area Learning Center
7300 Boone Avenue N.
Brooklyn Park
763-391-8890

Early Childhood Programs

Arbor View Early Childhood Center
9401 Fernbrook Lane N.
Maple Grove
763-391-8777

Willow Lane Early Childhood Center
7020 Perry Avenue N.
Brooklyn Center
763-585-7330

Additional Programs

Adult Education Center
(ABE, GED, EL Programs)
7051 Brooklyn Boulevard
Brooklyn Center
763-566-5452

[279 Online](#)
7300 Boone Avenue N.
Brooklyn Park

CBVAT
7600 Boone Avenue N
Suite 70
Brooklyn Park

Osseo Education Center
324 6th Avenue NE, Osseo
753-315-9760

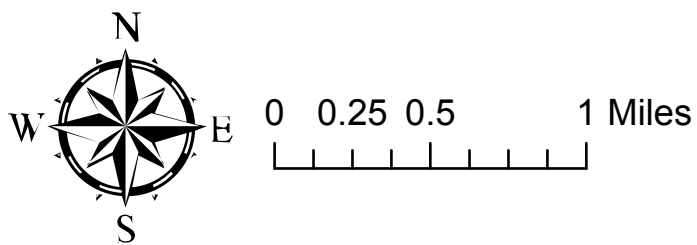
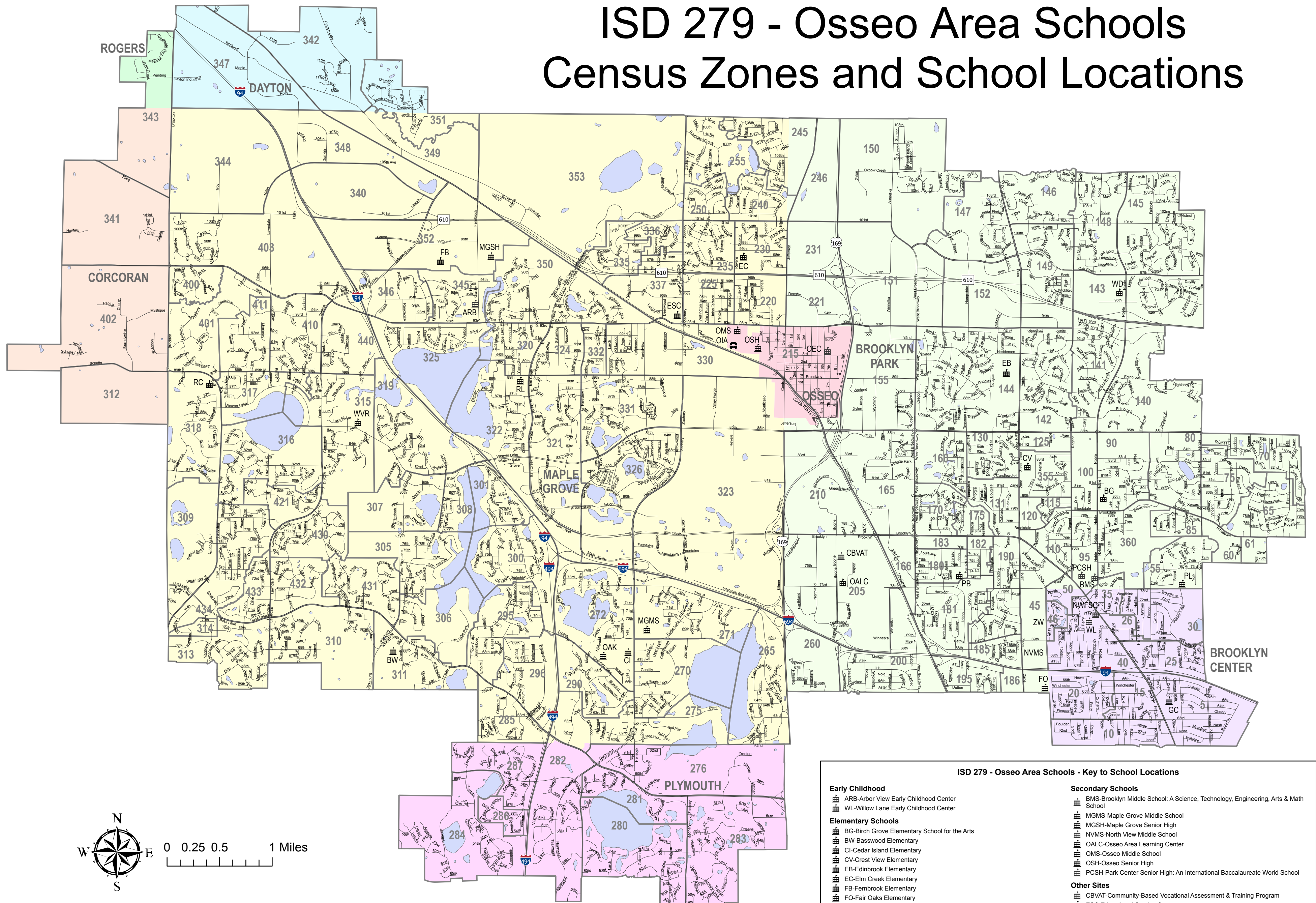
Enrollment Center
7051 Brooklyn Boulevard, Brooklyn
Center
763-585-7350

OSSEO AREA SCHOOLS

ISD  279

EDUCATIONAL SERVICE CENTER
11200 93rd Avenue N
Maple Grove
763-391-7000

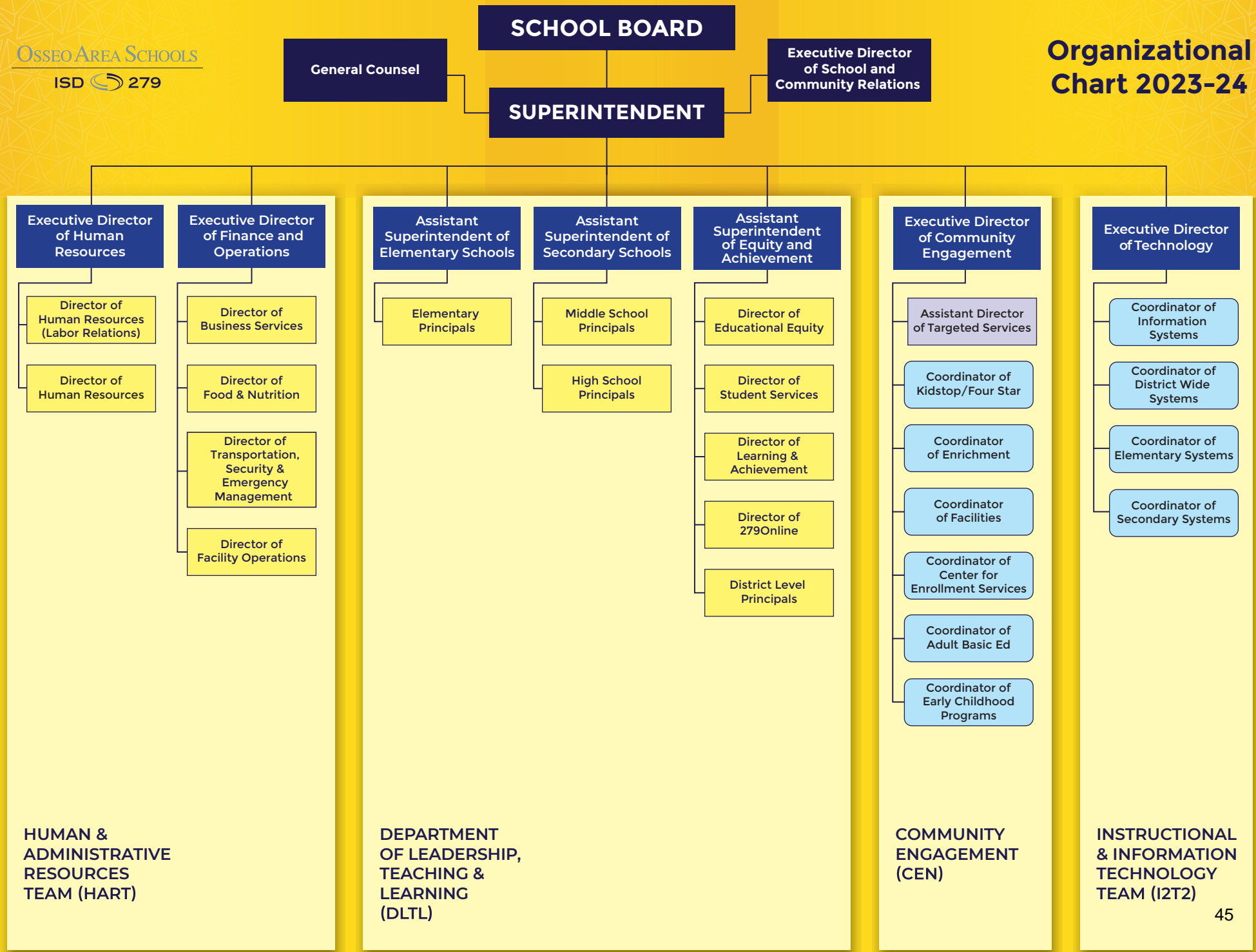
ISD 279 - Osseo Area Schools Census Zones and School Locations



Updated March, 2021

ISD 279 - Osseo Area Schools - Key to School Locations

<p>Early Childhood</p> <ul style="list-style-type: none"> ARB-Arbor View Early Childhood Center WL-Willow Lane Early Childhood Center <p>Elementary Schools</p> <ul style="list-style-type: none"> BG-Birch Grove Elementary School for the Arts BW-Basswood Elementary CI-Cedar Island Elementary CV-Crest View Elementary EB-Edinbrook Elementary EC-Elm Creek Elementary FB-Fernbrook Elementary FO-Fair Oaks Elementary GC-Garden City Elementary OAK-Oak View Elementary PB-Park Brook Elementary PL-Palmer Lake Elementary RC-Rush Creek Elementary RL-Rice Lake Elementary WD-Woodland Elementary WVR-Weaver Lake Elementary: A Science, Math & Technology School ZW-Zanswood Community School: A Science, Technology, Engineering, Arts & Math School 	<p>Secondary Schools</p> <ul style="list-style-type: none"> BMS-Brooklyn Middle School: A Science, Technology, Engineering, Arts & Math School MGMS-Maple Grove Middle School MGSH-Maple Grove Senior High NVMS-North View Middle School OALC-Osseo Area Learning Center OMS-Osseo Middle School OSH-Osseo Senior High PCSH-Park Center Senior High: An International Baccalaureate World School <p>Other Sites</p> <ul style="list-style-type: none"> CBVAT-Community-Based Vocational Assessment & Training Program ESC-Educational Service Center NWFSC-Northwest Family Service Center (Enrollment Center, Kidstop, & Adult Basic Education Center) OEC-Osseo Education Center (ACHIEVE & Osseo Secondary Transition Center) OIA-Osseo Ice Arena 279 Online
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STRATEGIC PLAN



MISSION STATEMENT

Our core purpose

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.

CORE VALUES

Drivers of our words and actions

HONOR AND INTEGRITY

Holding ourselves, each other and our system to the highest standards to create the best conditions for learning.

BELONGING

Developing meaningful relationships that build trust, understanding and community.

INCLUSION

Intentionally engaging diverse voices and perspectives equitably and respectfully.

INNOVATION AND EXCELLENCE

Cultivating creativity, ideas, confidence and transformational growth.

TRANSPARENCY

Communicating, modeling, and making decisions clearly, equitably and openly.

INTRINSIC VALUE

Each scholar, staff member and family is valued and respected for their perspective, experience and contributions.

VISION STATEMENT

What we commit to create

Unleash and enhance the brilliance of our scholars to thrive and change the world.

STRATEGIC DIRECTIONS

Prioritized focus of our time and resources

- Create safe, welcoming and inclusive learning environments that foster global curiosity, belonging, innovation and engagement.
- Build and nurture a culture of achievement by providing content rich, rigorous, equitable and individualized pathways.
- Promote inclusive participation of all of our communities and provide timely, relevant, and easily accessible communication.
- Create a system of operational innovation, excellence, accountability and sustainability.
- Address, acknowledge and reduce systemic disparities, barriers and inequities as we lead, develop and align our district toward continuous improvement.

General Budget

Division of Community Engagement (CEn) Departments

FY 2024 Budget	\$2,828,829	1%	of total General budget \$290,869,064
FY 2024 Adjustment	\$0		of General total LRFP net \$0 adjustment
FY 2024 Adjustment	\$0		of General total Safe Schools Alignment (\$206,588)
FY 2024 Adjustment	\$0		of General total Enrollment Alignment \$1,228,398

FY 2024 Budget adjustment explained in Fiscal Year 2024 Budget Memo to Board Members and Superintendent McIntyre dated June 20, 2023 - adjustment detail is listed in each department's budget summary under change from prior year section.

Office of Superintendent

The superintendent is the chief executive officer of the organization and reports to the school board. The superintendent's office functions as a key communicator for the organization and makes high-level decisions about policy and strategy. The office manages school board, superintendent, general counsel, school elections and district initiative budgets.

FY 2024 Budget

FY 2024 Budget	\$1,021,965
% of General Budget	0.35%
Per Pupil Cost	\$44.68
Full Time Equivalent (FTE)	4.00

Change From Prior Year

- No significant changes made from the previous year's budget

Community Relations and Enrollment Center

Community Relations and Enrollment Center provides administrative and leadership support to the Osseo Area Schools system through Community Relations, Publications, and Enrollment Center.

FY 2024 Budget

FY 2024 Budget	\$1,806,864
% of General Budget	0.62%
Per Pupil Cost	\$78.99
Full Time Equivalent (FTE)	22.50

Change From Prior Year

- Reduce 1 FTE teacher and supplies - Learning Loss FY 2023 only

General Budget

Division of Leadership, Teaching and Learning (DLTL) Departments

FY 2024 Budget \$176,954,006 61% of total General budget \$290,869,064
FY 2024 Adjustment \$0 of General total LRFP net \$0 adjustment
FY 2024 Adjustment (\$206,588) of General total Safe Schools Alignment (\$206,588)
FY 2024 Adjustment \$1,228,398 of General total Enrollment Alignment \$1,228,398

FY 2024 Budget adjustment explained in Fiscal Year 2024 Budget Memo to Board Members and Superintendent McIntyre dated June 20, 2023 - adjustment detail is listed in each department's budget summary under change from prior year section.

DLTL Operations and Sites

DLTL Operations is responsible for developing, implementing, managing, and evaluating operational and management support systems for elementary and secondary sites and system level efforts.

Learning and Achievement (L&A)

The Department of Learning & Achievement (L&A) provides comprehensive professional learning experiences in the areas of curriculum, instructional practice, and assessment; leads program improvement processes to align curriculum, instruction, and assessment to state standards; and ensures high quality culturally responsive instructional design that leads to increased student learning and equitable student achievement. In addition, L&A provides excellence in education through data-supported decision making and enhances student learning by serving the needs of administration, staff, parents, and students for quality, timely achievement and survey data in forms useful for decision making and improvement planning, support of data interpretation and use, and management and support of mandated and local assessment.

FY 2024 Budget	
FY 2024 Budget	\$109,075,694
% of General Budget	37.50%
Per Pupil Cost	\$4,768.67
Full Time Equivalent (FTE)	1,150.86

FY 2024 Budget	
FY 2024 Budget	\$15,951,612
% of General Budget	5.48%
Per Pupil Cost	\$697.39
Full Time Equivalent (FTE)	80.14

- Change From Prior Year**
- Add 13.8 FTE teacher contingency - Enrollment Alignment
 - Reduce 1.8125 FTE secondary student management specialist - Safe Schools Alignment
 - Add back FY 2022 strategic investments for online teachers not deployed in FY 2023
 - Add back one-time savings from February 21, 2023 Board approved mid-year adjustment
 - Reduce Board approved \$750 stipend for staff for FY 2023 only

- Change From Prior Year**
- Add \$1.5 million for curriculum adoption budget capacity

General Budget

Division of Leadership, Teaching and Learning (DLTL) Departments

FY 2024 Budget	\$176,954,006	61% of total General budget \$290,869,064
FY 2024 Adjustment	\$0	of General total LRFP net \$0 adjustment
FY 2024 Adjustment	(\$206,588)	of General total Safe Schools Alignment (\$206,588)
FY 2024 Adjustment	\$1,228,398	of General total Enrollment Alignment \$1,228,398

Adjustment detail is listed in each department's budget summary under change from prior year section.

Educational Equity

The Department of Educational Equity creates transformational change in the system to ensure equitable student achievement by building system-wide capacity to de-institutionalize racial inequity, in order to improve cultural relevancy and to effectively implement the common practices of schools and systems that achieve and sustain equitable student achievement. The English Learning program is administered through the department to assist English Learner students with the attainment of English language proficiency in order to meet the same challenging state academic standards all students are expected to meet.

FY 2024 Budget	
FY 2024 Budget	\$1,727,487
% of General Budget	0.59%
Per Pupil Cost	\$75.52
Full Time Equivalent (FTE)	52.00

Change From Prior Year
- No significant changes made from the previous year's budget

General Budget

Division of Leadership, Teaching and Learning (DLTL) Departments

FY 2024 Budget	\$176,954,006	61% of total General budget \$290,869,064
FY 2024 Adjustment	\$0	of General total LRFP net \$0 adjustment
FY 2024 Adjustment	(\$206,588)	of General total Safe Schools Alignment (\$206,588)
FY 2024 Adjustment	\$1,228,398	of General total Enrollment Alignment \$1,228,398

FY 2024 Budget adjustment explained in Fiscal Year 2024 Budget Memo to Board Members and Superintendent McIntyre dated June 20, 2023 - adjustment detail is listed in each department's budget summary under change from prior year section.

Student Services

Student Services provides services and support to all students to ensure access to and the provision of a free and appropriate public education. Student Services includes special education, counseling and guidance, health services, and other student support services.

Special Education

FY 2024 Budget

FY 2024 Budget	\$44,993,313
% of General Budget	15.47%
Per Pupil Cost	\$1,967.06
Full Time Equivalent (FTE)	666.66

Change From Prior Year

- Add 2 FTE continuous substitutes for special education programs and reduce contracted services; partially offset by special education revenue
- Tuition increase for Intermediate District 287
- Add back one-time savings from February 21, 2023 Board approved mid-year adjustment

Other Student Support

FY 2024 Budget

FY 2024 Budget	\$5,205,900
% of General Budget	1.79%
Per Pupil Cost	\$227.60
Full Time Equivalent (FTE)	75.50

Change From Prior Year

- No significant changes made from the previous year's budget

General Budget

Division of Human Administrative Resources Team (HART) Departments

FY 2024 Budget	\$108,849,332	37% of total General budget \$290,869,064
FY 2024 Adjustment	\$0	of General total LRFP net \$0 adjustment
FY 2024 Adjustment	\$0	of General total Safe Schools Alignment (\$206,588)
FY 2024 Adjustment	\$0	of General total Enrollment Alignment \$1,228,398

FY 2024 Budget adjustment explained in Fiscal Year 2024 Budget Memo to Board Members and Superintendent McIntyre dated June 20, 2023 - adjustment detail is listed in each department's budget summary under change from prior year section.

Human Resources

Human Resources plans for, develops and secures human capital for the organization, delivers employment services, ensures compliance and internal and external employment credibility.

Employee Benefits

Employee benefits are centrally budgeted. At year-end, employee benefits budget and actual amounts are allocated to the appropriate area, since the District does not use benefit accounting.

FY 2024 Budget	
FY 2024 Budget	\$2,144,842
% of General Budget	0.74%
Per Pupil Cost	\$93.77
Full Time Equivalent (FTE)	25.50

FY 2024 Budget	
FY 2024 Budget	\$61,852,453
% of General Budget	21.27%
Per Pupil Cost	\$2,704.12
Full Time Equivalent (FTE)	-

Change From Prior Year

- No significant changes made from the previous year's budget

Change From Prior Year

- Medical insurance and HSA employer portion increases for Preferred One and PEIP, 2% employee plan migration, and add back 32 open positions from FY 2023
- TRA rate increase from 8.55% to 8.75%, effective July 1, 2023; offset by revenue increase
- Reduce Board approved \$750 stipend for staff - benefit portion
- Add back one-time savings from February 21, 2023 Board approved mid-year adjustment

General Budget

Division of Human Administrative Resources Team (HART) Departments

FY 2024 Budget	\$108,849,332	37% of total General budget \$290,869,064
FY 2024 Adjustment	\$0	of General total LRFP net \$0 adjustment
FY 2024 Adjustment	\$0	of General total Safe Schools Alignment (\$206,588)
FY 2024 Adjustment	\$0	of General total Enrollment Alignment \$1,228,398

FY 2024 Budget adjustment explained in Fiscal Year 2024 Budget Memo to Board Members and Superintendent McIntyre dated June 20, 2023 - adjustment detail is listed in each department's budget summary under change from prior year section.

Administration

Administration works closely with schools and district administration in planning facilities, operating, nutrition services, and providing financial services, student services, and student transportation. The budget focuses on providing professional development for HART administration consulting and legal services for district wide priorities and general liability insurance.

Business Services and Warehouse

Business Services plans, develops, secures, and effectively manages fiscal resources in compliance with internal and external accountability requirements, which encompass accounting, accounts payable, payroll, purchasing, and warehouse, to support the education of all students.

FY 2024 Budget	
FY 2024 Budget	\$3,020,491
% of General Budget	1.04%
Per Pupil Cost	\$132.05
Full Time Equivalent (FTE)	3.10

FY 2024 Budget	
FY 2024 Budget	\$1,335,768
% of General Budget	0.46%
Per Pupil Cost	\$58.40
Full Time Equivalent (FTE)	27.17

Change From Prior Year	
- Increase for CAREI contract for FY 2024 only - next steps of DMG audit	
- General liability insurance anticipated increase 18%	

Change From Prior Year	
- Federal indirect rate change from 3.6% to 1.2%	

General Budget

Division of Human Administrative Resources Team (HART) Departments

FY 2024 Budget	\$108,849,332	37% of total General budget \$290,869,064
FY 2024 Adjustment	\$0	of General total LRFP net \$0 adjustment
FY 2024 Adjustment	\$0	of General total Safe Schools Alignment (\$206,588)
FY 2024 Adjustment	\$0	of General total Enrollment Alignment \$1,228,398

FY 2024 Budget adjustment explained in Fiscal Year 2024 Budget Memo to Board Members and Superintendent McIntyre dated June 20, 2023 - adjustment detail is listed in each department's budget summary under change from prior year section.

Custodial and Maintenance

Custodial and Maintenance provides district-wide administration of custodial services, site level operations of 34 facilities including utilities, and prepares the building for staff, students and community members. The maintenance team members are the stewards of the physical plant and grounds for all district facilities. It is our responsibility to design and conduct proactive preventive maintenance systems and strategies, respond to breakdowns in mechanical systems and design and operate energy efficient mechanical systems.

Transportation

Transportation develops and oversees transportation services with sound fiscal resources to provide transportation to all eligible students in a safe and efficient manner with students arriving to school prepared and ready to learn.

FY 2024 Budget	
FY 2024 Budget	\$15,978,312
% of General Budget	5.49%
Per Pupil Cost	\$698.55
Full Time Equivalent (FTE)	164.61

FY 2024 Budget	
FY 2024 Budget	\$23,422,853
% of General Budget	8.05%
Per Pupil Cost	\$1,024.02
Full Time Equivalent (FTE)	39.69

- Change From Prior Year
- Utilities anticipated increase for electric and natural gas
 - Add back one-time savings from February 21, 2023 Board approved mid-year adjustment

- Change From Prior Year
- Increase transportation contract 3%
 - Add back one-time savings from February 21, 2023 Board approved mid-year adjustment

General Budget

Division of Human Administrative Resources Team (HART) Departments

FY 2024 Budget	\$108,849,332	37% of total General budget \$290,869,064
FY 2024 Adjustment	\$0	of General total LRFPP net \$0 adjustment
FY 2024 Adjustment	\$0	of General total Safe Schools Alignment (\$206,588)
FY 2024 Adjustment	\$0	of General total Enrollment Alignment \$1,228,398

Adjustment detail is listed in each department's budget summary under change from prior year section.

Risk Management

Risk Management is responsible for providing a safe and healthy learning and work environment for our staff, students, and community members. The primary responsibilities of the Risk Management Department are to develop, communicate, implement, and manage school district safety and security procedures including crisis training and preparation.

FY 2024 Budget	
FY 2024 Budget	\$1,094,613
% of General Budget	0.38%
Per Pupil Cost	\$47.86
Full Time Equivalent (FTE)	2.40

Change From Prior Year

- No significant changes made from the previous year's budget

General Budget

Division of Instructional and Information Technology Team (I2T2) Departments

FY 2024 Budget	\$2,236,897	1%	of total General budget \$290,869,064
FY 2024 Adjustment	\$0		of General total LRFP net \$0 adjustment
FY 2024 Adjustment	\$0		of General total Safe Schools Alignment (\$206,588)
FY 2024 Adjustment	\$0		of General total Enrollment Alignment \$1,228,398

Adjustment detail is listed in each department's budget summary under change from prior year section.

Instructional and Information Technology

I2T2 ensures equitable and reliable technology access, facilitate ongoing support and training, and to explore and develop new technology opportunities for students, families, and employees.

FY 2024 Budget	
FY 2024 Budget	\$2,236,897
% of General Budget	0.77%
Per Pupil Cost	\$97.79
Full Time Equivalent (FTE)	26.00

Change From Prior Year	
- No significant changes made from the previous year's budget	

Food & Nutrition Services Budget

FY 2024 Budget	\$14,779,177	100% of total Food & Nutrition Services budget \$14,779,177
FY 2024 Adjustment	\$150,000	100% of total Food & Nutrition Services adjustment \$150,000

FY 2024 Budget adjustment explained in Fiscal Year 2024 Budget Memo to Board Members and Superintendent McIntyre dated June 20, 2023 - adjustment detail is listed in each department's budget summary under change from prior year section.

Food & Nutrition Services

Food & Nutrition Services administers the day-to-day preparation and service of safe nutritious school meals to students and staff. A primary objective of this department is to enhance the school environment by keeping the school district's mission at the center of our work. Included in this fund is the cost of salaries, benefits, supplies and equipment necessary to provide breakfast, lunch and a variety of other meal options such as ala carte and dinner.

FY 2024 Budget	
FY 2024 Budget	\$14,779,177
% of Food & Nutrition Services Budget	100.00%
Per Pupil Cost	646.13
Full Time Equivalent (FTE)	100.71

- | Change From Prior Year |
|--|
| - Increase due to implementation of Free School Meals for Kids program |
| - Purchase food truck |

Community Services Budget

FY 2024 Budget	\$14,936,160	100% of total Community Services budget \$14,936,160
FY 2024 Adjustment	\$90,000	100% of total Community Services adjustment \$90,000

FY 2024 Budget adjustment explained in Fiscal Year 2024 Budget Memo to Board Members and Superintendent McIntyre dated June 20, 2023 - adjustment detail is listed in each department's budget summary under change from prior year section.

Community Services

Community Services provides opportunities for all 145,000 learners in our district by providing quality programs and services for all ages, from the very youngest through to our adult and senior programs. Program areas include: Early Childhood, School Age Care, Adult Basic Education, Youth and Adult Enrichment, Facilities and Volunteers.

FY 2024 Budget	
FY 2024 Budget	\$14,936,160
% of Community Services Budget	100.00%
Per Pupil Cost	652.99
Full Time Equivalent (FTE)	142.56
Change From Prior Year	
- Add 1 FTE community education communications specialist	

Capital Budget

FY 2024 Budget	\$20,487,920	100% of total Capital budget \$20,487,920
FY 2024 Adjustment	\$691,444	100% of total Capital adjustment \$691,444

FY 2024 Budget adjustment explained in Fiscal Year 2024 Budget Memo to Board Members and Superintendent McIntyre dated June 20, 2023 - adjustment detail is listed in each department's budget summary under change from prior year section.

Operating Budget

Included in the operating budget are expenditures for technology, major repair, remodeling and leasing of facilities, improvements to sites, and equipment.

FY 2024 Budget

FY 2024 Budget	\$9,294,997
% of Capital and Land Budget	45.37%
Per Pupil Cost	406.37
Full Time Equivalent (FTE)	-

Change From Prior Year

- No significant changes made from the previous year's budget

Technology Levy

Included in the technology levy budget are expenditures for technology, major repair, improvements to sites, and equipment.

FY 2024 Budget

FY 2024 Budget	\$11,192,923
% of Capital and Land Budget	54.63%
Per Pupil Cost	489.34
Full Time Equivalent (FTE)	53.13

Change From Prior Year

- Replace student and staff mobile devices at elementary school sites, physical security technology (year 1 of 3 year lease)

FINANCIAL SECTION

OSSEO AREA SCHOOLS



The accounting procedures and standards utilized by ISD 279 - Osseo Area Schools comply with the Minnesota Uniform Financial Accounting and Reporting System (UFARS).

Fiscal Year 2024 Budget Calendar

Due Date

Site and program allocations distributed for salaries (100 objects)

February 22, 2023

Budget documents prepared by Business Services sent to Budget Managers

- Memo: FY2024 Budget Instructions and Electronic Document

Week of March 6, 2023

Budget documents for sites, departments, and/or programs due to respective Cabinet Members:

- Division of Leadership, Teaching and Learning (DLTL)
- Human and Administrative Resource Team (HART)
- Instructional & Information Technology Team (I2T2)
- Community Engagement (CEn)
- Food and Nutrition Services (FNS)
- Community Education (CE)

March 29, 2023

March 29, 2023

March 29, 2023

March 29, 2023

March 29, 2023

March 29, 2023

Fiscal Year 2024 Budget Working Document due to the Director of Business Services

March 31, 2023, 8:00 a.m.

Presentation of proposed budget and Board review:

- Review with Superintendent
- Budget document sent to Board
- Board work session
- Board approval

Week of May 30, 2023

June 1, 2023

June 6, 2023

June 20, 2023

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					
September 27, 2022	School Board Regular Meeting	Approve preliminary FY 2024 levy at maximum		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		
November 22, 2022	School Board Regular Meeting	Accept FY 2022 Audit Results		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		
December 13, 2022	School Board Regular Meeting	Approve FY 2024 Levy Limitation Certification		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	School Board Regular Meeting	Approve FY 2023 mid-year budget adjustments Approve FY 2024 Capital expenditure budget Approve FY 2024 Operating fund adjustments (PEAR Summary)		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			
June 20, 2023	School Board Regular Meeting	Approve FY 2024 Operating, Capital & Non-Operating Fund Budgets		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

**ISD 279 – Osseo Area Schools
Financial Policy and Administration
Fiscal Year 2024 Annual Budget**

Overview

This section details the financial policy of the ISD 279 (the District) as it relates to budgeting and financial management and reporting issues. Many of the financial policies and procedures are statutory.

Reporting Entity

The financial reporting entity includes all the funds, departments, agencies, board, and other organizations that comprise the District. There are no component units (legally separate entities for which the primary government is financially accountable).

Extracurricular student activities are determined primarily by student participants under the guidance of an adult and are generally conducted outside of school hours. In accordance with Minnesota Statutes, the District's School Board has elected to control and is considered financially accountable with respect to the underlying extracurricular activities. Accordingly, the extracurricular student activity accounts are included in the financial statements.

Financial Controls

Management of the District is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the District are protected from loss, theft, or misuse and to ensure that adequate accounting data are compiled to allow for the preparation of financial statements in conformity with generally accepted accounting principles and with Minnesota Uniform Financial Accounting and Reporting Standards (UFARS). The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that: (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation of costs and benefits requires estimates and judgments by management.

Description of Funds

The existence of the various District funds has been established by the Minnesota Department of Education. Each fund is accounted for as an independent entity. Descriptions of the funds are as follows:

Major Governmental Funds

General Fund – used to account for all financial resources except those required to be accounted for in another fund. The District's General Fund maintains two accounts:

1. **Operating Account** – used to account for the general operations of the District, including pupil transportation activities.
2. **Capital Account** – used to account for the maintenance of facilities, equipment purchases, health and safety projects, and disabled accessibility projects.

Capital Projects Fund – used to account for financial resources used for the acquisition or construction of major capital facilities authorized by levy or bond issue.

Debt Service Fund – used to account for the accumulation of resources for, and payment of, general obligation bonds, interest, and related costs.

Nonmajor Governmental Funds

Food and Nutrition Services Special Revenue Fund – used to account for food and nutrition service revenues and expenditures.

Community Service Special Revenue Fund – used to account for services provided to residents in the areas of recreation, civic activities, nonpublic pupils, adult or early childhood programs, pre-K-8 extended day programs, or other similar services.

Proprietary Funds

Internal Service Funds – The internal service funds account for the financing of goods or services provided by one department to other departments or agencies of the government, or to other governments, on a cost reimbursement basis. The District has four internal service funds. The District's internal service funds include financing for self-insurance of the employee medical and dental insurance program, retirement incentive pay, and post-employment benefits revocable trust activity.

Fiduciary Funds

Custodial Fund – These funds are established to account for cash and other assets held by the District as the agent for others. These funds are used to account for the Local Collaborative Time Study grant and Northwest Family Service Center.

Budgeting

In addition, the District maintains extensive budgetary controls. The objective of these controls is to ensure compliance with legal provisions embodied in the annual appropriated budget approved by the School Board.

The budget for each fund is prepared on the same basis of accounting as the fund financial statements. Each June, the School Board adopts an annual budget for the following fiscal year for the General Fund (including separate budgets for the Operating and Capital Accounts), Food and Nutrition Services Special Revenue Fund, Community Service Special Revenue Fund, Debt Service Fund. An annual budget is not adopted for the Capital Projects Fund because project length financial plans are adopted in accordance with bond issue authorization.

A mid-year amendment is made to the budget annually. Unencumbered expenditure appropriations lapse at year-end. Encumbrances outstanding at year-end are reported as reservations of fund balances since they do not represent expenditures or liabilities. Encumbrances outstanding at year-end are re-appropriated in the ensuing year's budget, and the related expenditures are recorded in the ensuing year.

Measurement Focus of Accounting

The measurement focus of a fund determines what the fund measures.

All governmental fund types and expendable trust funds are accounted for using a current financial resources measurement focus. With this measurement focus, only current assets and current liabilities generally are included on the balance sheet. Operating statements of these funds' present increases (revenue and other financing sources) and decreases (expenditures and other financing uses) in net current assets.

Proprietary Funds are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and liabilities associated with the operation of these funds are included on the balance sheet. Fund equity (net total assets) is segregated into contributed capital and retained earnings components. Proprietary fund type operating statements present increases (revenues) and decreases (expenses) in net total assets (if any).

Basis of Accounting

A fund's basis of accounting determines when a transaction or event is recognized in the fund's operating statement.

All governmental fund types, expendable trust funds, and agency funds use the modified accrual basis of accounting. Under this basis of accounting, transactions are recorded in the following manner:

Revenue Recognition – Revenue is recognized when it becomes measurable and available. “Measurable” means the amount of the transaction can be determined and “available” means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.

Recording of Expenditures – Expenditures are generally recorded when a liability is incurred, except for interest and principal on long-term debt, which are recognized as expenditures to the extent they have matured. Capital asset acquisitions are reported as capital outlay expenditures in the governmental funds. Proceeds of long-term debt and acquisitions under capital leases are reported as other financing sources.

Internal service and fiduciary funds are reported using the economic resources measurement focus and the accrual basis of accounting.

The District applies only those applicable pronouncements of the Financial Accounting Standards Board issued on or before November 30, 1989, in accounting and reporting for its proprietary operations.

Cash and Investments

Cash and temporary investments include balances from all funds that are combined and invested to the extent available in various securities as authorized by state law. Earnings from the pooled investments are allocated to the respective funds on the basis of applicable cash balance participation by each fund.

Cash and investments held by trustee include balances held in segregated accounts that are established for specific purposes. In the Internal Service Funds, trust accounts are established to finance future OPEB obligations. In the Employee Benefit Trust Funds, a trust account is

established for flexible benefits. Interest earned on these investments was allocated directly to those accounts.

Short-term, highly liquid debt instruments (including commercial paper, banker's acceptances, and U.S. Treasury and agency obligations) purchased with a remaining maturity of one year or less are reported at amortized cost. Other investments are reported at fair value.

Receivables

All receivables are shown net of any allowance for uncollectibles. No allowances for uncollectible have been recorded. The only receivables not expected to be collected within one year are property taxes receivable.

Inventories

Inventories are recorded using the consumption method of accounting and consist of purchased food, supplies, and surplus commodities received from the federal government. Food and supply purchases are recorded at invoice cost, computed on a first-in, first-out method. Surplus commodities are stated at standardized costs, as determined by the U.S. Department of Agriculture.

Prepaid Items

Certain payments to vendors reflect costs applicable to future accounting periods and are recorded as prepaid items. Prepaid items are reported using the consumption method and recorded as expenditure at the time of consumption.

Property Taxes

The majority of District revenue is determined by statutory funding formulas. The total revenue allowed by these formulas is allocated between property taxes and state aids by the Legislature based on education funding priorities.

Generally, property taxes are recognized as revenue by the District in the fiscal year that begins midway through the calendar year in which the tax levy is collectible. To help balance the state budget, the Minnesota Legislature utilizes a tool referred to as the "tax shift," which periodically changes the District's recognition of property tax revenue. The tax shift advance recognizes cash collected for the subsequent year's levy as current year revenue, allowing the state to reduce the amount of aid paid to the District. While, total revenue and fund balance are not significantly affected by the tax shift, the District's cash position is directly impacted.

Property tax levies are certified to the County Auditor in December of each year for collection from taxpayers in May and October of the following calendar year. In Minnesota, counties act as collection agents for all property taxes. The county spreads all levies over taxable property. Such taxes become a lien on property on the following January 1. The county remits taxes to the District at periodic intervals, as they are collected. A portion of property taxes levied is paid by the State of Minnesota through various credits, which are included in revenue from state sources in the financial statements.

Taxes which remain unpaid are classified as delinquent taxes receivable. Revenue from these delinquent property taxes that is not collected within 60 days of year-end is deferred in the fund financial statements because it is not known to be available to finance the operations of the District in the current year. No allowance for uncollectible taxes is considered necessary.

Capital Assets

Capital assets are capitalized at historical cost or estimated historical cost for assets where actual historical cost is not available. Donated assets are recorded as capital assets at their estimated fair market value at the date of donation. The District maintains a threshold level of \$5,000 or more for capitalizing capital assets. The cost of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized.

Capital assets are depreciated using the straight-line method over their estimated useful lives. Since surplus assets are sold for an immaterial amount when declared as no longer needed for public school purposes by the District, no salvage value is taken into consideration for depreciation purposes. Useful lives vary from 20 to 50 years for land improvements and buildings, and 5 to 15 years for furniture and equipment.

Capital assets not being depreciated include land and construction in progress.

The District does not possess any material amounts of infrastructure capital assets, such as sidewalks and parking lots. Such items are part of the cost of buildings or other improvable property.

Deposits and Investments

Deposits – In accordance with applicable Minnesota Statutes, the District maintains deposits at depository banks authorized by the School Board, including checking accounts, savings accounts, and non-negotiable certificates of deposits.

The following is considered the most significant risk associated with deposits:

Custodial Credit Risk – In the case of deposits, this is the risk that in the event of a bank failure, the District's deposits may be lost.

Minnesota Statutes require that all deposits be protected by federal deposit insurance, corporate surety bond, or collateral. The market value of collateral pledged must equal 110 percent of the deposits not covered by federal deposit insurance or corporate surety bonds. Authorized collateral includes treasury bills, notes, and bonds; issues of U.S. government agencies; general obligations rated "A" or better; revenue obligations rated "AA" or better; irrevocable standard letters of credit issued by the Federal Home Loan Bank; and certificates of deposit. Minnesota Statutes require that securities pledged as collateral be held in safekeeping in a restricted account at the Federal Reserve Bank or in an account at a trust department of a commercial bank or other financial institution that is not owned or controlled by the financial institution furnishing the collateral. The District's deposit policies do not further limit depository choices.

Investments

Investments are subject to various risks, the following of which are considered the most significant:

Custodial Credit Risk – For investments, this is the risk that in the event of a failure of the counterparty to an investment transaction (typically a broker-dealer) the District would not be able to recover the value of its investments or collateral securities that are in the possession of an outside party. Although the District's investment policies do

not directly address custodial credit risk, it typically limits its exposure by purchasing insured or registered investments, or by the control of who holds the securities.

Credit Risk – This is the risk that an insurer or other counterparty to an investment will not fulfill its obligations. Minnesota Statutes limit the District’s investments to direct obligations or obligations guaranteed by the United States or its agencies; shares of investment companies registered under the Federal Investment Company Act of 1940 that receive the highest credit rating, are rated in one of the two highest rating categories by a statistical rating agency, and all of the investments have a final maturity of 13 months or less; general obligations rated “A” or better; revenue obligations rated “AA” or better; general obligations of the Minnesota Housing Finance Agency rated “A” or better; bankers’ acceptances of United States banks eligible for purchase by the Federal Reserve System; commercial paper issued by United States corporations or their Canadian subsidiaries, rated of the highest quality category by at least two nationally recognized rating agencies, and maturing in 270 days or less; Guaranteed Investment Contracts guaranteed by a United States commercial bank, domestic branch of a foreign bank, or a United States insurance company, and with a credit quality in one of the top two highest categories; repurchase or reverse purchase agreement and securities lending agreements with financial institutions qualified as a “depository” by the government entity, with banks that are members of the Federal Reserve System with capitalization exceeding \$10,000,000; that are a primary reporting dealer in U.S. government securities to the Federal Reserve Bank of New York; or certain Minnesota securities broker-dealers. For assets held in the Post-Employment Benefits Revocable Trust Fund, the investment options available to the District are expanded to include the investment types specified in Minnesota Statute § 356A.06, Subd. 7. The District’s investment policies do not further restrict investing in specific financial instruments.

The District has an internal investment policy that limits investment choices and addresses these potential risks beyond the statutory limitations described above. The District’s policy requires that investments be diversified to avoid unreasonable risks inherent in over investing in specific instruments, individual financing institutions, or maturities. No more than 66 percent of the total portfolio can be placed with any one depository. The maximum percentage, in which the portfolio can be invested, in specific instruments, is as follows:

U.S. treasury obligations	100 %
U.S. government agency securities and Instrumentalities of government sponsored corporations	75 %
Repurchase agreements	25 %
Certificates of deposit – FDIC covered	100 %
Certificates of deposit – savings and loans	75 %
Local government investment pool	75 %
Money market fund	75 %

Concentration Risk – This is the risk associated with investing a significant portion of the District’s investments (considered 5 percent or more) in the securities of a single issuer, excluding U.S. guaranteed investments (such as treasuries), investment pools, and mutual funds.

Interest Rate Risk – This is the risk of potential variability in the fair value of fixed rate investments resulting from changes in interest rates (the longer the period for which an interest rate is fixed, the greater the risk). The District’s investment policies do not limit

the maturities of investments; however, the District considers such things as interest rates and cash flow needs when purchasing investments.

Long-Term Obligations

Bond premiums and discounts are deferred and amortized over the life of the bonds using the straight-line method. Bond issuance costs, if material, are reported as deferred charges and amortized over the term of the related debt.

Governmental fund types recognize bond premiums and discounts, as well as bond issuance costs, during the current period. The face amount of debt issued is reported as other financing sources. Premiums received on debt issuances are reported as other financing sources while discounts on debt issuances are reported as other financing uses. Issuance costs, whether or not withheld from the actual debt proceeds received, are reported as debt service expenditures.

Post-Employment Severance Benefits

The District provides post-employment severance benefits to certain eligible employees. The District finances these obligations with an internal service fund.

The District maintains various early retirement incentive payment plans for its employee groups. The amount of the early retirement incentive payment is calculated by converting a portion of accrued sick leave, by computing a benefit based solely on years of service, or a combination of both. No employee can receive a payment exceeding one year's salary. The post-employment benefits are based on contractual agreements with employee groups. These contractual agreements do not include any specific contribution or funding requirements.

The District has established a separate Retirement Incentive Pay Internal Service Fund to account for the post-employment severance benefits. The benefits are funded as the liability is incurred on an actuarially determined basis. In addition to the funding of accumulated benefits already earned, the District's funding policy requires an annual contribution of an amount equal to the current year service cost adjusted for any amortization.

Risk Management

The District is exposed to various risks of loss related to torts: theft of, damage to, and destruction of assets; errors and omissions; natural disasters; and workers' compensation for which the District carries commercial insurance. Settled claims have not exceeded this commercial coverage in any of the past three fiscal years. There were no significant reductions in the District's insurance coverage in fiscal year 2023.

The District maintains the Dental Self-Insurance Internal Service Fund to account for and finance its uninsured risk of loss for an employee dental plan. The Internal Service Fund is funded by the District and employee contributions and interest income. The District pays for claims by an individual up to \$1,000.

Although the District only pays up to \$1,000 per individual per year, there is a possibility for loss if claims exceed premiums collected. The District does not expect this occurrence would have a material financial effect on the District.

Post-Employment Healthcare Benefit Plan

The District Provides post-employment healthcare benefits to certain eligible employees. The District provides these benefits in a single employer defined benefit healthcare plan administered by the District. The post-employment benefits are based on contractual agreements with employee groups. These contractual agreements do not include any specific contribution or funding requirements. These benefits are summarized as follows:

Other' Post – Employment Medical Plan – All retirees of the District have the option to continue their medical coverage into retirement. Retirees must pay the full district premium rate for their coverage and dependent coverage. Coverage in the District's plan ends at age 65.

Teachers' Post – Employment Medical Plan – For teachers with fifteen continuous years of service, they are eligible to receive a contribution towards the teacher's health insurance after retirement from age 55 until the employee qualifies for Medicare. The amount will be determined by multiplying the teacher's daily rate of pay at the time of retirement times the number of the teacher's accumulated sick leave days in excess of 123 days as of the date of retirement. However, the total amount will not exceed \$37,800. The monthly district contribution toward the premium will be determined using the cumulative total amount earned divided by the number of months until the teacher qualifies for Medicare. The benefit amount will not exceed 100 percent of the premium of the insurance plan selected by the teacher. If the teacher's full time equivalent (FTE) status is not full-time at the time of retirement, the benefit will be prorated according to the teacher's current FTE.

Administrators' Post – Employment Medical Plan – The District pays for full medical plan coverage after retirement for certain administrators and their spouses and dependents until the employee qualifies for Medicare.

Flexible Benefit Plan

The District has a flexible benefit plan which is classified as a "cafeteria plan" under § 125 of the Internal Revenue Code. All employee groups of the District are eligible if and when the collective bargaining agreement or contract with their group allows eligibility. Eligible employees can elect to participate by contributing pre-tax dollars withheld from payroll checks to the flexible benefit plan for healthcare and dependent care benefits.

Before the beginning of the flexible benefit plan year, each participant designates a total amount of pre-tax dollars to be contributed to the flexible benefit plan during the year. At June 30, the District is contingently liable for claims against the total amount of participants' annual contributions to the medical reimbursement portion of the flexible benefit plan, whether or not such contributions have been made.

Payments of insurance premiums (health, dental, life, and disability) are made by the District directly to the designated insurance companies. These payments are made monthly and are accounted for in the General Fund.

Amounts withheld for medical reimbursement and dependent care are paid by the District to a trust account maintained by an outside administrator monthly. Payments are made by the outside administrator to participating employees upon submitting a request for reimbursement of eligible expenses incurred by the employee. The medical reimbursement and dependent care activity is included in the financial statements in the Post-Employment Benefits Revocable Trust Internal Service Fund and the Flexible Benefit Plan.

All property of the flexible benefit plan and income attributable to that property is solely the property of the District, subject to the claims of the District's general creditors. Participants' rights under the plan are equal to those of general creditors of the District in an amount equal to eligible healthcare and dependent care expenses incurred by the participants. The District believes that it is unlikely that it will use the assets to satisfy the claims of general creditors in the future.

Restricted Assets

Restricted assets are cash and cash equivalents and the related interest receivable whose use is limited by legal requirements such as a bond indenture. Restricted assets are reported only in the district-wide financial statements. In the fund financial statements these assets have been reported as "cash and investments held by trustee" and the interest receivable is included within "accounts and interest receivable."

REVENUE, EXPENDITURE, AND FUND BALANCE PROJECTIONS

	General Fund	Food and Nutrition Services Fund	Community Service Fund	Capital/Land Proceeds Fund	Debt Service Fund	Total
Total Fund Balance, June 30, 2022	89,359,405	\$ 6,567,975	\$ 5,108,888	\$ 9,547,796	\$ 4,304,441	\$ 114,888,505
FY 2023 Budgeted Revenue	262,952,717	13,432,417	14,524,786	16,474,359	16,571,826	323,956,105
FY 2023 Budgeted Expenditures	270,322,606	14,085,860	13,527,349	19,249,823	17,047,290	334,232,928
Projected Fund Balance, June 30, 2023	81,989,516	5,914,532	6,106,325	6,772,332	3,828,977	104,611,682
Revenue (by source)						
Local Property Taxes	73,240,635	-	3,196,663	11,192,923	11,876,919	99,507,140
Investment Earnings and Other	6,306,204	1,088,301	9,299,634	293,500	300,000	17,287,639
State Sources	226,924,942	280,214	2,170,609	6,620,010	830,687	236,826,462
Federal Sources	-	12,550,861	-	-	-	12,550,861
Total Revenue	306,471,781	13,919,376	14,666,906	18,106,433	13,007,606	366,172,102
Expenditures (by program)						
Administration	11,004,734	-	-	-	-	11,004,734
District Support Services	7,459,798	-	-	-	-	7,459,798
Elementary and Secondary Regular Instruction	101,369,150	-	-	-	-	101,369,150
Vocational Education Instruction	3,200,320	-	-	-	-	3,200,320
Special Education Instruction	46,010,922	-	-	-	-	46,010,922
Instructional Support Services	12,526,340	-	-	-	-	12,526,340
Pupil Support Services	6,727,296	-	-	-	-	6,727,296
Transportation	23,422,853	-	-	-	-	23,422,853
Sites and Buildings	16,346,198	-	-	-	-	16,346,198
Fiscal and Other Fixed Cost Programs	62,801,453	-	-	-	-	62,801,453
Food and Nutrition Services	-	14,779,177	-	-	-	14,779,177
Community Service	-	-	14,936,160	-	-	14,936,160
Capital Outlay	-	-	-	20,487,920	-	20,487,920
Debt Service	-	-	-	-	12,250,870	12,250,870
Total Expenditures	290,869,064	14,779,177	14,936,160	20,487,920	12,250,870	353,323,191
Estimated Ending Fund Balance, June 30, 2024	<u>\$ 97,592,233</u>	<u>\$ 5,054,731</u>	<u>\$ 5,837,071</u>	<u>\$ 4,390,845</u>	<u>\$ 4,585,713</u>	<u>\$ 117,460,593</u>

* Total fund balance, June 30, 2022 for the General Fund does not include special projects carryover from previous years.

** Employee benefits are centrally budgeted. At year-end, employee benefits budgets are allocated to the appropriate program area.

REVENUE, EXPENDITURE, AND FUND BALANCE PROJECTIONS

	General Fund	Food and Nutrition Services Fund	Community Service Fund	Capital/Land Proceeds Fund	Debt Service Fund	Total
Total Fund Balance, June 30, 2022	* \$ 89,359,405	\$ 6,567,975	\$ 5,108,888	\$ 9,547,796	\$ 4,304,441	\$ 114,888,505
FY 2023 Budgeted Revenue	262,952,717	13,432,417	14,524,786	16,474,359	16,571,826	323,956,105
FY 2023 Budgeted Expenditures	270,322,606	14,085,860	13,527,349	19,249,823	17,047,290	334,232,928
Projected Fund Balance, June 30, 2023	81,989,516	5,914,532	6,106,325	6,772,332	3,828,977	104,611,682
Revenue (by source)						
Local Property Taxes	73,240,635	-	3,196,663	11,192,923	11,876,919	99,507,140
Investment Earnings and Other	6,306,204	1,088,301	9,299,634	293,500	300,000	17,287,639
State Sources	226,924,942	280,214	2,170,609	6,620,010	830,687	236,826,462
Federal Sources	-	12,550,861	-	-	-	12,550,861
Total Revenue	306,471,781	13,919,376	14,666,906	18,106,433	13,007,606	366,172,102
Expenditures (by program)						
Administration	11,004,734	-	-	-	-	11,004,734
District Support Services	7,459,798	-	-	-	-	7,459,798
Elementary and Secondary Regular Instruction	101,369,150	-	-	-	-	101,369,150
Vocational Education Instruction	3,200,320	-	-	-	-	3,200,320
Special Education Instruction	46,010,922	-	-	-	-	46,010,922
Instructional Support Services	12,526,340	-	-	-	-	12,526,340
Pupil Support Services	6,727,296	-	-	-	-	6,727,296
Transportation	23,422,853	-	-	-	-	23,422,853
Sites and Buildings	16,346,198	-	-	-	-	16,346,198
Fiscal and Other Fixed Cost Programs	** 62,801,453	-	-	-	-	62,801,453
Food and Nutrition Services	-	14,779,177	-	-	-	14,779,177
Community Service	-	-	14,936,160	-	-	14,936,160
Capital Outlay	-	-	-	20,487,920	-	20,487,920
Debt Service	-	-	-	-	12,250,870	12,250,870
Total Expenditures	290,869,064	14,779,177	14,936,160	20,487,920	12,250,870	353,323,191
Estimated Ending Fund Balance, June 30, 2024	<u>\$ 97,592,233</u>	<u>\$ 5,054,731</u>	<u>\$ 5,837,071</u>	<u>\$ 4,390,845</u>	<u>\$ 4,585,713</u>	<u>\$ 117,460,593</u>

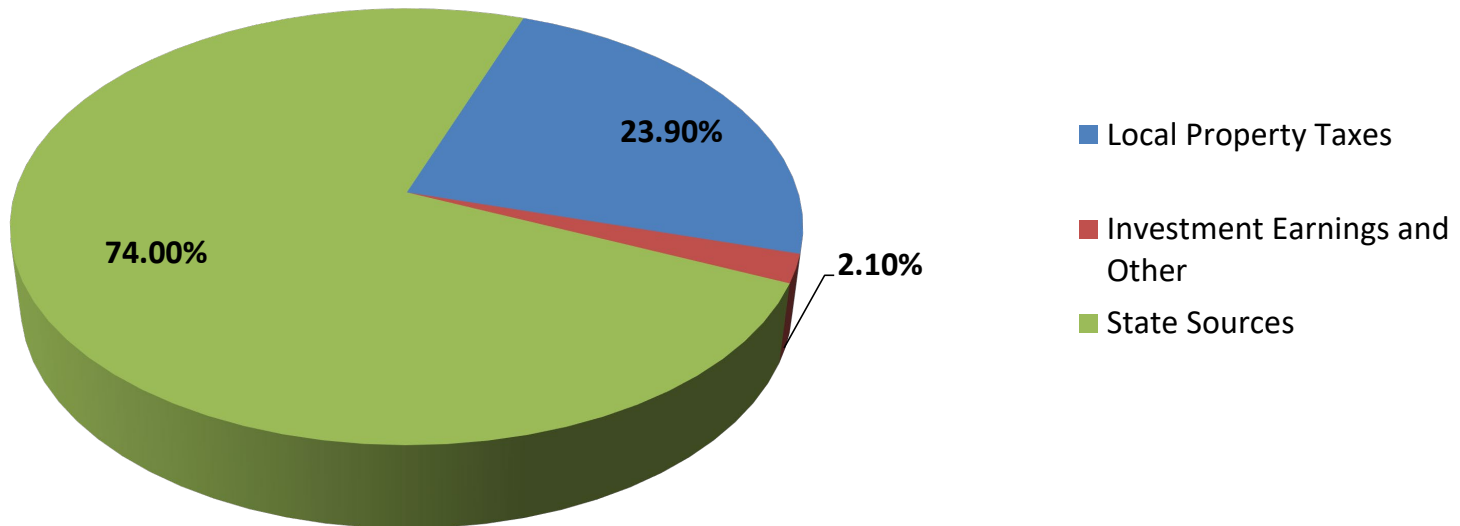
* Total fund balance, June 30, 2022 for the General Fund does not include special projects carryover from previous years.

** Employee benefits are centrally budgeted. At year-end, employee benefits budgets are allocated to the appropriate program area.

GENERAL FUND REVENUE SUMMARY

Revenue (by source)	FY 2022 Actual	FY 2022 Revenue Per APU	FY 2023 Revised Budget	FY 2023 Revenue Per APU	FY 2024 Adopted Budget	FY 2024 Revenue Per APU
Local Property Taxes	\$ 59,965,298	\$ 2,683	\$ 52,666,629	\$ 2,341	\$ 73,240,635	\$ 3,202
Investment Earnings and Other	1,833,228	82	5,386,204	239	6,306,204	276
State Sources	194,909,065	8,721	204,899,884	9,107	226,924,942	9,921
Total Revenue	\$ 256,707,591	\$ 11,486	\$ 262,952,717	\$ 11,687	\$ 306,471,781	\$ 13,399
Total Adjusted Pupil Unit (APU)		22,349		22,500		22,873

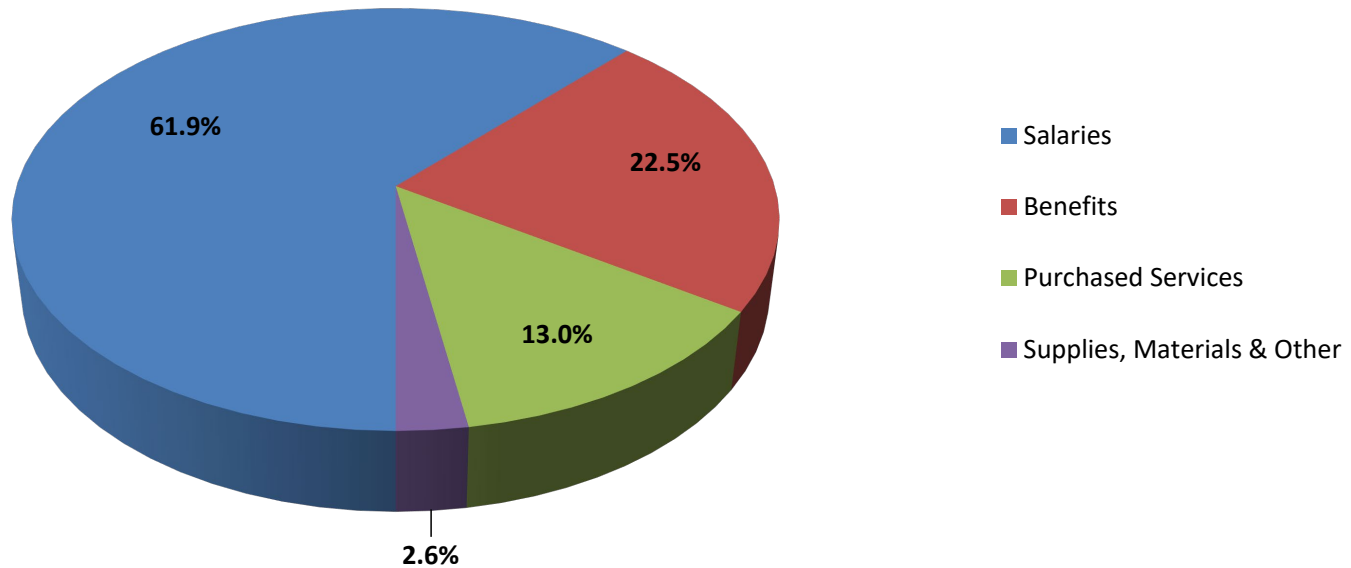
FY 2024 Adopted Budget



GENERAL FUND EXPENDITURE SUMMARY BY OBJECT

Expenditures (by object)	FY 2022 Actual	FY 2022 Expenditures Per APU	FY 2023 Revised Budget	FY 2023 Expenditures Per APU	FY 2024 Adopted Budget	FY 2024 Expenditures Per APU	Budget Percent Change
Salaries	\$ 164,048,753	\$ 7,340	\$ 168,231,163	\$ 7,477	\$ 180,060,286	\$ 7,872	7.0%
Benefits	59,368,138	2,656	60,807,995	2,703	65,486,954	2,863	7.7%
Purchased Services	30,677,575	1,373	35,905,356	1,596	37,851,384	1,655	5.4%
Supplies, Materials & Other	4,537,501	203	5,378,092	239	7,470,440	327	38.9%
Total Expenditures	\$ 258,631,967	\$ 11,572	\$ 270,322,606	\$ 12,015	\$ 290,869,064	\$ 12,717	7.6%
Total Adjusted Pupil Unit (APU)		22,349		22,500		22,873	

FY 2024 Adopted Budget



GENERAL FUND EXPENDITURE SUMMARY BY PROGRAM

Expenditures (by program)	FY 2022 Actual	FY 2022 Expenditures Per APU	FY 2023 Revised Budget	FY 2023 Expenditures Per APU	FY 2024 Adopted Budget	FY 2024 Expenditures Per APU
Administration	\$ 13,119,716	\$ 587	\$ 10,581,663	\$ 470	\$ 11,004,734	\$ 481
District Support Services	6,480,399	290	6,098,294	271	7,459,798	326
Elementary and Secondary Regular Instruction	126,344,600	5,653	95,218,319	4,232	101,369,150	4,432
Vocational Education Instruction	4,138,526	185	2,905,500	129	3,200,320	140
Special Education Instruction	53,027,557	2,373	41,959,221	1,865	46,010,922	2,012
Instructional Support Services	11,553,795	517	10,595,681	471	12,526,340	548
Pupil Support Services	8,086,498	362	6,836,649	304	6,727,296	294
Transportation	18,127,031	811	22,162,933	985	23,422,853	1,024
Sites and Buildings	17,088,307	765	15,610,040	694	16,346,198	715
Fiscal and Other Fixed Cost Programs	665,539	30 *	58,354,306	2,594 *	62,801,453	2,746
Total Expenditures	\$ 258,631,968	\$ 11,573	\$ 270,322,606	\$ 12,015	\$ 290,869,064	\$ 12,718
Total Adjusted Pupil Unit (APU)		22,349		22,500		22,873

* Employee benefits are centrally budgeted. At year-end, employee benefits budgets are allocated to the appropriate program area.

FY 2024 Total General Fund Expenditures by Program = \$290,869,064

Administration - 3.8% *

Administration includes the cost for general, instructional and school site administration - school board, superintendent, principals and directors of instructional areas.

District Support Services - 2.6% *

District Support Services includes the cost for general administrative support - administration, community relations, business services, human resources and information systems.

Elementary and Secondary Regular Instruction - 34.9% *

Elementary and Secondary Regular Instruction includes the cost related with the teaching of students, the interaction between teachers and students in the classroom and co-curricular activities at the pre-kindergarten, kindergarten, elementary and secondary levels.

Vocational Education Instruction - 1.1% *

Vocational Education Instruction includes the cost related to career and technical educational courses for students future employability.

Special Education Instruction - 15.8% *

Special Education Instruction includes the cost for activities providing learning experiences for students with disabilities, birth through age 21.

Fiscal and Other Fixed Cost Programs - 21.5% **

Fiscal and Other Fixed Cost Programs includes the cost for fiscal and fixed cost activities. Employee benefits are centrally budgeted. At year-end, employees budgets are allocated to the appropriate program area.

Sites and Buildings - 5.6% *

Sites and Buildings includes the cost of facilities - operations, utilities, repair, remodeling, maintenance, and grounds of the school district.

Transportation - 8.1%

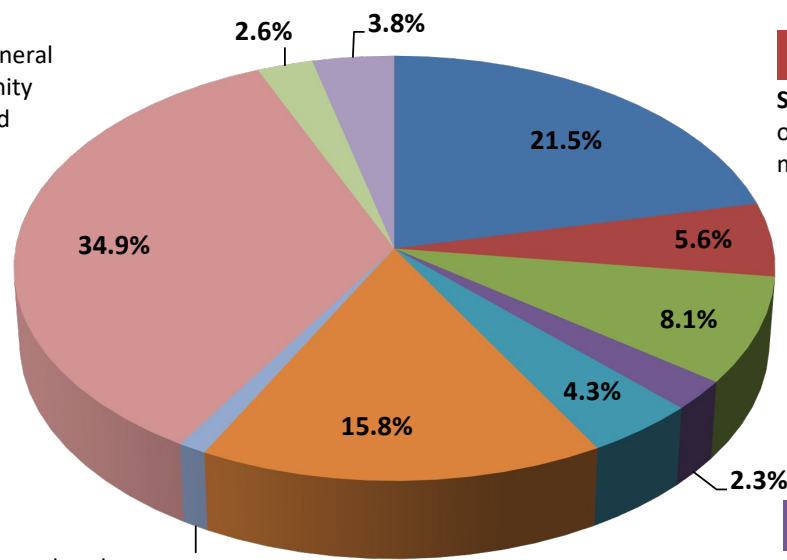
Transportation includes cost related to transporting of students to and from school or between schools for instructional purposes.

Pupil Support Services - 2.3% *

Pupil Support Services includes the cost of support services provided to students - counseling, health services, and enrollment center.

Instructional Support Services - 4.3% *

Instructional Support Services includes the cost of activities for assisting the instructional staff with the content and process of providing learning experiences for students - curriculum development, research assessment and accountability, technology, and staff development.



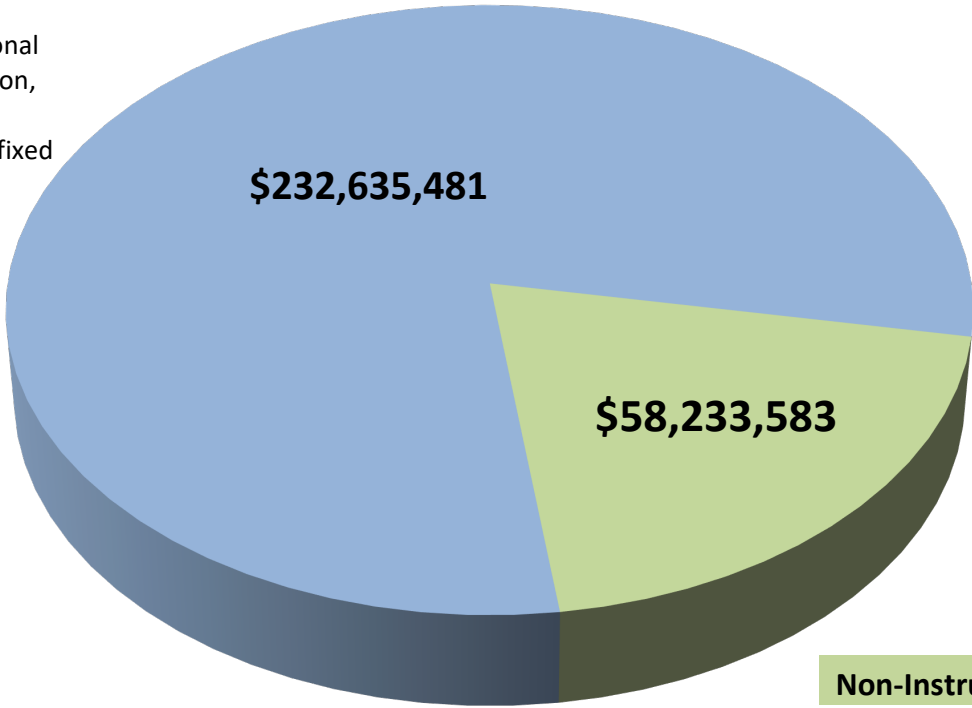
* Excludes employee benefits

** Includes employee benefits which are mainly attributed to elementary and secondary regular instruction

FY 2024 Total General Fund Expenditures = \$290,869,064
Instructional vs. Non-Instructional

Instructional Expenditures - 79.9%

Instructional Expenditures include the following programs: elementary and secondary regular instruction, vocational education instruction, special education, instructional support services, pupil support services and fiscal and other fixed cost programs.



Non-Instructional Expenditures - 20.1%

Non-Instructional Expenditures include the following programs: administration, district support services, transportation and sites and buildings.

REVENUE, EXPENDITURE, AND FUND BALANCE PROJECTIONS

	General Fund	Food and Nutrition Services Fund	Community Service Fund	Capital/Land Proceeds Fund	Debt Service Fund	Total
Total Fund Balance, June 30, 2022	* \$ 89,359,405	\$ 6,567,975	\$ 5,108,888	\$ 9,547,796	\$ 4,304,441	\$ 114,888,505
FY 2023 Budgeted Revenue	262,952,717	13,432,417	14,524,786	16,474,359	16,571,826	323,956,105
FY 2023 Budgeted Expenditures	270,322,606	14,085,860	13,527,349	19,249,823	17,047,290	334,232,928
Projected Fund Balance, June 30, 2023	81,989,516	5,914,532	6,106,325	6,772,332	3,828,977	104,611,682
Revenue (by source)						
Local Property Taxes	73,240,635	-	3,196,663	11,192,923	11,876,919	99,507,140
Investment Earnings and Other	6,306,204	1,088,301	9,299,634	293,500	300,000	17,287,639
State Sources	226,924,942	280,214	2,170,609	6,620,010	830,687	236,826,462
Federal Sources	-	12,550,861	-	-	-	12,550,861
Total Revenue	306,471,781	13,919,376	14,666,906	18,106,433	13,007,606	366,172,102
Expenditures (by program)						
Administration	11,004,734	-	-	-	-	11,004,734
District Support Services	7,459,798	-	-	-	-	7,459,798
Elementary and Secondary Regular Instruction	101,369,150	-	-	-	-	101,369,150
Vocational Education Instruction	3,200,320	-	-	-	-	3,200,320
Special Education Instruction	46,010,922	-	-	-	-	46,010,922
Instructional Support Services	12,526,340	-	-	-	-	12,526,340
Pupil Support Services	6,727,296	-	-	-	-	6,727,296
Transportation	23,422,853	-	-	-	-	23,422,853
Sites and Buildings	16,346,198	-	-	-	-	16,346,198
Fiscal and Other Fixed Cost Programs	** 62,801,453	-	-	-	-	62,801,453
Food and Nutrition Services	-	14,779,177	-	-	-	14,779,177
Community Service	-	-	14,936,160	-	-	14,936,160
Capital Outlay	-	-	-	20,487,920	-	20,487,920
Debt Service	-	-	-	-	12,250,870	12,250,870
Total Expenditures	290,869,064	14,779,177	14,936,160	20,487,920	12,250,870	353,323,191
Estimated Ending Fund Balance, June 30, 2024	\$ 97,592,233	\$ 5,054,731	\$ 5,837,071	\$ 4,390,845	\$ 4,585,713	\$ 117,460,593

* Total fund balance, June 30, 2022 for the General Fund does not include special projects carryover from previous years.

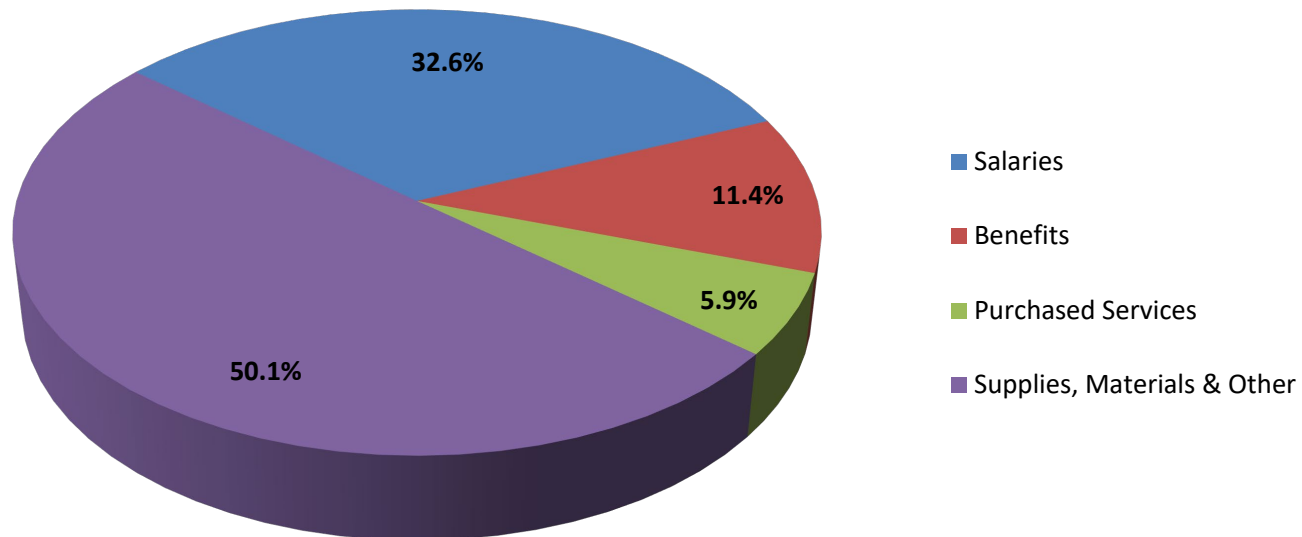
** Employee benefits are centrally budgeted. At year-end, employee benefits budgets are allocated to the appropriate program area.

FOOD AND NUTRITION SERVICES FUND EXPENDITURE SUMMARY BY OBJECT

Expenditures (by object)	FY 2022 Actual*	FY 2023 Revised Budget	FY 2024 Adopted Budget	Budget Increase (Decrease)	Budget Percent Change
Salaries	\$ 4,581,296	\$ 4,738,508	\$ 4,815,883	\$ 77,375	1.63%
Benefits	1,440,331	1,593,586	1,678,861	85,275	5.35%
Purchased Services	825,362	1,228,267	872,997	(355,270)	-28.92%
Supplies, Materials & Other	8,113,702	6,525,499	7,411,436	885,937	13.58%
Total Expenditures	\$ 14,960,691	\$ 14,085,860	\$ 14,779,177	\$ 693,317	4.92%

* Actual amounts include special funded projects (grants)

FY 2024 Adopted Budget



REVENUE, EXPENDITURE, AND FUND BALANCE PROJECTIONS

	General Fund	Food and Nutrition Services Fund	Community Service Fund	Capital/Land Proceeds Fund	Debt Service Fund	Total
Total Fund Balance, June 30, 2022	* \$ 89,359,405	\$ 6,567,975	\$ 5,108,888	\$ 9,547,796	\$ 4,304,441	\$ 114,888,505
FY 2023 Budgeted Revenue	262,952,717	13,432,417	14,524,786	16,474,359	16,571,826	323,956,105
FY 2023 Budgeted Expenditures	270,322,606	14,085,860	13,527,349	19,249,823	17,047,290	334,232,928
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Revenue (by source)						
Local Property Taxes	73,240,635	-	3,196,663	11,192,923	11,876,919	99,507,140
Investment Earnings and Other	6,306,204	1,088,301	9,299,634	293,500	300,000	17,287,639
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Total Revenue	306,471,781	13,919,376	14,666,906	18,106,433	13,007,606	366,172,102
Expenditures (by program)						
Administration	11,004,734	-	-	-	-	11,004,734
District Support Services	7,459,798	-	-	-	-	7,459,798
Elementary and Secondary Regular Instruction	101,369,150	-	-	-	-	101,369,150
Vocational Education Instruction	3,200,320	-	-	-	-	3,200,320
Special Education Instruction	46,010,922	-	-	-	-	46,010,922
Instructional Support Services	12,526,340	-	-	-	-	12,526,340
Pupil Support Services	6,727,296	-	-	-	-	6,727,296
Transportation	23,422,853	-	-	-	-	23,422,853
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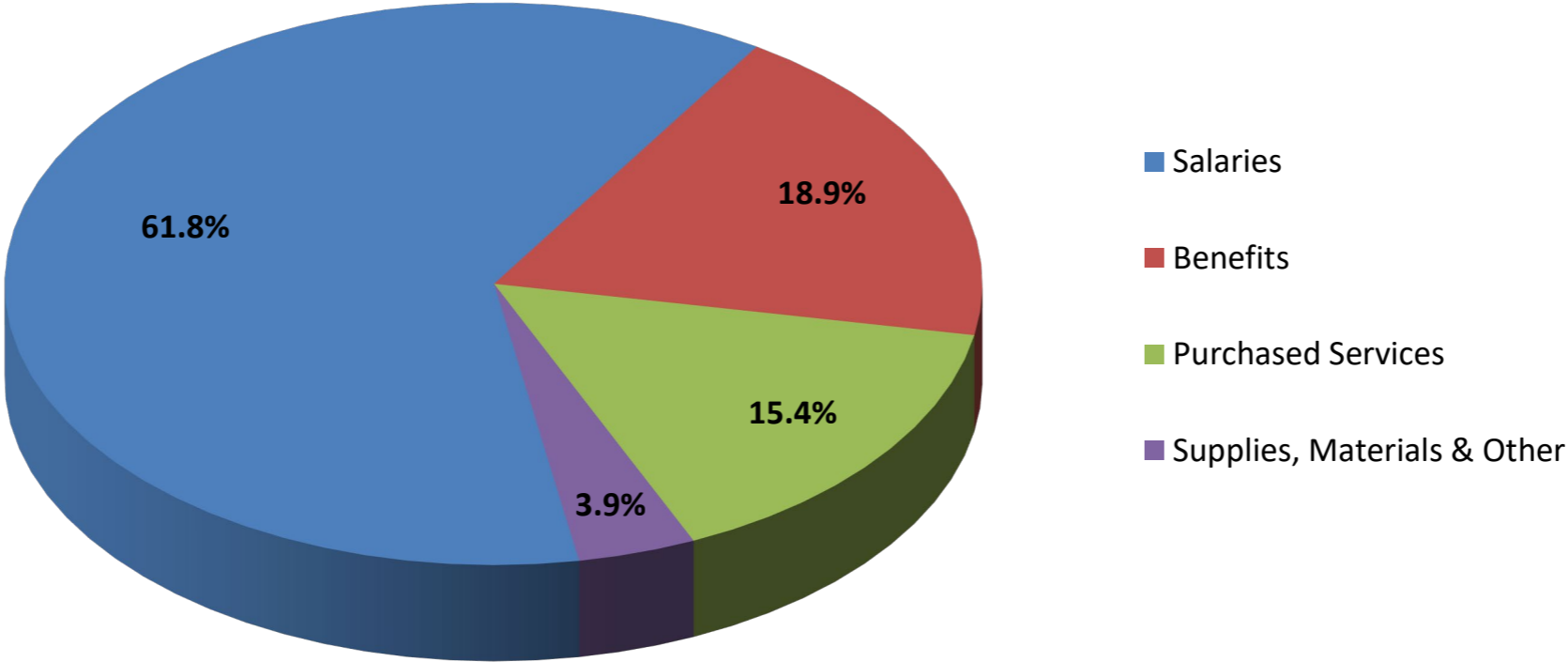
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COMMUNITY SERVICE FUND EXPENDITURE SUMMARY BY OBJECT

Expenditures (by object)	FY 2022 Actual	FY 2023 Revised Budget	FY 2024 Adopted Budget	Budget Increase (Decrease)	Budget Percent Change
Salaries	\$ 6,652,905	\$ 7,985,868	\$ 9,234,526	\$ 1,248,658	15.64%
Benefits	2,128,127	2,650,429	2,822,128	171,699	6.48%
Purchased Services	1,794,236	2,095,518	2,295,875	200,357	9.56%
Supplies, Materials & Other	249,914	795,534	583,631	(211,903)	-26.64%
Total Expenditures	\$ 10,825,182	\$ 13,527,349	\$ 14,936,160	\$ 1,408,811	10.41%

FY 2024 Adopted Budget



REVENUE, EXPENDITURE, AND FUND BALANCE PROJECTIONS

	General Fund	Food and Nutrition Services Fund	Community Service Fund	Capital/Land Proceeds Fund	Debt Service Fund	Total
Total Fund Balance, June 30, 2022	* \$ 89,359,405	\$ 6,567,975	\$ 5,108,888	\$ 9,547,796	\$ 4,304,441	\$ 114,888,505
FY 2023 Budgeted Revenue	262,952,717	13,432,417	14,524,786	16,474,359	16,571,826	323,956,105
FY 2023 Budgeted Expenditures	270,322,606	14,085,860	13,527,349	19,249,823	17,047,290	334,232,928
Projected Fund Balance, June 30, 2023	81,989,516	5,914,532	6,106,325	6,772,332	3,828,977	104,611,682
Revenue (by source)						
Local Property Taxes	73,240,635	-	3,196,663	11,192,923	11,876,919	99,507,140
Investment Earnings and Other	6,306,204	1,088,301	9,299,634	293,500	300,000	17,287,639
State Sources	226,924,942	280,214	2,170,609	6,620,010	830,687	236,826,462
Federal Sources	-	12,550,861	-	-	-	12,550,861
Total Revenue	306,471,781	13,919,376	14,666,906	18,106,433	13,007,606	366,172,102
Expenditures (by program)						
Administration	11,004,734	-	-	-	-	11,004,734
District Support Services	7,459,798	-	-	-	-	7,459,798
Elementary and Secondary Regular Instruction	101,369,150	-	-	-	-	101,369,150
Vocational Education Instruction	3,200,320	-	-	-	-	3,200,320
Special Education Instruction	46,010,922	-	-	-	-	46,010,922
Instructional Support Services	12,526,340	-	-	-	-	12,526,340
Pupil Support Services	6,727,296	-	-	-	-	6,727,296
Transportation	23,422,853	-	-	-	-	23,422,853
Sites and Buildings	16,346,198	-	-	-	-	16,346,198
Fiscal and Other Fixed Cost Programs	** 62,801,453	-	-	-	-	62,801,453
Food and Nutrition Services	-	14,779,177	-	-	-	14,779,177
Community Service	-	-	14,936,160	-	-	14,936,160
Capital Outlay	-	-	-	20,487,920	-	20,487,920
Debt Service	-	-	-	-	12,250,870	12,250,870
Total Expenditures	290,869,064	14,779,177	14,936,160	20,487,920	12,250,870	353,323,191
Estimated Ending Fund Balance, June 30, 2024	<u>\$ 97,592,233</u>	<u>\$ 5,054,731</u>	<u>\$ 5,837,071</u>	<u>\$ 4,390,845</u>	<u>\$ 4,585,713</u>	<u>\$ 117,460,593</u>

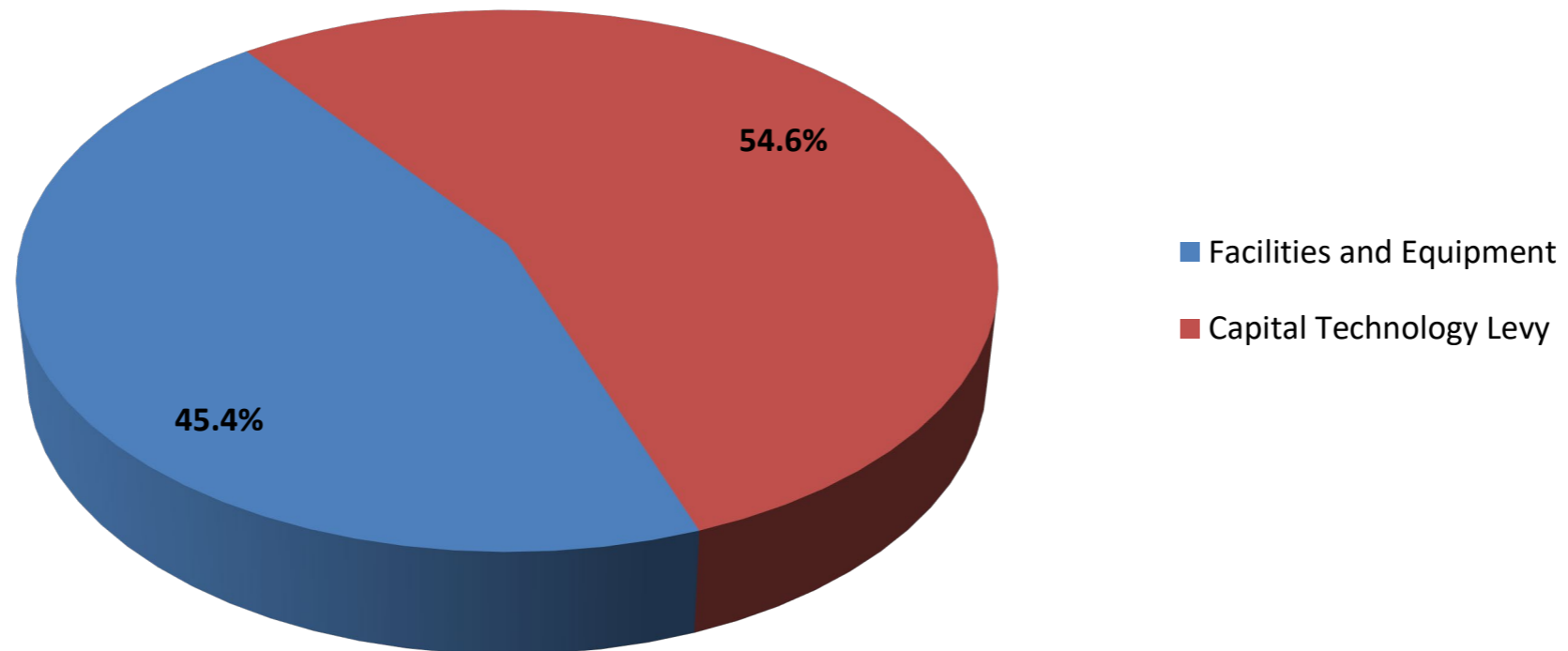
* Total fund balance, June 30, 2022 for the General Fund does not include special projects carryover from previous years.

** Employee benefits are centrally budgeted. At year-end, employee benefits budgets are allocated to the appropriate program area.

CAPITAL/LAND PROCEEDS FUND EXPENDITURE SUMMARY BY OBJECT

Expenditures (by object)	FY 2022 Actual	FY 2023 Revised Budget	FY 2024 Adopted Budget	Budget Increase (Decrease)	Budget Percent Change
Facilities and Equipment	\$ 8,165,628	\$ 10,923,716	\$ 9,294,997	\$ (1,628,719)	-14.91%
Capital Technology Levy	7,855,928	8,326,107	11,192,923	2,866,816	34.43%
Total Expenditures	\$ 16,021,556	\$ 19,249,823	\$ 20,487,920	\$ 1,238,097	6.43%

FY 2024 Adopted Budget



Community Engagement

ACCOUNT	MANAGER	TITLE	FD	ORG	PRG	FIN	OBJ	CRS	TITLE	FY2024 Facilities and Equipment	FY2024 Capital Technology Levy	PROJECT NUMBER
Equipment												
COMMUNITY EDUCATION			05	500	505	000	540	000	EQUIPMENT	10,000		24 CE-02
									Sub Total	10,000	-	
									Community Engagement Total	10,000	-	

DLTL (Department of Leadership Teaching and Learning)

ACCOUNT MANAGER TITLE	FD	ORG	PRG	FIN	OBJ	CRS	TITLE	FY2024 Facilities	FY2024 Capital	PROJECT NUMBER
								and Equipment	Technology Levy	
Media & Software										
CAREER TECHNOLOGY	05	006	399	830	406	000	INSTRUCT SOFTWARE/LIC AGR	202,000		24 LA-11, 12
CURRICULUM INSTRUCTION	05	006	626	000	406	000	INSTRUCT SOFTWARE/LIC AGR	650,000		24 LA-09
CURRICULUM INSTRUCTION	05	200	211	795	406	000	INSTRUCT SOFTWARE/LIC AGR	-	270,825	24 LA-03
ENGLISH LEARNERS	05	006	219	000	460	000	TEXTBOOKS & WORKBOOKS	90,000		24 EE-02
ELEMENTARY	05	200	210	000	460	000	TEXTBOOKS & WORKBOOKS	10,000		24 LA-06
CURRICULUM INSTRUCTION	05	200	211	000	460	000	TEXTBOOKS & WORKBOOKS	3,006,938		24 LA-02, 10, 24
OSH	05	332	211	000	460	000	TEXTBOOKS & WORKBOOKS	4,111		24 OP-02
BMS	05	333	211	000	460	000	TEXTBOOKS & WORKBOOKS	1,730		24 OP-02
OMS	05	334	211	000	460	000	TEXTBOOKS & WORKBOOKS	2,166		24 OP-02
NVMS	05	386	211	000	460	000	TEXTBOOKS & WORKBOOKS	764		24 OP-02
PCSH	05	388	211	000	460	000	TEXTBOOKS & WORKBOOKS	3,606		24 OP-02
MGSH	05	390	211	000	460	000	TEXTBOOKS & WORKBOOKS	4,337		24 OP-02
MGMS	05	394	211	000	460	000	TEXTBOOKS & WORKBOOKS	2,931		24 OP-02
OALC	05	702	211	303	460	000	TEXTBOOKS & WORKBOOKS	311		24 OP-02
FB	05	189	210	000	465	000	NON-INSTRUCT TECH DEVICES	2,500		24 OP-02
FO	05	174	210	000	466	000	INSTRUCTIONAL TECH DEVICE	1,000		24 OP-02
PL	05	178	210	000	466	000	INSTRUCTIONAL TECH DEVICE	2,218		24 OP-02
RC	05	183	210	000	466	000	INSTRUCTIONAL TECH DEVICE	1,117		24 OP-02
FB	05	189	210	000	466	000	INSTRUCTIONAL TECH DEVICE	2,704		24 OP-02
WD	05	165	626	000	470	000	MEDIA RESOURCES	1,800		24 OP-02
CI	05	182	626	000	470	000	MEDIA RESOURCES	1,000		24 OP-02
RC	05	183	626	000	470	000	MEDIA RESOURCES	2,000		24 OP-02
BW	05	187	626	000	470	000	MEDIA RESOURCES	1,000		24 OP-02
FB	05	189	626	000	470	000	MEDIA RESOURCES	600		24 OP-02
							Sub Total	3,994,833	270,825	
Equipment										
CURRICULUM INSTRUCTION	05	006	605	000	505	000	NONINSTRUC TECH SOFTWARE	110,000		24 EE-01
STUDENT SERVICES	05	006	790	000	505	000	NONINSTRUC TECH SOFTWARE	20,000		24 SS-02
CURRICULUM INSTRUCTION	05	200	211	000	530	000	REPLACEMENT EQUIPMENT	20,038		24 OP-01, 02
MUSIC	05	006	259	000	540	000	EQUIPMENT	145,000		24 LA-05
CAREER TECHNOLOGY	05	006	399	000	540	000	EQUIPMENT	25,000		24 LA-13

DLTL (Department of Leadership Teaching and Learning)

ACCOUNT MANAGER TITLE	FD	ORG	PRG	FIN	OBJ	CRS	TITLE	FY2024 Facilities	FY2024 Capital	PROJECT NUMBER
								and Equipment	Technology Levy	
STUDENT SERVICES	05	006	720	000	540	000	EQUIPMENT	12,000		24 SS-01
WD	05	165	210	000	540	000	EQUIPMENT	3,918		24 OP-02
EB	05	168	210	000	540	000	EQUIPMENT	6,262		24 OP-02
BG	05	171	210	000	540	000	EQUIPMENT	3,981		24 OP-02
CV	05	172	210	000	540	000	EQUIPMENT	2,192		24 OP-02
WVR	05	173	210	000	540	000	EQUIPMENT	5,736		24 OP-02
FO	05	174	210	000	540	000	EQUIPMENT	2,250		24 OP-02
GC	05	175	210	000	540	000	EQUIPMENT	3,100		24 OP-02
PL	05	178	210	000	540	000	EQUIPMENT	2,135		24 OP-02
PB	05	179	210	000	540	000	EQUIPMENT	2,763		24 OP-02
ZW	05	181	210	000	540	000	EQUIPMENT	2,894		24 OP-02
CI	05	182	210	000	540	000	EQUIPMENT	3,187		24 OP-02
RC	05	183	210	000	540	000	EQUIPMENT	4,028		24 OP-02
EC	05	184	210	000	540	000	EQUIPMENT	4,835		24 OP-02
RL	05	185	210	000	540	000	EQUIPMENT	5,914		24 OP-02
BW	05	187	210	000	540	000	EQUIPMENT	5,203		24 OP-02
BW	05	187	626	000	540	000	EQUIPMENT	1,432		24 OP-02
FB	05	189	210	000	540	000	EQUIPMENT	2,636		24 OP-02
OAK	05	196	210	000	540	000	EQUIPMENT	4,424		24 OP-02
WL	05	197	400	000	540	000	EQUIPMENT	3,274		24 OP-02
ACTIVITIES	05	200	292	000	540	000	EQUIPMENT	1,000		24 AC-01
279 ONLINE MIDDLE	05	311	211	000	540	000	EQUIPMENT	4,897		24 OP-02
OSH	05	332	211	000	540	000	EQUIPMENT	19,212		24 OP-02
OSH	05	332	292	000	540	000	EQUIPMENT	14,000		24 AC-01
BMS	05	333	211	000	540	000	EQUIPMENT	8,084		24 OP-02
OMS	05	334	211	000	540	000	EQUIPMENT	10,122		24 OP-02
OEC	05	342	400	000	540	000	EQUIPMENT	740		24 OP-02
NVMS	05	386	211	000	540	000	EQUIPMENT	3,569		24 OP-02
PCSH	05	388	211	000	540	000	EQUIPMENT	16,856		24 OP-02
PCSH	05	388	292	000	540	000	EQUIPMENT	14,000		24 AC-01
MGSH	05	390	211	000	540	000	EQUIPMENT	20,270		24 OP-02
MGSH	05	390	292	000	540	000	EQUIPMENT	14,000		24 AC-01

DLTL (Department of Leadership Teaching and Learning)

ACCOUNT MANAGER	TITLE	FD	ORG	PRG	FIN	OBJ	CRS	TITLE	FY2024 Facilities	FY2024 Capital	PROJECT NUMBER
									and Equipment	Technology Levy	
MGMS		05	394	211	000	540	000	EQUIPMENT	13,700		24 OP-02
OALC		05	702	211	303	540	000	EQUIPMENT	1,453		24 OP-02
								Sub Total	544,105	-	
								DLTL Total	4,538,938	270,825	

HART (Human & Administrative Resources Team)										
ACCOUNT MANAGER TITLE	FD	ORG	PRG	FIN	OBJ	CRS	TITLE	FY2024 Facilities and Equipment	FY2024 Capital Technology Levy	PROJECT NUMBER
Equipment										
ADMINISTRATION	05	005	105	007	530	000	REPLACEMENT EQUIPMENT	10,000		24 BA-03
PURCHASING	05	005	114	000	530	000	REPLACEMENT EQUIPMENT	100,000		24 BA-01
RISK MANAGEMENT	05	005	813	000	530	000	REPLACEMENT EQUIPMENT	216,667		24 RM-01, 05
RISK MANAGEMENT	05	005	813	795	530	000	REPLACEMENT EQUIPMENT	-	1,029,681	24 RM-06, 07, 08
OPERATIONS FACILITIES	05	005	818	000	530	000	REPLACEMENT EQUIPMENT	240,000		24 FC-03
RISK MANAGEMENT	05	005	813	000	560	000	PRIN ON COMP/TECH LEASES	209,566		24 RM-02, 04
RISK MANAGEMENT	05	005	813	795	560	000	PRIN ON COMP/TECH LEASES	-	432,052	24 RM-08
RISK MANAGEMENT	05	005	813	000	561	000	INT ON COMP/TECH LEASES	2,788		24 RM-02, 04
RISK MANAGEMENT	05	005	813	795	561	000	INT ON COMP/TECH LEASES	-	18,267	24 RM-08
OPERATIONS FACILITIES	05	005	810	000	580	000	PRINCIPAL ON CAP LEASE	14,788		24 FC-09
RISK MANAGEMENT	05	005	813	000	580	000	PRINCIPAL ON CAP LEASE	12,484		24 RM-03
OPERATIONS FACILITIES	05	005	818	000	580	000	PRINCIPAL ON CAP LEASE	41,010		24 FC-02
BUSINESS SERVICES	05	005	850	000	580	000	PRINCIPAL ON CAP LEASE	41,730		24 FC-05, 06, 08
OPERATIONS FACILITIES	05	005	810	000	581	000	INTEREST ON CAPITAL LEASE	528		24 FC-09
RISK MANAGEMENT	05	005	813	000	581	000	INTEREST ON CAPITAL LEASE	446		24 RM-03
OPERATIONS FACILITIES	05	005	818	000	581	000	INTEREST ON CAPITAL LEASE	545		24 FC-02
BUSINESS SERVICES	05	005	850	000	581	000	INTEREST ON CAPITAL LEASE	1,311		24 FC-05, 06, 08
							Sub Total	891,863	1,480,000	
Tax Assessments										
BUSINESS SERVICES	05	005	850	000	896	000	TAXES	80,000		24 BA-02
							Sub Total	80,000	-	
							HART Total	971,863	1,480,000	

I2T2 (Instructional and Information Technology Team)											
							FY2024 Facilities	FY2024 Capital			
ACCOUNT MANAGER	TITLE	FD	ORG	PRG	FIN	OBJ	CRS	TITLE	and Equipment	Technology Levy	PROJECT NUMBER
Information Systems											
INFORMATION SYSTEMS		05	005	140	795	405	000	NONINSTRUC SOFTWARE/LICEN		1,139,855	24 IS-01, 02,03, 04, 05
								Sub Total	-	1,139,855	
Tech Support Staff											
TECHNOLOGY DISTRICT-WIDE		05	005	630	795	160	000	CLERICAL ESP		143,823	24 TD-01
TECHNOLOGY DISTRICT-WIDE		05	005	630	795	170	000	NON INSTRUCTIONAL SUPPORT		968,301	24 TD-01
TECHNOLOGY DISTRICT-WIDE		05	005	630	795	182	000	CASUAL		12,155	24 TD-01
TECHNOLOGY DISTRICT-WIDE		05	005	630	795	210	000	FICA/MEDICARE		86,007	24 TD-01
TECHNOLOGY DISTRICT-WIDE		05	005	630	795	214	000	PERA		84,131	24 TD-01
TECHNOLOGY DISTRICT-WIDE		05	005	630	795	220	000	EMPLOYEE INSURANCE		134,560	24 TD-01
TECHNOLOGY DISTRICT-WIDE		05	005	630	795	230	000	LIFE		1,212	24 TD-01
TECHNOLOGY DISTRICT-WIDE		05	005	630	795	235	000	DENTAL		4,368	24 TD-01
TECHNOLOGY DISTRICT-WIDE		05	005	630	795	240	000	DISABILITY INCOME		5,672	24 TD-01
TECHNOLOGY DISTRICT-WIDE		05	005	630	795	250	000	RSP		12,240	24 TD-01
TECHNOLOGY DISTRICT-WIDE		05	005	630	795	251	000	EMPLOYER HLTH SAVINGS ACT		33,600	24 TD-01
TECHNOLOGY DISTRICT-WIDE		05	005	630	795	270	000	WORKERS COMPENSATION		5,397	24 TD-01
TECHNOLOGY ELEMENTARY		05	005	618	795	160	000	CLERICAL ESP		482,831	24 TE-01
TECHNOLOGY ELEMENTARY		05	005	618	795	170	000	NON INSTRUCTIONAL SUPPORT		317,290	24 TE-01
TECHNOLOGY ELEMENTARY		05	005	618	795	210	000	FICA/MEDICARE		61,209	24 TE-01
TECHNOLOGY ELEMENTARY		05	005	618	795	214	000	PERA		58,224	24 TE-01
TECHNOLOGY ELEMENTARY		05	005	618	795	220	000	EMPLOYEE INSURANCE		225,732	24 TE-01
TECHNOLOGY ELEMENTARY		05	005	618	795	230	000	LIFE		914	24 TE-01
TECHNOLOGY ELEMENTARY		05	005	618	795	235	000	DENTAL		4,978	24 TE-01
TECHNOLOGY ELEMENTARY		05	005	618	795	240	000	DISABILITY INCOME		4,080	24 TE-01
TECHNOLOGY ELEMENTARY		05	005	618	795	250	000	RSP		6,500	24 TE-01
TECHNOLOGY ELEMENTARY		05	005	618	795	251	000	EMPLOYER HLTH SAVINGS ACT		57,007	24 TE-01
TECHNOLOGY ELEMENTARY		05	005	618	795	270	000	WORKERS COMPENSATION		3,841	24 TE-01
TECHNOLOGY SECONDARY		05	005	619	795	160	000	CLERICAL ESP		161,364	24 TS-01
TECHNOLOGY SECONDARY		05	005	619	795	170	000	NON INSTRUCTIONAL SUPPORT		434,656	24 TS-01
TECHNOLOGY SECONDARY		05	005	619	795	210	000	FICA/MEDICARE		45,595	24 TS-01
TECHNOLOGY SECONDARY		05	005	619	795	214	000	PERA		44,701	24 TS-01
TECHNOLOGY SECONDARY		05	005	619	795	220	000	EMPLOYEE INSURANCE		88,519	24 TS-01

I2T2 (Instructional and Information Technology Team)								FY2024 Facilities and Equipment	FY2024 Capital Technology Levy	PROJECT NUMBER
ACCOUNT MANAGER TITLE	FD	ORG	PRG	FIN	OBJ	CRS	TITLE			
TECHNOLOGY SECONDARY	05	005	619	795	230	000	LIFE		618	24 TS-01
TECHNOLOGY SECONDARY	05	005	619	795	235	000	DENTAL		4,536	24 TS-01
TECHNOLOGY SECONDARY	05	005	619	795	240	000	DISABILITY INCOME		3,040	24 TS-01
TECHNOLOGY SECONDARY	05	005	619	795	250	000	RSP		4,560	24 TS-01
TECHNOLOGY SECONDARY	05	005	619	795	251	000	EMPLOYER HLTH SAVINGS ACT		21,600	24 TS-01
TECHNOLOGY SECONDARY	05	005	619	795	270	000	WORKERS COMPENSATION		2,861	24 TS-01
							Sub Total	-	3,526,122	
Consulting/Software										
TECHNOLOGY SECONDARY	05	005	619	795	405	000	NONINSTRUC SOFTWARE/LICEN		4,000	24 TS-04
TECHNOLOGY SECONDARY	05	005	619	795	466	000	INSTRUCTIONAL TECH DEVICE		128,500	24 TS-05
TECHNOLOGY DISTRICT-WIDE	05	005	630	000	405	000	NONINSTRUC SOFTWARE/LICEN	229,597	-	24 TD-02
TECHNOLOGY DISTRICT-WIDE	05	005	630	795	405	000	NONINSTRUC SOFTWARE/LICEN		1,134,907	24 TD-02, 05, 06, 10
TECHNOLOGY DISTRICT-WIDE	05	005	630	795	465	000	NON-INSTRUCT TECH DEVICES		485,000	24 TD-04, 12, 13, 14
TECHNOLOGY DISTRICT-WIDE	05	005	630	795	466	000	INSTRUCTIONAL TECH DEVICE		55,000	24 TD-12
							Sub Total	229,597	1,807,407	
Equipment										
TECHNOLOGY DISTRICT-WIDE	05	005	630	795	530	000	REPLACEMENT EQUIPMENT		77,500	24 TD-09, 12
TECHNOLOGY DISTRICT-WIDE	05	005	630	795	560	000	PRIN ON COMP/TECH LEASES		380,815	24 TD-03, 07, 08, 11
TECHNOLOGY DISTRICT-WIDE	05	005	630	795	561	000	INT ON COMP/TECH LEASES		60,517	24 TD-03, 07, 08, 11
TECHNOLOGY ELEMENTARY	05	005	618	795	560	000	PRIN ON COMP/TECH LEASES		678,251	24 TE-03, 04
TECHNOLOGY ELEMENTARY	05	005	618	795	561	000	INT ON COMP/TECH LEASES		26,285	24 TE-03, 04
TECHNOLOGY SECONDARY	05	005	619	795	560	000	PRIN ON COMP/TECH LEASES		1,709,176	24 TS-02, 03
TECHNOLOGY SECONDARY	05	005	619	795	561	000	INT ON COMP/TECH LEASES		36,170	24 TS-02, 03
							Sub Total	-	2,968,714	
							I2T2 Total	229,597	9,442,098	

Lease Levy								FY2024 Facilities and Equipment	FY2024 Capital Technology Levy	PROJECT NUMBER
ACCOUNT MANAGER TITLE	FD	ORG	PRG	FIN	OBJ	CRS	TITLE			
Facilities Lease										
OPERATIONS FACILITIES	05	005	850	000	316	000	LEASES (ID 287,ALC, SPED)	1,223,133		24 BA-04
OPERATIONS FACILITIES	05	005	105	000	370	000	LEASES(NWFSC)	21,100		24 BA-04
OPERATIONS FACILITIES	05	005	850	000	370	000	LEASES (CBVAT, Timberland)	131,608		24 BA-04
OPERATIONS FACILITIES	05	005	850	000	570	000	SR HIGH ADDITIONS	1,470,000		24 BA-04
OPERATIONS FACILITIES	05	005	850	000	571	000	SR HIGH ADDITIONS	437,338		24 BA-04
							Sub Total	3,283,179	-	
Facilities Lease Athletics										
LEASES HS SYSTEM WIDE	05	300	850	000	370	000	RENTAL LAND & BLDGS	122,220		24 BA-04
LEASES OSH	05	332	850	000	370	401	RENTAL LAND & BLDGS	1,000		24 BA-04
LEASES OSH	05	332	850	000	370	413	RENTAL LAND & BLDGS	15,000		24 BA-04
LEASES OSH	05	332	850	000	370	421	RENTAL LAND & BLDGS	100		24 BA-04
LEASES OSH	05	332	850	000	370	425	RENTAL LAND & BLDGS	1,000		24 BA-04
LEASES OSH	05	332	850	000	370	431	RENTAL LAND & BLDGS	2,000		24 BA-04
LEASES OSH	05	332	850	000	370	441	RENTAL LAND & BLDGS	1,000		24 BA-04
LEASES PCSH	05	388	850	000	370	401	RENTAL LAND & BLDGS	1,000		24 BA-04
LEASES PCSH	05	388	850	000	370	413	RENTAL LAND & BLDGS	5,000		24 BA-04
LEASES PCSH	05	388	850	000	370	425	RENTAL LAND & BLDGS	1,000		24 BA-04
LEASES MGSH	05	390	850	000	370	401	RENTAL LAND & BLDGS	1,000		24 BA-04
LEASES MGSH	05	390	850	000	370	413	RENTAL LAND & BLDGS	12,000		24 BA-04
LEASES MGSH	05	390	850	000	370	417	RENTAL LAND & BLDGS	95,000		24 BA-04
LEASES MGSH	05	390	850	000	370	421	RENTAL LAND & BLDGS	100		24 BA-04
LEASES MGSH	05	390	850	000	370	425	RENTAL LAND & BLDGS	1,000		24 BA-04
LEASES MGSH	05	390	850	000	370	431	RENTAL LAND & BLDGS	2,000		24 BA-04
LEASES MGSH	05	390	850	000	370	441	RENTAL LAND & BLDGS	1,000		24 BA-04
							Sub Total	261,420	-	
							Lease Levy Total	3,544,599	-	
							Total	9,294,997	11,192,923	

REVENUE, EXPENDITURE, AND FUND BALANCE PROJECTIONS

	General Fund	Food and Nutrition Services Fund	Community Service Fund	Capital/Land Proceeds Fund	Debt Service Fund	Total
Total Fund Balance, June 30, 2022	* \$ 89,359,405	\$ 6,567,975	\$ 5,108,888	\$ 9,547,796	\$ 4,304,441	\$ 114,888,505
FY 2023 Budgeted Revenue	262,952,717	13,432,417	14,524,786	16,474,359	16,571,826	323,956,105
FY 2023 Budgeted Expenditures	270,322,606	14,085,860	13,527,349	19,249,823	17,047,290	334,232,928
Projected Fund Balance, June 30, 2023	81,989,516	5,914,532	6,106,325	6,772,332	3,828,977	104,611,682
Revenue (by source)						
Local Property Taxes	73,240,635	-	3,196,663	11,192,923	11,876,919	99,507,140
Investment Earnings and Other	6,306,204	1,088,301	9,299,634	293,500	300,000	17,287,639
State Sources	226,924,942	280,214	2,170,609	6,620,010	830,687	236,826,462
Federal Sources	-	12,550,861	-	-	-	12,550,861
Total Revenue	306,471,781	13,919,376	14,666,906	18,106,433	13,007,606	366,172,102
Expenditures (by program)						
Administration	11,004,734	-	-	-	-	11,004,734
District Support Services	7,459,798	-	-	-	-	7,459,798
Elementary and Secondary Regular Instruction	101,369,150	-	-	-	-	101,369,150
Vocational Education Instruction	3,200,320	-	-	-	-	3,200,320
Special Education Instruction	46,010,922	-	-	-	-	46,010,922
Instructional Support Services	12,526,340	-	-	-	-	12,526,340
Pupil Support Services	6,727,296	-	-	-	-	6,727,296
Transportation	23,422,853	-	-	-	-	23,422,853
Sites and Buildings	16,346,198	-	-	-	-	16,346,198
Fiscal and Other Fixed Cost Programs	** 62,801,453	-	-	-	-	62,801,453
Food and Nutrition Services	-	14,779,177	-	-	-	14,779,177
Community Service	-	-	14,936,160	-	-	14,936,160
Capital Outlay	-	-	-	20,487,920	-	20,487,920
Debt Service	-	-	-	-	12,250,870	12,250,870
Total Expenditures	290,869,064	14,779,177	14,936,160	20,487,920	12,250,870	353,323,191
Estimated Ending Fund Balance, June 30, 2024	<u>\$ 97,592,233</u>	<u>\$ 5,054,731</u>	<u>\$ 5,837,071</u>	<u>\$ 4,390,845</u>	<u>\$ 4,585,713</u>	<u>\$ 117,460,593</u>

* Total fund balance, June 30, 2022 for the General Fund does not include special projects carryover from previous years.

** Employee benefits are centrally budgeted. At year-end, employee benefits budgets are allocated to the appropriate program area.

OSSEO AREA SCHOOLS

ISD  279

**INFORMATION
SECTION**

TO: Cory McIntyre, Superintendent
FROM: John Morstad, Executive Director of Finance and Operations
 Kelly Benusa, Director of Business Services
SUBJECT: Fiscal Year 2024 Budget
DATE: June 20, 2023

Recommendation

We recommend that the school board adopt the FY 2024 budget as proposed. The proposed budget projects an estimated ending fund balance for FY 2024 as a percent of expenditures at 33.6% or 17.5 weeks of operations. Therefore, applying the 5% fund balance policy the District would be within the desired parameters for FY 2024.

Background

The enclosed FY 2024 budget proposal has been prepared in accordance with school board direction and action as follows:

Date		Outcome
Sept. 27, 2022	Regular Meeting	Action: Approve preliminary FY 2024 levy at maximum
Nov. 15, 2022	Work Session	Direction: <ul style="list-style-type: none"> • Agree to FY 2024 budget planning process • Provide direction on budget planning • Prepare for December approval of FY 2024 Levy Limitation and Certification
Dec. 13, 2022	Regular Meeting	Action: Approve FY 2024 Levy Limitation Certification
Feb. 7, 2023	Work Session	Direction: <ul style="list-style-type: none"> • FY 2024 operating funds budget development and proposal • FY 2024 capital budget development and proposal
Feb. 21, 2023	Regular Meeting	Action: <ul style="list-style-type: none"> • Approve FY 2023 mid-year budget adjustments • Approve FY 2024 operating fund adjustments (PEAR Summary) • Approve FY 2024 capital expenditure budget

Summary of proposed FY 2024 General Fund Budget
Comparison to Prior Year

The table below summarizes the revenue, expenditure, and fund balance proposal for the General Fund budget in comparison to the previous year’s budget (FY 2023).

	Proposed Adopted Budget FY 2024	Revised Budget FY 2023	Difference % Change
Revenue	\$306,471,781	\$262,952,717	\$43,519,064 16.6%
Expenditures	\$290,869,064	\$270,322,606	\$20,546,458 7.6%
End of Year Fund Balance	\$97,592,233	\$81,989,516	\$15,602,717
Fund Balance % of Exp.	33.6%	30.3%	

There are several large areas of adjustments included in the FY 2024 adopted expenditure budget. The adjustments are as follows:

- Board approved February 21, 2023, FY 2024 budget adjustments for a net increase of \$1,021,810. This amount is comprised of LRF budget adjustments, including enrollment alignment of \$1,228,398 and safe schools alignment of \$(206,588).
- Board approved February 21, 2023, FY 2023 mid-year budget adjustment one-time savings of \$1,428,668, which are included in the FY 2024 adopted budget.

With these adjustments, the percentage increase in the expenditure budget is 7.6%, which is above the expenditure trend target of 3.00%.

The net effect of the revenue and expenditure budget variance on the proposed General Fund budget results in an anticipated operating surplus of \$15,602,717 for FY 2024. The impact of this budget is a projected year-end fund balance of \$97.6 million in FY 2024.

Comparison to February 21, 2023, projections

The final steps of the budget development process include the collection and processing of all detailed revenue and expenditure data for the budget; therefore, the proposed budget is based on calculated line-item detail instead of percentage estimates that are included in Financial Forecast model. The charts below explain the changes from the projected FY 2024 budget (based upon percentage estimates) and the proposed adopted FY 2024 budget (based upon calculated line-item detail).

	Proposed Adopted Budget FY 2024	Projected FY 2024 (Feb. 21, 2023)	Difference % Change
Revenue	\$306,471,781	\$285,081,352	\$21,390,429 7.5%
Expenditures	\$290,869,064	\$280,691,380	\$10,177,684 3.6%
End of Year Fund Balance	\$97,592,233	\$87,758,578	\$9,833,655
Fund Balance % of Exp.	33.6%	31.3%	

Revenue is higher by \$21,390,429. Below is an explanation of the revenue differences from February estimates:

Revenue increase of \$21,390,429	Increase of	Decrease of
Special education increase mainly for cross-subsidy funded at 44% for FY 2024	\$11,409,274	
Operating referendum increase for voter approved increase, growth in projected students, and increase in market valuations of property	\$ 3,761,444	
General education aid 4% increase to basic formula allowance and an estimated increase of 358 adjusted Average Daily Members (ADM) from the prior year projections (total adjusted ADM estimate 20,891 for FY 2024)	\$ 3,588,922	
English Learner (EL) cross-subsidy increase per pupil allowance from \$704 to \$1,228 and EL concentration increase from \$250 to \$436 per EL student for FY 2024	\$ 1,205,617	
Interest revenue increase	\$ 960,000	
TRA pension adjustment revenue increase; offset by TRA rate expenditure increase from 8.55% to 8.75% effective July 1, 2023	\$ 360,238	
Desegregation transportation increase due to projected costs for FY 2023, which impact the FY 2024 revenue formula	\$ 350,000	
Local optional revenue decrease		\$(207,379)
Other miscellaneous revenues combined for a \$37,687 decrease		\$(37,687)

Expenditures are higher by \$10,177,684. Below is an explanation of the expenditure differences from February estimates, which include a 3.0% increase, by category:

Salaries - increase of \$4,523,093	Increase of	Decrease of
Projected settlement, total FTE adjustments taken in salary for adopted budget and realigned with benefits at mid-year revision for FY 2024 (includes LRFP, strategic investments for FY 2023 only reduced, and enrollment alignment adjustments)	\$ 3,503,915	
Add back salaries from FY 2023 mid-year for one-time savings	\$ 1,901,052	
Reduce Board approved \$750 stipend for staff for FY 2023 only – salary portion		\$(1,487,972)
Add back FY 2022 strategic investments for online teachers not deployed in FY 2023	\$ 641,207	
Attrition and allocation of staff		\$(35,109)

Benefits - increase of \$2,854,719		
Medical insurance and HSA increase due to FY 2024 rates for Preferred One and PEIP, employee plan migration; and add back 32 open positions from FY 2023	\$ 2,174,053	
Other items combined (PERA, retirement savings plan and other benefits); total FTE adjustments taken in salary for adopted budget and realigned with benefits at mid-year revision for FY 2024	\$ 400,255	
TRA rate increase from 8.55% to 8.75%, effective July 1, 2023; offset by revenue increase	\$ 304,000	
Reduce board approved \$750 stipend for staff for FY 2023 only – benefit portion		\$(241,051)
Add back benefits from FY 2023 mid-year due to one-time savings	\$ 217,462	
Purchased Services - increase of \$868,867		
Utilities anticipated increase for electric and natural gas	\$ 421,899	
Add back purchased services from FY 2023 mid-year for one-time savings	\$ 397,970	
Other purchased services remained at 0% for FY 2024 budgeting		\$(344,970)
Tuition increase for Intermediate District 287	\$ 260,919	
General liability insurance anticipated increase 18%	\$ 144,000	
Chargeback for services change		\$(113,071)
CAREI contract for FY 2024 only – next steps from DMG audit	\$ 102,120	
Other Services - increase of \$1,931,005		
Curriculum adoption budget capacity increased	\$ 1,500,000	
Federal indirect rate change from 3.6% to 1.2%	\$ 688,500	
Other services remained at 0% for FY 2024 budgeting		\$(164,613)
One-time safe schools levy carryover decrease		\$(91,882)
Strategic investments for FY 2023 only reduced		\$(1,000)

Next Steps:

- June 20, 2023, school board approves FY 2024 budget for all funds
- July 2023, preparation begins for FY 2023 audit
- November 21, 2023, school board accepts FY 2023 audit results

Osseo Area Schools ISD # 279

Five-Year Financial Projection - General Fund

Categories	Actual FY 2021	Actual FY 2022	% Chg	Revised 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%	262,952,717	2.4%	285,081,352	8.4%	287,519,411	0.9%	291,963,509	1.5%	296,028,012	1.4%
Expenditures	248,433,616	258,631,967	4.1%	270,322,606	4.5%	280,691,380	3.8%	300,588,336	7.1%	309,835,195	3.1%	320,097,311	3.3%
Difference over/(under)	7,075,502	(1,924,375)		(7,369,889)		4,389,972		(13,068,925)		(17,871,686)		(24,069,299)	
Assigned/Unassigned Fund Balance	92,662,870	90,738,495		83,368,606		87,758,578		74,689,653		56,817,967		32,748,668	
Fund Balance %	37.3%	35.1%		30.8%		31.3%		24.8%		18.3%		10.2%	

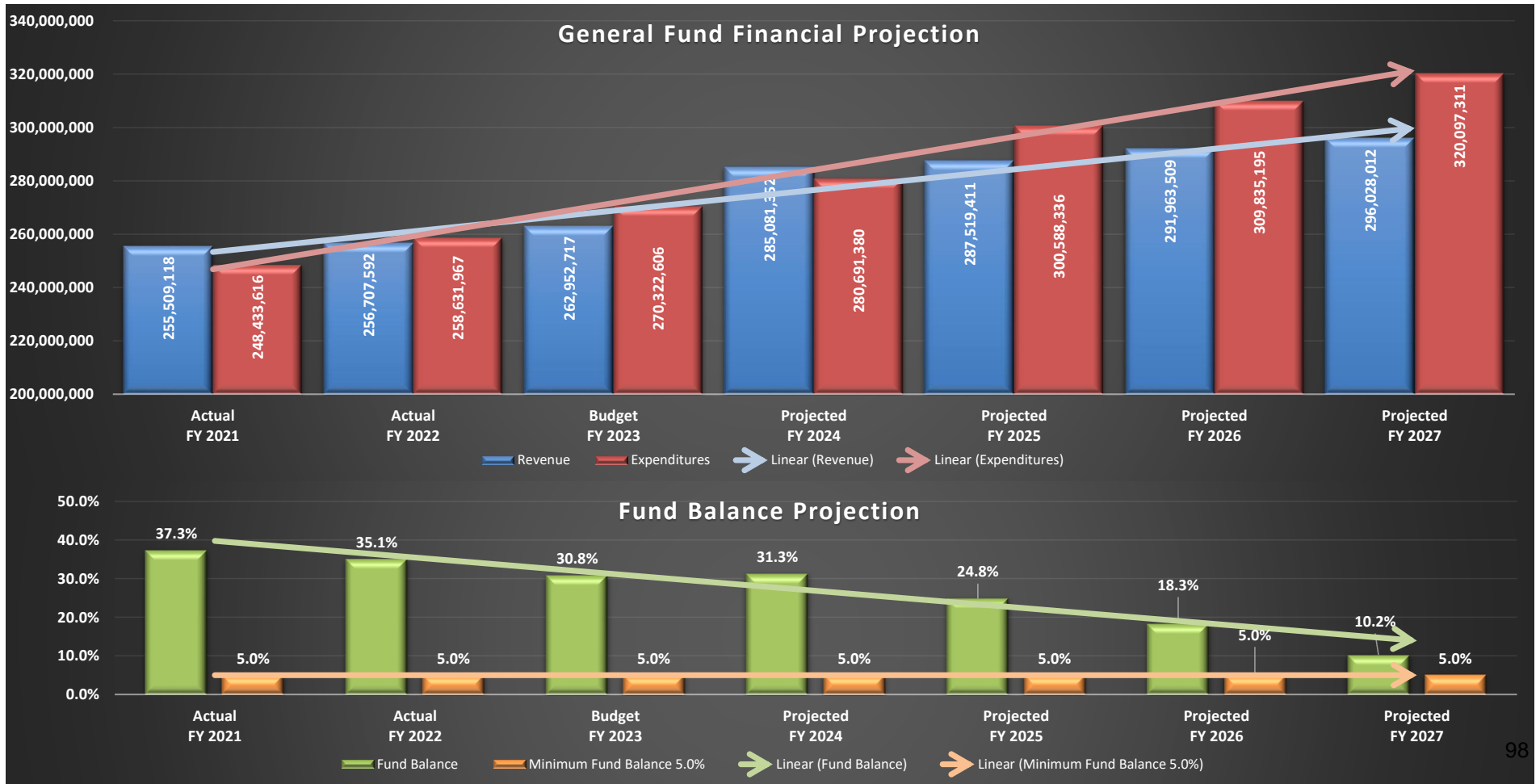
Operational Adjustments

Assumptions

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

Expenditure increase of 3.0% annually

0 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	Revised 2023	Projected 2024	Projected 2025	Projected 2026	Projected 2027
Baseline									
Revenues	\$243,327,332	\$256,049,222	\$255,509,118	\$256,707,592	\$262,952,717	\$265,516,569	\$281,666,610	\$283,177,427	\$284,264,919
Expenditures	238,475,362	246,768,853	248,433,616	258,631,967	270,322,606	279,783,897	291,914,498	303,404,318	314,260,701
Known adjustments to revenue				-	-	12,931,739			
Known one-time adjustments to revenues				-	-	3,924,631			
Known adjustments to expenditures	(928,733)	-	-	-	-	2,259,096	1,229,771	229,210	(32,940)
Baseline operating balance									
Fund Balance (beginning of year)	70,526,296	76,306,999	85,587,368	92,662,870	90,738,495	83,368,606	88,216,744	79,198,627	59,200,945
Fund Balance (end of year)	76,306,999	85,587,368	92,662,870	90,738,495	83,368,606	88,216,744	79,198,627	59,200,945	29,172,223
Change in fund balance	\$5,780,703	\$9,280,369	\$7,075,502	(\$1,924,375)	(\$7,369,889)	\$4,848,138	(\$9,018,117)	(\$19,997,682)	(\$30,028,722)
Operational reductions to maintain fund balance at 5%	-	-	-						
Adjusted fund balance	\$76,306,999	\$85,587,368	\$92,662,870	\$90,738,495	\$83,368,606	\$83,698,552	\$72,220,893	\$51,764,792	\$21,801,950
Fund Balance as a % of Budgeted/Projected Expenditure	32.12%	34.68%	37.30%	35.08%	30.84%	29.68%	24.64%	17.05%	6.94%
Tactics									
Revenues with tactics	\$243,327,332	\$256,049,222	\$255,509,118	\$256,707,592	\$262,952,717	\$265,516,569	\$284,784,590	\$289,030,228	\$293,051,001
Expenditures with tactics	238,475,362	246,768,853	248,433,616	258,631,967	270,322,606	279,783,897	290,515,578	311,108,927	320,679,427
Tactics related to revenue									
Revenue assumption based on 10-year weighted average change for basic formula allowance (FY 2014 to FY 2023)						2,708,413	2,734,821	2,933,281	2,977,011
Prior year levy adjustments - 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)			
Operating referendum timeline (10 year)						1	2 (GE)	3	4 (GE)
Tactics related to expenditures									
Enrollment alignment adjustment (Known)						1,228,398	1,229,771	229,210	(32,940)
Other - reduce trend to 3.00%						(1,351,613)	(1,403,457)	(1,502,942)	(1,549,176)
ADSIIS 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
Add back one-time savings from FY 2023 mid-year adjustment (Known)						1,030,698			
Sustain programs and services with Federal funds for FY 2023 and FY 2024; add back expenditures for FY 2025							9,710,113		
Operational reductions									
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	83,368,606	87,758,578	74,689,653	56,817,967
Fund Balance (end of year)	76,306,999	85,587,368	92,662,870	90,738,495	83,368,606	87,758,578	74,689,653	56,817,967	32,748,668
Change in fund balance	\$5,780,703	\$9,280,369	\$7,075,502	(\$1,924,375)	(\$7,369,889)	\$4,389,972	(\$13,068,925)	(\$17,871,686)	(\$24,069,299)
Fund Balance Target									
Fund Balance as a % of Budgeted/Projected Expenditure	32.12%	34.68%	37.30%	35.08%	30.84%	31.27%	24.85%	18.34%	10.23%
5% of Budgeted/Projected Expenditures Minimum	\$11,877,331	\$12,338,443	\$12,421,681	\$12,931,598	\$13,516,130	\$14,034,569	\$15,029,417	\$15,491,760	\$16,004,866
							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

Osseo Area Schools ISD # 279

Five-Year Financial Projection - General Fund

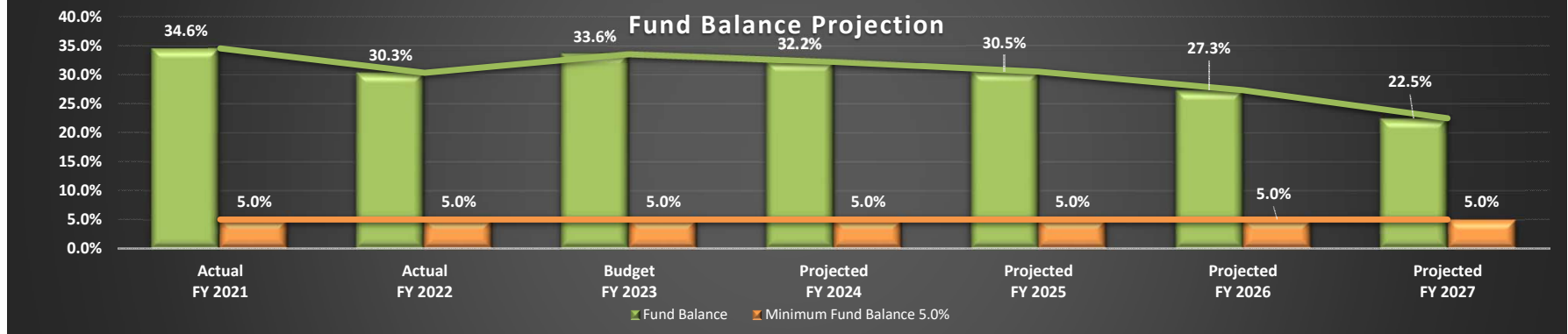
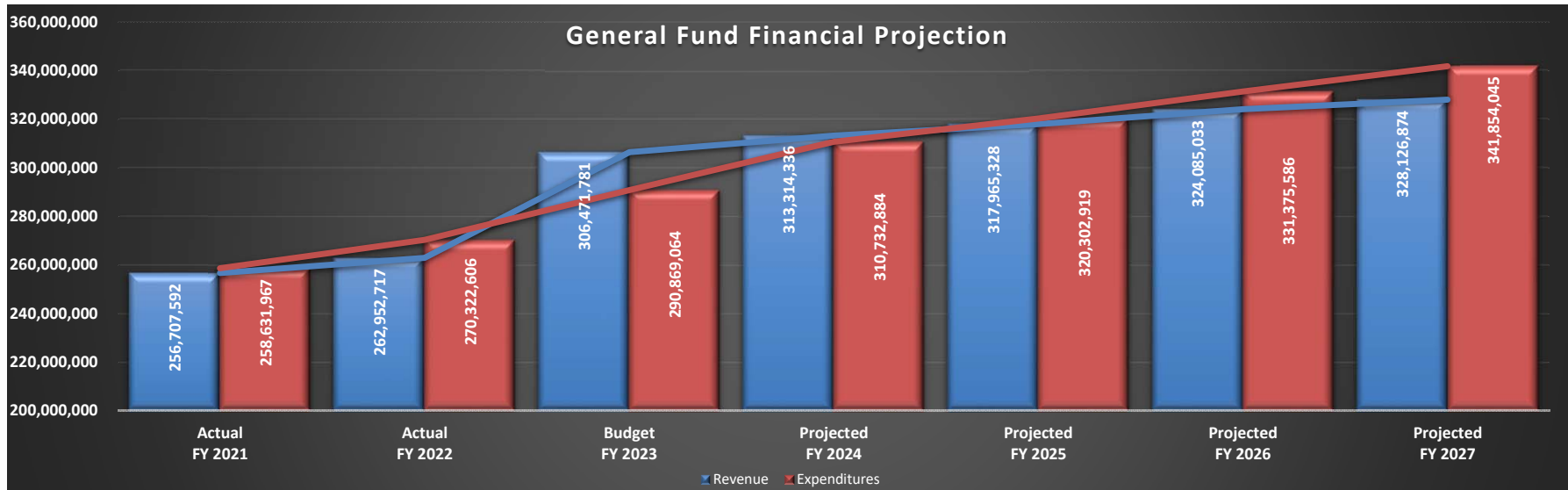
Categories	Actual FY 2022	Revised Budget FY 2023	% Chg	Adopted Budget FY 2024	% Chg	Projected FY 2025	% Chg	Projected FY 2026	% Chg	Projected FY 2027	% Chg	Projected FY 2028	% Chg
Revenue	256,707,592	262,952,717	2.4%	306,471,781	16.6%	313,314,336	2.2%	317,965,328	1.5%	324,085,033	1.9%	328,126,874	1.2%
Expenditures	258,631,967	270,322,606	4.5%	290,869,064	7.6%	310,732,884	6.8%	320,302,919	3.1%	331,375,586	3.5%	341,854,045	3.2%
Difference over/(under)	(1,924,375)	(7,369,889)		15,602,717		2,581,452		(2,337,591)		(7,290,553)		(13,727,171)	
Assigned/Unassigned Fund Balance	89,359,405	81,989,516		97,592,233		100,173,685		97,836,093		90,545,540		76,818,369	
Fund Balance %	34.6%	30.3%		33.6%		32.2%		30.5%		27.3%		22.5%	

Operational Adjustments - - - - -

Assumptions

General Formula increase 2% FY 2025, and estimates 2% FY 2026, 2.17% FY 2027, future years 2% minimum and 3% cap tied to inflation
 Expenditure increase of 3.0% annually

0 total operational adjustments



Osseo Area Schools ISD # 279

Five-Year Financial Projection - Food & Nutrition Services

Categories	Actual FY 2022	Actual FY 2023	% Chg	Adopted Budget FY 2024	% Chg	Projected FY 2025	% Chg	Projected FY 2026	% Chg	Projected FY 2027	% Chg	Projected FY 2028	% Chg
Revenue	16,830,516	13,432,417	-20.2%	13,919,376	3.6%	14,053,402	1.0%	14,190,109	1.0%	14,329,549	1.0%	14,471,779	1.0%
Expenditures	14,960,691	14,085,860	-5.8%	14,779,177	4.9%	14,669,052	-0.7%	15,096,374	2.9%	15,536,515	2.9%	15,989,861	2.9%
Difference over/(under)	1,869,825	(653,443)		(859,801)		(615,650)		(906,265)		(1,206,966)		(1,518,082)	
Restricted Fund Balance	6,567,975	5,914,532		5,054,731		4,439,081		4,148,466		3,847,765		2,920,999	
Fund Balance %	43.9%	42.0%		34.2%		30.3%		27.5%		24.8%		18.3%	

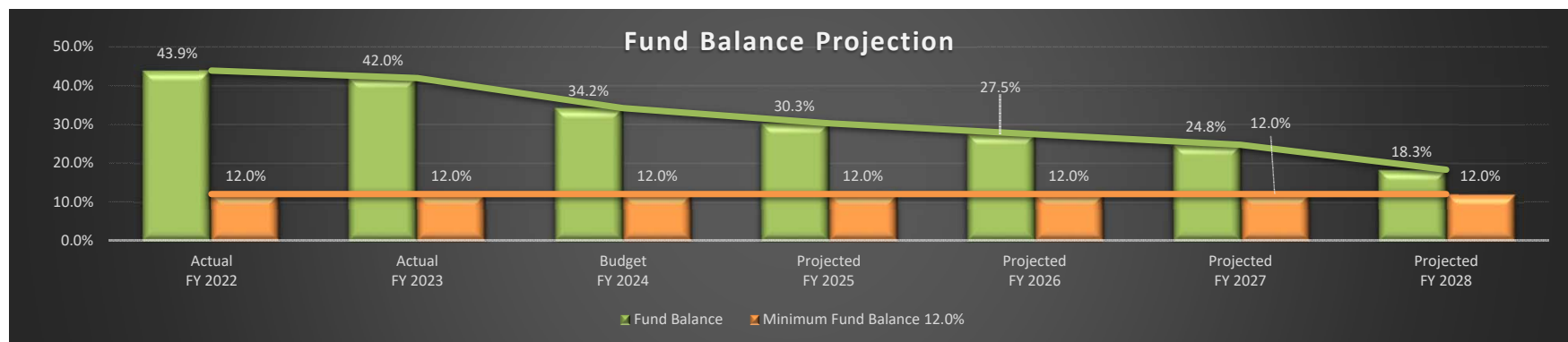
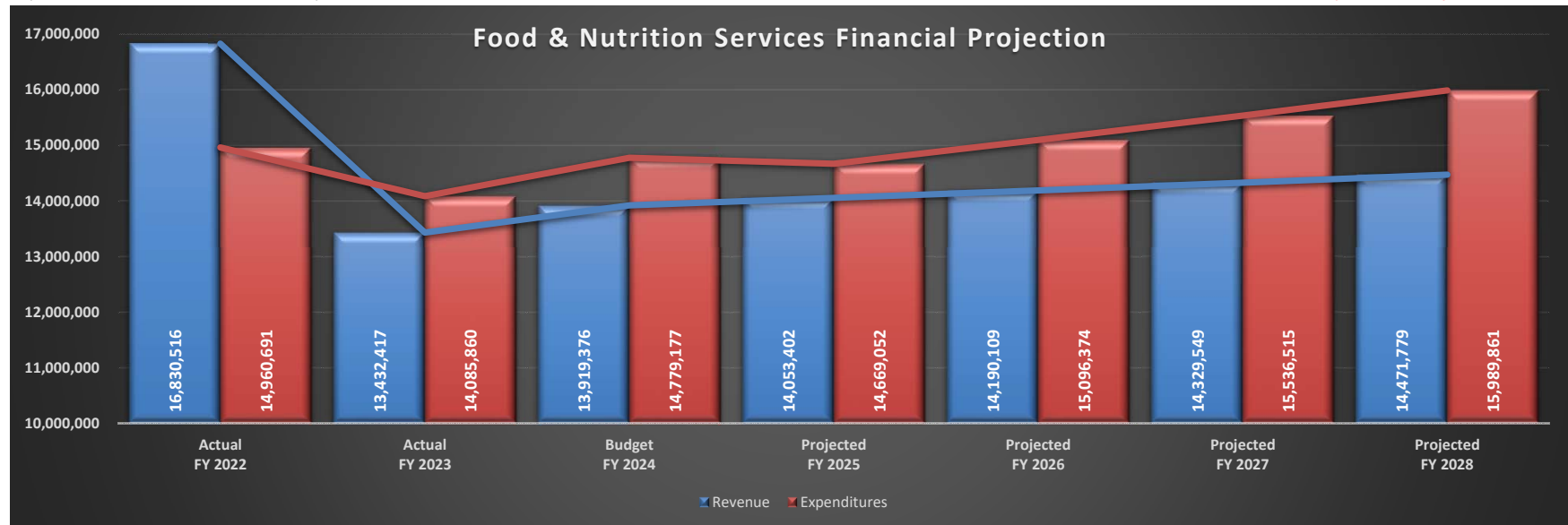
Operational Adjustments

Assumptions

Revenue increase of 2.0% annually

Expenditure increase of 3.0% annually

0 total operational adjustments



**ISD 279 - Osseo Area Schools
Food & Nutrition Services Fund
FY 2025 Budget Planning Scenario Financial Forecast**

	Actual 2022	Revised 2023	Adopted 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028
Baseline							
Revenues	16,830,516	13,432,417	13,919,376	13,919,376	13,919,376	13,919,376	13,919,376
Expenditures	14,414,867	13,510,860	13,829,177	14,313,198	14,814,160	14,918,656	14,871,559
Expenditures Capital	545,824	575,000	950,000	425,000	425,000	425,000	425,000
Known adjustments to revenue							
Known adjustments to expenditures							
Baseline operating balance							
Fund Balance (beginning of year)	4,698,150	6,567,975	5,914,532	5,054,731	4,235,909	3,316,125	2,441,845
Fund Balance (end of year)	6,567,975	5,914,532	5,054,731	4,235,909	2,916,125	1,891,845	1,064,662
Change in fund balance	1,869,825	(653,443)	(859,801)	(818,822)	(1,319,784)	(1,424,280)	(1,377,183)
Operational reductions to maintain fund balance at 12%					(400,000)	(550,000)	(700,000)
Adjusted fund balance	6,567,975	5,914,532	5,054,731	4,235,909	3,316,125	2,441,845	1,764,662
Fund Balance as a % of Budgeted/Projected Expenditure	43.9%	42.0%	34.2%	28.7%	22.3%	16.5%	12.1%
Tactics							
Revenues with tactics	16,830,516	13,432,417	13,919,376	13,919,376	14,053,402	14,190,109	14,329,549
Expenditures with tactics	14,414,867	13,510,860	13,829,177	14,313,198	14,742,594	15,184,872	15,640,418
Expenditures Capital	545,824	575,000	950,000	425,000	425,000	425,000	425,000
Tactics related to revenue							
Federal and State reimbursement rate change 2%				134,026	136,707	139,441	142,229
Tactics related to expenditures							
Operational reductions							
Other - reduce trend to 3.00%				(69,146)	(71,220)	(73,357)	(75,558)
Baseline operating balance (post tactic)							
Fund Balance (beginning of year)	4,698,150	6,567,975	5,914,532	5,054,731	5,054,731	5,054,731	4,439,081
Fund Balance (end of year)	6,567,975	5,914,532	5,054,731	4,439,081	4,148,466	3,847,765	2,920,999
Change in fund balance	1,869,825	(653,443)	(859,801)	(615,650)	(906,265)	(1,206,966)	(1,518,082)
Fund Balance Target							
Fund Balance as a % of Budgeted/Projected Expenditure	43.9%	42.0%	34.2%	30.3%	27.5%	24.8%	18.3%
12% of Budgeted/Projected Expenditures Minimum	\$1,795,283	\$1,690,303	\$1,773,501	\$1,760,286	\$1,811,565	\$1,864,382	\$1,918,783
					Projected Revenue Assumption (FY 2025 - FY2028)		0.00%
					Projected Expenditure Assumption (FY 2025 - FY2028)		3.50%

Osseo Area Schools ISD # 279

Five-Year Financial Projection - Community Service Fund

Categories	Actual FY 2022	Revised Budget FY 2023	% Chg	Adopted Budget FY 2024	% Chg	Projected FY 2025	% Chg	Projected FY 2026	% Chg	Projected FY 2027	% Chg	Projected FY 2028	% Chg
Revenue	13,226,621	14,524,786	9.8%	14,666,906	1.0%	15,165,581	3.4%	15,681,211	3.4%	16,214,372	3.4%	16,765,660	3.4%
Expenditures	10,825,182	13,527,349	25.0%	14,936,160	10.4%	15,384,245	3.0%	15,845,772	3.0%	16,321,145	3.0%	16,810,780	3.0%
Difference over/(under)	2,401,439	997,437		(269,254)		(218,664)		(164,562)		(106,774)		(45,119)	
Restricted Fund Balance	5,108,888	6,106,325		5,837,071		5,618,407		5,453,845		5,347,072		5,301,952	
Fund Balance %	47.2%	45.1%		39.1%		36.5%		34.4%		32.8%		31.5%	

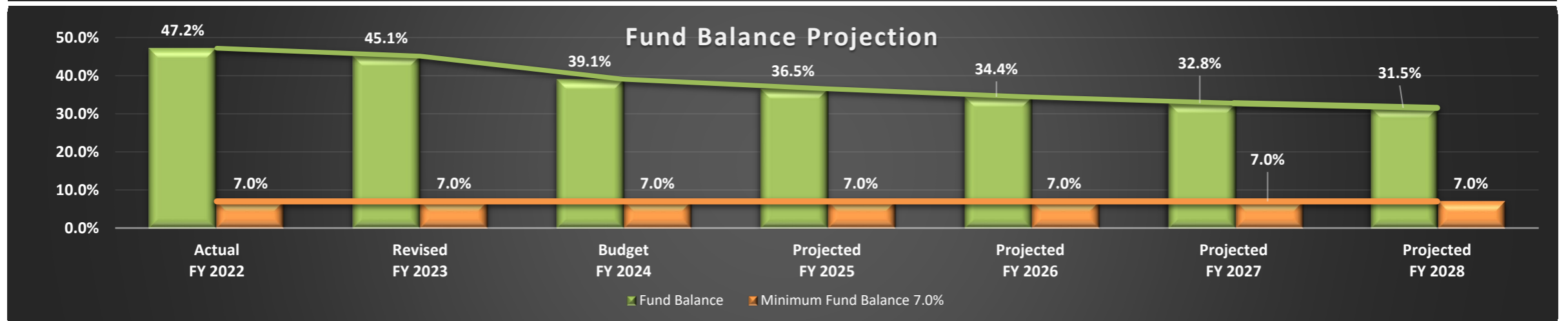
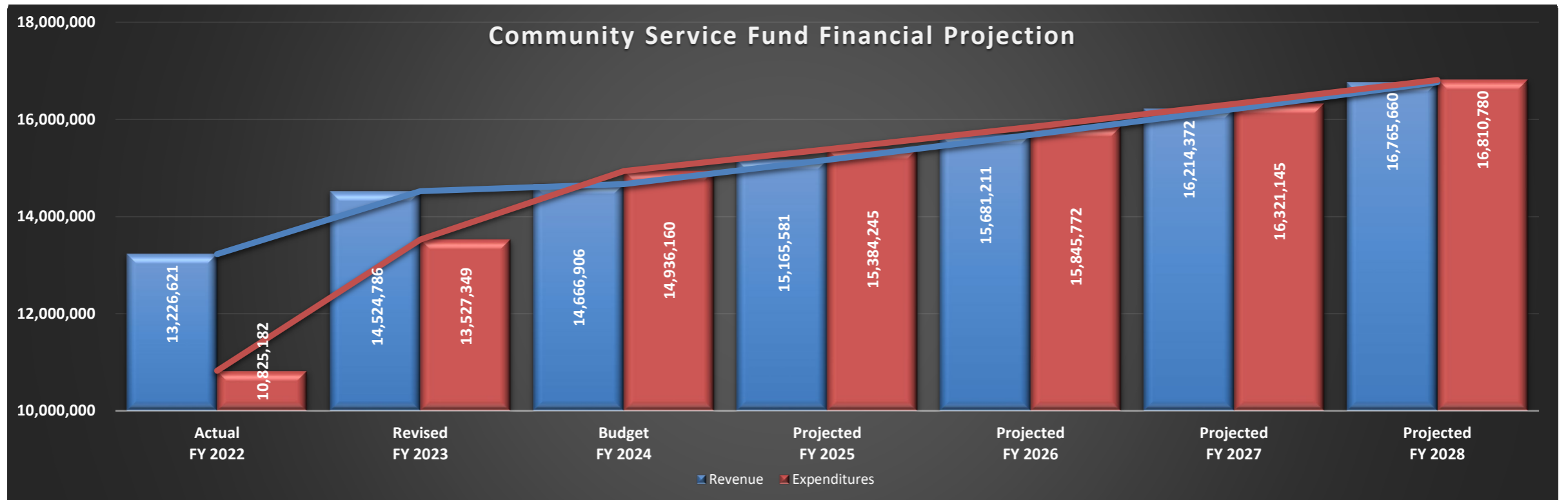
Operational adjustments

Assumptions

Revenue increase of 3.4% annually

Expenditure increase of 3.4% annually

0 total operational adjustments



**ISD 279 - Osseo Area Schools
Community Service Fund
FY 2025 Financial Forecast**

	Actual 2022	Revised 2023	Adopted 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028
Baseline							
Revenues	\$13,226,621	\$14,524,786	\$14,666,906	\$15,165,581	\$15,681,211	\$16,214,372	\$16,765,660
Expenditures	10,825,182	13,527,349	14,936,160	15,443,989	15,969,085	16,512,034	17,073,443
Total Levy Increase (decrease) from prior year estimates							
Known adjustments to Expenditures - other grant sources							
Baseline operating balance							
Fund Balance (beginning of year)	2,776,554	5,108,888	6,106,325	5,837,071	5,558,662	5,270,788	4,973,126
Fund Balance (end of year)	5,177,993	6,106,325	5,837,071	5,558,662	5,270,788	4,973,126	4,665,343
Change in fund balance	2,401,439	997,437	(269,254)	(278,409)	(287,875)	(297,662)	(307,783)
Operational reductions to maintain fund balance at 7%							
Adjusted fund balance	5,108,888	6,106,325	5,837,071	5,558,662	5,270,788	4,973,126	4,665,343
Fund Balance as a % of Budgeted/Projected Expenditure	47.2%	45.1%	39.1%	36.0%	33.0%	30.1%	27.3%

Tactics							
Revenues with tactics	\$13,226,621	\$14,524,786	\$14,666,906	\$15,165,581	\$15,681,211	\$16,214,372	\$16,765,660
Expenditures with tactics	10,825,182	13,527,349	14,936,160	15,443,989	15,907,309	16,384,528	16,876,064
Tactics related to revenue							
Total Levy Increase (decrease) from prior year estimates							
Tactics related to expenditures							
Operational adjustments							
Other - reduce trend to 3.00%				(59,745)	(61,537)	(63,383)	(65,285)
Baseline operating balance (post tactic)							
Fund Balance (beginning of year)	2,707,449	5,108,888	6,106,325	5,837,071	5,618,407	5,453,845	5,347,072
Fund Balance (end of year)	5,108,888	6,106,325	5,837,071	5,618,407	5,453,845	5,347,072	5,301,952
Change in fund balance	2,401,439	997,437	(269,254)	(218,664)	(164,562)	(106,774)	(45,119)

Fund Balance Target							
Fund Balance as a % of Budgeted/Projected Expenditure	47.2%	45.1%	39.1%	36.5%	34.4%	32.8%	31.5%
7% of Budgeted/Projected Expenditures Minimum	\$757,763	\$946,914	\$1,045,531	\$1,076,897	\$1,109,204	\$1,142,480	\$1,176,755
				Projected Revenue Assumption (FY 2025 - FY 2028)			3.40%
				Projected Expenditure Assumption (FY 2025 - FY 2028)			3.40%

Community Service Fund Balance Summary							
Restricted for community education programs	3,157,878.00	4,182,742	4,454,481				
Restricted for early childhood family education programs	1,438,240	1,472,383	1,148,458				
Restricted for school readiness	482,681	421,111	204,043				
Restricted for adult basic education	30,089	30,089	30,089				
Total Community Service Fund Balance	\$ 5,108,888	\$ 6,106,325	\$ 5,837,071				

Osseo Area Schools ISD # 279

Five-Year Financial Projection - Capital Fund

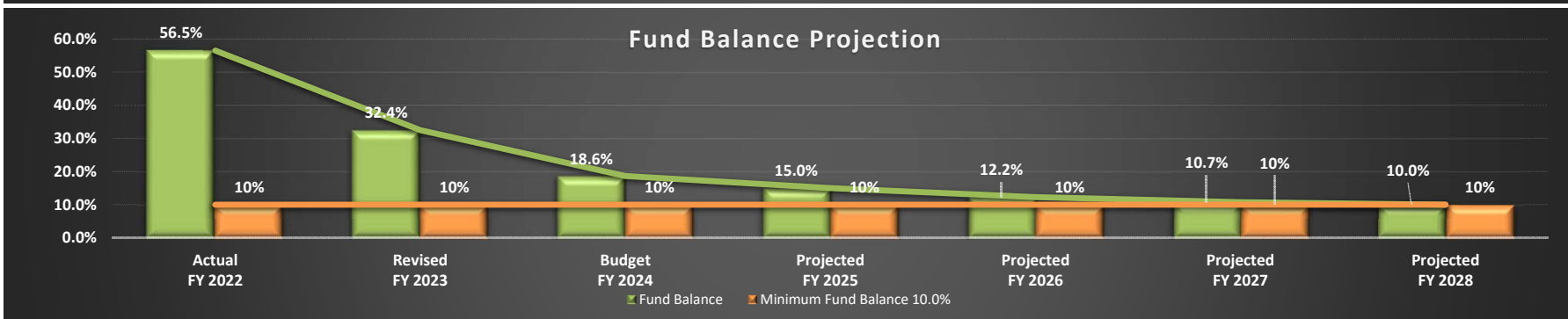
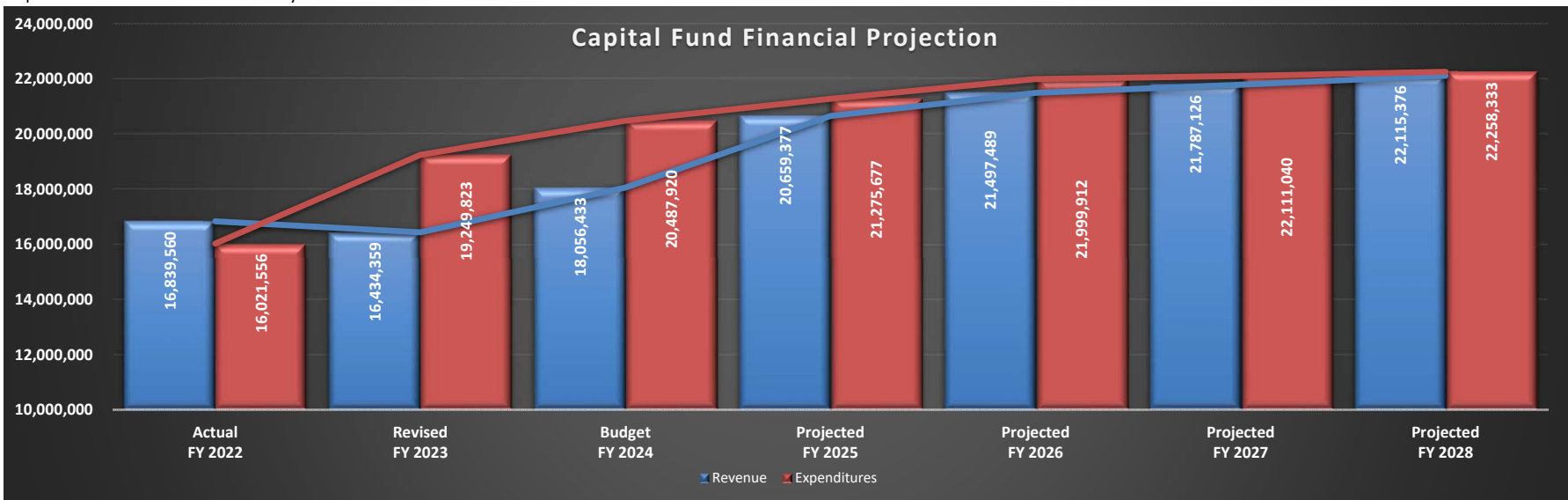
Categories	Actual FY 2022	Revised Budget FY 2023	% Chg	Adopted Budget FY 2024	% Chg	Projected FY 2025	% Chg	Projected FY 2026	% Chg	Projected FY 2027	% Chg	Projected FY 2028	% Chg
Revenue	16,839,560	16,434,359	-2.4%	18,056,433	9.9%	20,659,377	14.4%	21,497,489	4.1%	21,787,126	1.3%	22,115,376	1.5%
Expenditures	16,021,556	19,249,823	20.1%	20,487,920	6.4%	21,275,677	3.8%	21,999,912	3.4%	22,111,040	0.5%	22,258,333	0.7%
Difference over/(under)	818,004	(2,815,464)		(2,431,487)		(616,299)		(502,423)		(323,914)		(142,957)	
Restricted Fund Balance	9,059,776	6,244,312		3,812,825		3,196,526		2,694,103		2,370,189		2,227,231	
Fund Balance %	56.5%	32.4%		18.6%		15.0%		12.2%		10.7%		10.0%	
		Operational Adjustments				600,000		600,000		-		-	

Assumptions

Revenue increase of 0.0% annually

Expenditure increase of 0.0% annually

1,200,000 total operational adjustments



ISD 279 - Osseo Area Schools
Capital Fund - Operating Capital and Capital Technology/Safety Levy
FY 2025 Budget Planning Scenario Financial Forecast

	Actual 2022	Revised 2023	Adopted 2024	Projected 2025	Projected 2026	Projected 2027	Projected 2028
Baseline							
Revenues	\$16,839,560	\$16,434,359	\$18,056,433	\$18,138,406	\$18,153,684	\$18,152,586	\$18,184,287
Expenditures	16,021,556	19,249,823	20,487,920	20,487,920	18,675,677	18,499,912	18,611,040
Known adjustments to expenditures				187,757	124,235	111,128	147,294
Baseline operating balance							
Fund Balance (beginning of year)	8,241,772	9,059,776	6,244,312	3,812,825	3,275,554	2,929,327	2,470,873
Fund Balance (end of year)	9,059,776	6,244,312	3,812,825	1,275,554	2,629,327	2,470,873	1,896,826
Change in fund balance	\$818,004	(\$2,815,464)	(\$2,431,487)	(\$2,537,271)	(\$646,228)	(\$458,454)	(\$574,046)
Operational increases (reductions) to maintain fund balance at 10%				(2,000,000)	(300,000)		
Adjusted fund balance	9,059,776	6,244,312	3,812,825	3,275,554	2,929,327	2,470,873	1,896,826
Fund Balance as a % of Budgeted/Projected Expenditure	56.5%	32.4%	18.6%	17.5%	15.8%	13.3%	10.1%
Tactics							
Revenues with tactics	\$16,839,560	\$16,434,359	\$18,056,433	\$18,138,406	\$20,674,655	\$21,496,391	\$21,818,827
Expenditures with tactics	16,021,556	19,249,823	20,487,920	20,487,920	21,275,677	21,999,912	22,111,040
Tactics related to revenue							
Change in other levy adjustments (Known)							
Increase capital technology/safety levy authority estimate				2,520,971	822,834	290,735	296,549
Capital technology/safety levy timeline (10 years)			1	2 (GE)	3	4 (GE)	5
Tactics related to expenditures							
Salary and benefit increase 3.00% (Known)				105,784	108,957	112,226	115,593
Enrollment alignment adjustment (Known)				81,973	15,278	(1,098)	31,701
Operational increases (reductions)				600,000	600,000		
Baseline operating balance (post tactic)							
Fund Balance (beginning of year)	8,241,772	9,059,776	6,244,312	3,812,825	3,196,526	2,694,103	2,370,189
Fund Balance (end of year)	9,059,776	6,244,312	3,812,825	3,196,526	2,694,103	2,370,189	2,227,231
Change in fund balance	\$818,004	(\$2,815,464)	(\$2,431,487)	(\$616,299)	(\$502,423)	(\$323,914)	(\$142,957)
Fund Balance Target							
Fund Balance as a % of Budgeted/Projected Expenditure	56.5%	32.4%	18.6%	15.0%	12.2%	10.7%	10.0%
10% of Budgeted/Projected Expenditures Minimum	\$1,602,156	\$1,924,982	\$2,048,792	\$2,127,568	\$2,199,991	\$2,211,104	\$2,225,833
				Projected Revenue Assumption (FY 2025 - FY2028)			0.00%
				Projected Expenditure Assumption (FY 2025 - FY2028)			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

5 Year Enrollment Projections By Grade

Enrollment Projections											
FALL AND SPRING ENROLLMENT PRIOR YEAR DATA											
Grade or Age	*	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028
Henn Cty Births		16,584	16,770	16,829	16,485	16,322	15,845	15,430	13,130	14,233	14,992
Kindergarten	*	1,599	1,609	1,416	1,499	1,477	1,540	1,462	1,249	1,353	1,422
Grade 1	*	1,566	1,564	1,528	1,493	1,503	1,550	1,590	1,511	1,297	1,396
Grade 2	*	1,555	1,534	1,492	1,535	1,492	1,538	1,573	1,612	1,536	1,316
Grade 3	*	1,528	1,517	1,419	1,497	1,517	1,503	1,553	1,591	1,632	1,549
Grade 4	*	1,556	1,535	1,434	1,425	1,513	1,542	1,538	1,594	1,633	1,667
Grade 5	*	1,625	1,558	1,445	1,474	1,443	1,538	1,582	1,583	1,641	1,673
Kind - Grade 5	*	9,429	9,317	8,734	8,923	8,945	9,211	9,298	9,140	9,092	9,023
Grade 6	*	1,488	1,595	1,456	1,410	1,350	1,395	1,491	1,537	1,539	1,587
Grade 7	*	1,515	1,489	1,559	1,469	1,420	1,392	1,434	1,534	1,582	1,577
Grade 8	*	1,475	1,518	1,467	1,580	1,479	1,454	1,434	1,481	1,584	1,625
Grade 6-8	*	4,478	4,602	4,482	4,459	4,249	4,241	4,359	4,552	4,705	4,789
Grade 9	*	1,737	1,656	1,654	1,660	1,852	1,739	1,693	1,673	1,731	1,843
Grade 10	*	1,624	1,730	1,595	1,625	1,718	1,885	1,771	1,729	1,712	1,764
Grade 11	*	1,618	1,569	1,658	1,569	1,643	1,713	1,895	1,783	1,742	1,721
Grade 12	*	1,634	1,636	1,556	1,691	1,773	1,749	1,851	2,027	1,912	1,866
Grade 9-12	*	6,613	6,591	6,463	6,545	6,986	7,086	7,210	7,212	7,097	7,194
Grand Total K-12	*	20,520	20,510	19,679	19,927	20,180	20,538	20,867	20,904	20,894	21,006
Change		-21	-10	-831	248	253	358	329	37	-10	112
		-0.10%	-0.05%	-4.05%	1.26%	1.27%	1.77%	1.60%	0.18%	-0.05%	0.54%

NOTE: Henn County Births shown above occurred 5 years prior to the year displayed


APU	21,846	22,157	22,524	22,883	22,949	22,947	23,085
	311	367	358	67	(3)	139	

2023-24 Projected Student Enrollment

School	VPK AM	VPK PM	Kdgn	1	2	3	4	5						Total		
279 Online			20	20	24	28	26	32						150		
BW			156	169	148	131	144	153						901		
BG	20	20	59	63	63	66	74	80						425		
CI			76	78	74	88	65	66						447		
CV	20	20	46	38	34	34	35	27						234		
EB	40	40	108	104	106	105	110	129						702		
EC			88	94	89	91	89	91						542		
FO	20	20	59	51	56	55	48	58						347		
FB			149	169	156	158	170	194						996		
GC	40	40	53	47	47	46	49	49						331		
OAK			85	80	79	88	81	83						496		
PL	20	20	81	77	83	80	83	64						488		
PB	20	20	46	50	49	37	51	42						295		
RL			110	117	109	103	124	100						663		
RC			132	133	145	136	134	121						801		
WVR			97	103	109	106	115	113						643		
WD			112	105	119	109	99	97						641		
ZW	20	20	63	52	48	42	45	39						309		
Elementary Total		200	1540	1550	1538	1503	1542	1538						9411		
									6	7	8				Total	
279 Online									35	41	40				116	
BMS									307	292	341				940	
MGMS									522	541	530				1593	
NVMS									169	125	121				415	
OMS									362	393	422				1177	
Middle School Total									1395	1392	1454				4241	
									9	10	11	12	Total			
279 Online									59	60	67	97	283			
MGSH									593	650	555	559	2357			
OSH									566	607	563	498	2234			
PCSH									521	553	482	404	1960			
OALC									0	15	46	108	169			
High School Total									1739	1885	1713	1666	7003			
District PK-12 Total	200	1540	1550	1538	1503	1542	1538	1395	1392	1454	1739	1885	1713	1666	20655	
School	PreK	Kdgn	1	2	3	4	5	6	7	8	9	10	11	12	Total	
OEC															83	83
District PK-12 Total	200	1540	1550	1538	1503	1542	1538	1395	1392	1454	1739	1885	1713	1749	20738	

- Voluntary PreKindergarten (VPK) sections are projected at 14 general education and 6 special education students per section for FY23. District gen. ed VPK total = 280 / Sp Ed VPK total = 60
- Voluntary PreKindergarten students are counted as .5 on this and subsequent staffing allocation documents.
- For staff development and capital budgeting allocations, Voluntary PreKindergarten students are counted as .5.
- For supply budgeting purposes, Voluntary PreKindergarten students are counted as 1.0

2023-24 Allocations
Master Summary: Licensed FTE

Funding Source								
	BASE FTE (Classroom)	Compensatory FTE	Community Engagement	DLTL FTE (IBT, EL, Magnet, PE, Music, LMS, TAG, Title I, Lrg Site Support, CTE)	Student Services	Administration	Other Licensed Support	Site Total
279Online	6.00	1.24		3.70	2.40	1.00		14.34
BW	35.00	0.86	0.15	11.06	7.90	1.00		55.97
BG	19.00	6.84		6.50	8.40	1.00		41.74
CI	18.00	1.31	0.15	5.40	8.50	1.00		34.36
CV	12.00	4.94		7.20	4.70	1.00		29.84
EB	27.00	11.10		12.40	10.80	1.00		62.30
EC	22.00	2.47		6.70	11.50	1.00		43.67
FO	15.00	7.95		9.80	8.10	1.00		41.85
FB	37.00	1.06	0.15	11.26	8.10	1.00		58.57
GC	15.00	6.86		8.60	7.50	1.00		38.96
OAK	20.00	3.71	0.15	6.40	9.50	1.00		40.76
PL	20.00	8.69		9.80	10.90	1.00		50.39
PB	13.00	6.04		7.40	4.70	1.00		32.14
RL	26.00	3.27		8.70	8.40	1.00		47.37
RC	32.00	0.68	0.30	9.60	10.00	1.00		53.58
WVR	24.00	2.33	0.15	7.50	7.70	1.00		42.68
WD	26.00	4.80	0.15	8.60	10.80	1.00		51.35
ZW	14.00	6.94		9.40	4.00	1.00		35.34
TOTALS	381.00	81.09	1.20	150.02	143.90	18.00	0.00	775.21
279Online	4.6	1.04		0.60	2.05	0.00		8.29
BMS	34.4	14.20		5.50	16.40	4.00		74.50
MGMS	58.2	4.20		5.65	20.00	4.00		92.05
NVMS	15.4	8.76		5.00	14.60	4.00		47.76
OMS	43.0	5.64		3.80	18.40	4.00		74.84
SEC TOTALS	155.6	33.84	0.00	20.55	71.45	16.00	0.00	297.44
279Online	12.40	1.50		2.40	3.55	2.00	3.80	25.65
MGS	87.20	2.92		6.76	25.60	7.00		129.48
OSH	82.80	20.30		13.96	29.90	6.00		152.96
PCSH	72.80	27.04		12.96	30.70	6.00		149.50
OALC	16.00	2.82		1.50	3.60	1.00		24.92
SEC TOTALS	271.20	54.58	0.00	37.58	93.35	22.00	3.80	482.51
OEC		1.10			17.40	1.000		19.50
CBVAT					4.00			4.00
ECSE		1.86			62.10	1.000		64.96
ENR CTR				2.00	0.00			2.00
PROGRAM TOTALS	0.00	2.96	0.00	2.00	83.50	2.00	0.00	90.46
Fund Source TOTAL	807.8	172.47	1.20	210.15	392.20	58.00	3.80	1645.62

- ATPPS allocations are not included in this document.

Match the column color above to guide the correct placement of FTE in the staffing database.

**2023-24 Allocations
Administration**

Site	Projected Enrollment	Principal	Assistant Principal	Student Management Specialist	Business Manager	Coordinator
279Online	150		1.00			
BW	901	1.00				
BG	425	1.00				
CI	447	1.00				
CV	234	1.00				
EB	702	1.00				
EC	542	1.00				
FO	347	1.00				
FB	996	1.00				
GC	331	1.00				
OAK	496	1.00				
PL	488	1.00				
PB	295	1.00				
RL	663	1.00				
RC	801	1.00				
WVR	643	1.00				
WD	641	1.00				
ZW	309	1.00				
Elementary Total	9411	17.00	1.00			
279Online	116					
BMS	940	1.00	1.00	1.00	1.00	
MGMS	1593	1.00	1.00	1.00	1.00	
NVMS	415	1.00	1.00	1.00	1.00	
OMS	1177	1.00	1.00	1.00	1.00	
Middle School Total	4241	4.00	4.00	4.00	4.00	
279Online	283		1.00		1.00	
MGSH	2357	1.00	2.00	2.00	1.00	1.00
OSH	2234	1.00	2.00	1.00	1.00	1.00
PCSH	1960	1.00	2.00	1.00	1.00	1.00
OALC	169	1.00				
Senior High Total	7003	4.00	7.00	4.00	4.00	3.00
OEC						1.00
ECSE						1.00
Special Education Site-Based Total						2.00

- Administrative positions are captured in the Teacher/ Salaried Staff Database "ADMIN"(Purple) column.
- Positions highlighted in blue in this document are captured in the "Std Srv" (blue) column in the database.
- Note: School Resource Officer positions are contracted support. These positions are not included in the staffing database as they are not district employees.

**2023-24 Allocations:
Administrative Support Staff**

Site	AESP Resource Manager	AESP Elementary IV-A / 219	AESP MS or SH/ADMIN IV-B / 260	AESP SH/Registrar IV-B / 260	AESP Activites Coordinator IV-A / 219	AESP (Admin Discretion) II-A / 212	Site Secretary III-A / 212	Site Secretary III-B / 260
279Online		1.00						
BW	1.00	1.00						
BG	0.50	1.00						
CI	0.50	1.00						
CV	0.50	1.00						
EB	1.00	1.00						
EC	1.00	1.00						
FO	0.50	1.00						
FB	1.00	1.00						
GC	0.50	1.00						
OAK	1.00	1.00						
PL	0.50	1.00						
PB	0.50	1.00						
RL	1.00	1.00						
RC	1.00	1.00						
WVR	1.00	1.00						
WD	1.00	1.00						
ZW	0.50	1.00						
Elem Total	13.00	18.00						
279Online								
BMS			1.00			2.00		
MGMS			1.00			2.00		
NVMS			1.00			2.00		
OMS			1.00			2.00		
Middle School Total			4.00			8.00		
279Online								
MGS			1.00	1.00				
MGSH			1.00	1.00	1.00	2.00		
OSH			1.00	1.00	1.00	2.00		
PCSH			1.00	1.00	1.00	2.00		
OALC			1.00	1.00				
High School Total			5.00	5.00	3.00	6.00	0.00	
OEC							1.00	
ECSE							2.00	1.00
Special Education Site-Based Total							3.00	1.00

- Administrative positions are captured in the Teacher/ Salaried Staff Database "ADMIN"(Purple) column.
- Positions highlighted in blue in this document are captured in the "Std Srv" (blue) column in the database.

2023-24 Allocations Master Summary: Non-Licensed Hours

Funding Source	BASE ESP Hours	Compensatory	Volunteer Coordinator	DLTL ESP Hours (EL, Title I, CTE)	Student Services ESP Hours	Admin Support	Crossing Guard	Site Total
279Online	120.00			15.00	30.00	40.00		205.00
BW	268.75		0.00	30.00	210.00	80.00		588.75
BG	125.00		0.00	45.00	240.00	60.00	7.50	477.50
CI	95.00		0.00	15.00	267.50	60.00	10.00	447.50
CV	125.00		0.00	60.00	95.00	60.00	5.00	345.00
EB	230.00		0.00	90.00	322.50	80.00	5.00	727.50
EC	95.00		0.00	30.00	390.00	80.00		595.00
FO	125.00		0.00	90.00	255.00	60.00		530.00
FB	315.00		0.00	30.00	177.50	80.00	5.00	607.50
GC	155.00		0.00	60.00	212.50	60.00		487.50
OAK	95.00		0.00	30.00	315.00	80.00	5.00	525.00
PL	125.00		0.00	75.00	350.00	60.00	5.00	615.00
PB	125.00		0.00	60.00	125.00	60.00		370.00
RL	151.25		0.00	45.00	270.00	80.00	5.00	551.25
RC	218.75		0.00	30.00	262.50	80.00	5.00	596.25
WVR	155.00		0.00	30.00	237.50	80.00		502.50
WD	140.00		0.00	60.00	302.50	80.00	5.00	587.50
ZW	125.00		0.00	60.00	82.50	60.00	5.00	332.50
ELEM TOTALS	2788.75	0.00	0.00	855.00	4145.00	1240.00	62.50	9091.25
279Online				15.00	25.00	0.00		40.00
BMS	131.25		0.00	90.00	387.50	120.00		728.75
MGMS	193.75		0.00	60.00	527.50	120.00		901.25
NVMS	90.00		0.00	60.00	447.50	120.00		717.50
OMS	153.75		0.00	45.00	502.50	120.00		821.25
279Online	120.00			30.00	35.00	80.00		265.00
MGS	310.00		0.00	75.00	650.00	200.00		1235.00
OSH	298.75		0.00	180.00	645.00	200.00		1323.75
PCSH	272.50		0.00	180.00	850.00	200.00		1502.50
OALC	120.00		0.00	15.00	40.00	80.00		255.00
SEC TOTALS	1690.00	0.00	0.00	750.00	4110.00	1240.00	0.00	7790.00
OEC					625.00	40.00		665.00
CBVAT					240.00			240.00
ENR CTR				30.00	30.00	240.00		300.00
ECSE			0.00		735.00	120.00		855.00
PROGRAM TOTALS	0.00	0.00	0.00	30.00	1630.00	400.00	0.00	2060.00
Fund Source TOTAL	4,478.75	-	-	1,635.00	9,885.00	2,880.00	62.50	18,941.25

- AESP/ESP hours are recorded in hours per WEEK
 - Title I allocated ESP hours are included in the DLTl column.

Match the column color above to guide the correct placement of AESP/ESP hours in the staffing database.

FY2024 STAFF DEVELOPMENT

5/18/2023

Potential Reserve Calculation

	<u>ADM</u>	<u>Pupil Units</u>
ECSE	242.0	242.0
VPK	140.0	140.0
K-6 (@ 1.0 per ADM)	10,597.0	10,597.0
7-12 (@ 1.2 per ADM)	9,912.0	11,894.4
Total	20,891.0	22,873.4

Set-aside = 2% * \$7,138 * 22,873.4 PU = \$ 3,265,407

FY 2024 BUDGET	Total
1. DLTL	3,265,407
Third Party Medical Staff Dev Travel	5,000
Third Party Medical sub days	2,725
Third Party Medical other salary payments	41,315
CIES sub days	2,600
Food	1,900
Staff development	5,305
Staff development	20,000
Counseling Staff Dev Travel	2,500
Health Services Staff Dev Travel	200
2. Bldg Staff Dev Allocations (Travel/Other Assign)	
Elementary Allocation	70,318
Secondary Allocation	84,551
CBVAT	4,000
Vocational/CTE Allocation	2,500
3. Staff Center (Community Engagement)	
Staff Dev Travel	7,004
4. District Curriculum (DLTL)	
Other Salary Payments	4,000
Staff Dev Travel	412
Staff Dev Travel	11,000
5. District Initiatives(Supt.)	17,500
6. Program Improvement (PIP - Curriculum Writing)	
Staff Dev Travel	14,170
Sub Days	15,000
Other Assign (Writing Time)	50,000
7. Elementary Division Allocation (DLTL)	
Principal's Conference Fund	32,000
8. Secondary Division Allocation (DLTL)	
Staff Dev Travel - ATPPS	9,330
Principal's Conference Fund	32,000
9. District Adm Allocation (Board, Supt., Admin.)	
Board Travel	3,500
Travel	7,000
Staff Dev Travel	33,500
10. DLTL	
Staff Expense	279,048
11. CIES - Media	
Staff Expense	350
Staff Dev Travel	5,000
12. I2T2 - Information Systems/Technology Management	
Travel Expense	10,626
13. Staff Costs for Inservice Days (Year-End JE)	
(\$612.90 * 1,645.62 staff * 5 days)	
District (2/5)	2,017,201
Building (3/5)	3,025,801
14. Gifted and Talented	
Staff Dev Travel	5,000
(10% of salary for 13.5 teachers)	153,900
15. Staff Development Specialists	
(\$612.90 * 5.23 teachers * 191 days)	611,435
TOTAL BUDGET	6,587,692

FY 2024 STAFF DEVELOPMENT EXPENDITURE BUDGET

Code	Description	Total
Student Services (#1)		
01-006-400-372-367-640	Staff Dev Travel	5,000
01-006-420-372-146-640	Substitutes	2,725
01-006-420-372-185-640	Other Salary Payments	11,315
01-006-420-372-186-640	Other Salary Payments	30,000
01-006-710-000-367-000	Staff Dev Travel	2,500
01-200-640-000-367-103	Staff Dev Travel	5,305
01-200-640-000-490-103	Food	1,900
01-006-720-000-367-000	Staff Dev Travel	200
		58,945
CIES (#1)		
01-006-610-000-145-000	Sub Days	2,600
DLTL Asst. Supts. (#1, 2, & 8)		
01-006-399-000-367-000	Vocational	2,500
01-006-399-830-367-000	CBVAT	4,000
01-200-211-335-367-000	ATPPS	9,330
01-200-030-000-367-000		20,000
		35,830
Staff Center - Community Engagement (#3)		
01-005-130-000-367-000	Staff Dev Travel	7,004
		7,004
District Curriculum - DLTL (#4)		
01-006-640-000-185-000	Other Salary Payments	4,000
01-006-640-000-490-000	Food	412
01-006-641-000-367-000	Staff Dev Travel	11,000
		15,412
District Initiatives (#5)		
01-006-640-000-305-102	Professional services	3,000
01-006-640-000-367-102	Staff Dev Travel	4,000
01-006-640-000-401-102	Supplies	1,500
01-006-640-000-490-102	Food	9,000
		17,500
CIES - Program Improvement (#6)		
01-006-611-000-145-000	Sub Days	15,000
01-006-611-000-185-000	Other Assign	50,000
01-006-611-000-367-000	Staff Dev Travel	14,170
		79,170
Elem Prin Conf Fund (#7)		
01-200-640-000-367-101	Staff Dev Travel (Bldg)	32,000
Sec Prin Conf Fund (#8)		
01-200-640-000-367-101	Staff Dev Travel	32,000

FY 2024 STAFF DEVELOPMENT EXPENDITURE BUDGET

Code	Description	Total
District Staff Dev -Board, Supt., Admin. (#9)		
01-005-010-000-367-000	Board Travel	3,500
01-005-020-000-367-000	Supt Travel	7,000
01-005-640-000-367-000	Adm Travel	33,500
		44,000
DLTL (#10)		
01-200-640-000-185-000	Other Assignments	41,580
01-200-640-000-305-000	Consulting	205,057
01-200-640-000-362-000	Transportation	5,000
01-200-640-000-367-000	Staff Dev Travel	27,411
		279,048
CIES - Media (#11)		
01-006-640-000-185-101	Other Assignments	350
01-006-626-000-367-000	Staff Dev Travel	5,000
		5,350
I2T2 - Information Systems/Tech Management (#12)		
01-005-140-000-367-000	Staff Dev Travel	5,802
01-005-618-000-366-000	Business Travel	1,343
01-005-618-000-367-000	Staff Dev Travel	3,481
		10,626
Gifted and Talented (#14)		
01-006-218-388-367-000		5,000
various salary	10% of salary for 13.5 teachers)	153,900
		158,900
Staff Development Specialists - CIES (#15)		
01-006-610-308-142/295-000		611,435
Elem Bldg Allocation (#2)		
01-006-640-306-367-791		155
01-110-640-306-367-000		14,850
01-165-640-306-185-000		3,527
01-168-640-306-185-000		1,565
01-168-640-306-186-000		400
01-168-640-306-367-000		1,107
01-168-640-306-490-000		750
01-171-640-306-145-000		918
01-171-640-306-367-000		1,716
01-172-640-306-185-000		655
01-172-640-306-367-000		929
01-172-640-306-490-000		195

FY 2024 STAFF DEVELOPMENT EXPENDITURE BUDGET

Code	Description	Total
01-173-640-306-185-000		1,050
01-173-640-306-305-000		1,995
01-174-640-306-145-000		540
01-174-640-306-185-000		956
01-174-640-306-186-000		500
01-174-640-306-367-000		82
01-174-640-306-401-000		100
01-174-640-306-490-000		300
01-175-640-306-185-000		240
01-175-640-306-305-000		1,455
01-175-640-306-367-000		643
01-178-640-306-185-000		660
01-178-640-306-186-000		1,810
01-178-640-306-367-000		614
01-179-640-306-185-000		700
01-179-640-306-186-000		960
01-179-640-306-367-000		212
01-181-640-306-185-000		934
01-181-640-306-186-000		240
01-181-640-306-490-000		722
01-182-640-306-145-000		1,000
01-182-640-306-185-000		500
01-182-640-306-186-000		509
01-182-640-306-367-000		469
01-183-640-306-145-000		400
01-183-640-306-185-000		3,163
01-183-640-306-401-000		93
01-183-640-306-490-000		275
01-184-640-306-145-000		1,600
01-184-640-306-185-000		785
01-184-640-306-186-000		738
01-185-640-306-145-000		3,348
01-187-640-306-145-000		1,140
01-187-640-306-185-000		300
01-187-640-306-186-000		400
01-187-640-306-367-000		1,639
01-187-640-306-401-000		200
01-187-640-306-490-000		400
01-189-640-306-185-000		3,780
01-189-640-306-401-000		485
01-196-640-306-145-000		300
01-196-640-306-185-000		1,579
01-196-640-306-367-000		910

FY 2024 STAFF DEVELOPMENT EXPENDITURE BUDGET

Code	Description	Total
01-197-640-306-145-000		2,000
01-197-640-306-367-000		2,825
		70,318
Sec Bldg Allocations (#2)		
01-311-640-306-367-000		8,585
01-312-640-306-367-000		26,565
01-332-640-306-145-000		4,185
01-332-640-306-367-000		5,518
01-333-640-306-145-000		4,374
01-334-640-306-145-000		900
01-334-640-306-305-000		2,357
01-334-640-306-367-000		800
01-334-640-306-490-000		1,008
01-342-640-306-185-000		363
01-342-640-306-186-000		500
01-342-640-306-367-000		489
01-386-640-306-367-000		2,819
01-388-640-306-145-000		3,500
01-388-640-306-185-000		4,176
01-388-640-306-367-000		1,235
01-390-640-306-145-000		3,875
01-390-640-306-367-000		5,277
01-394-640-306-145-000		3,000
01-394-640-306-146-000		500
01-394-640-306-185-000		2,535
01-394-640-306-367-000		351
01-702-640-306-367-000		1,639
		84,551
	DLTL Total	254,699
Staff Costs for Inservice Days (Year-End JE) (#13)		
	(\$612.90 * 1,645.62 staff * 5 days)	
	District (2/5)	2,017,201
	Building (3/5)	3,025,801
505,122	included on supply allocation	
SUMMARY		
	Community Engagement	17,504
	I2T2	10,626
	HART	33,500
	DLTL	6,526,062
		6,587,692

SUPPLIES/EXPENSES ALLOCATION WORKSHEET
(Object Codes - 300's, 400's, & 800's)

02/22/23

DIVISION OF LEADERSHIP, TEACHING, AND LEARNING	FY 2023 ALLOCATION		FY 2024 ALLOCATION		0.0%	INCREASE	
	Per pupil Amount	Total Allocation	Per pupil Amount	Budget Adjust	Total Allocation	Change	
Elementary (staffing projections)	9,063		9,211			148	
Middle School	4,411		4,241			(170)	
OALC	185		169			(16)	
Senior High	6,560		6,834			274	
Enrollment	20,219		20,455			236	
1. Asst. Supt. - DLTL	01-200-030-000-XXX-000	\$3.83	\$34,711	\$3.83		\$35,278	\$567
Asst. Supt. - DLTL	01-200-030-000-XXX-000	\$6.00	65,826	\$6.00		66,450	624
DLTL - K-12	01-200-030-000-XXX-000		9,945			9,945	-
2. Base							
Elementary	01-1XX-XXX-000-XXX-000	\$56.59	512,875	\$56.59		521,250	8,375
Middle School	01-3XX-XXX-000-XXX-000	\$63.15	278,555	\$63.15		267,819	(10,736)
OALC	01-344-XXX-000-XXX-000	\$388.94	71,954	\$388.94		65,731	(6,223)
Senior High	01-XXX-XXX-000-XXX-000	\$70.68	463,661	\$70.68		483,027	19,366
3. Staff Develop							
Sub & Other Assign Days (DLTL & Site)	01-XXX-640-000-1XX-000		124,514			124,514	-
Staff Develop Fund (DLTL & Site)	01-XXX-640-000-3XX-000		220,863	10,951		231,814	10,951
Staff Develop Fund (Exemplary)	01-200-640-000-367-000		13,919	13,492		27,411	13,492
PLC Staff - (Exemplary)	01-200-640-000-1XX-103		7,205			7,205	-
4. Special Assignments/Contingency							
District Sub Days	01-200-211-000-145-000		25,000			25,000	-
District Other Assgiment Days	01-200-211-000-1XX-000		43,226			43,226	-
5. Extra-curricular							
Athletics and Activities	01-3XX-29X-000-XXX-XXX		577,958	6,530		584,488	6,530
Transportation	01-3XX-29X-000-362-XXX		338,917			338,917	-
Activities FeePay	01-200-292-000-305-000		42,890			42,890	-
7. Copier Maintenance							
Elementary	01-100-		92,180			92,180	-
Secondary	01-300-		104,760			104,760	-
OALC	01-344-211-000-315-000		2,000			2,000	-
8. Principal's Prof Dues							
Elementary	01-200-030-000-820-000		18,600			18,600	-
Secondary	01-200-030-000-820-000		20,200			20,200	-
DLTL	01-200-030-000-820-000		6,200			6,200	-
9. Principal's Nat'l Conf							
Professional Development Account	01-200-640-000-367-101		64,000			64,000	-
10. DLTL Transfer of Staff Development Funds to Supplies	01-xxx-xxx-000-xxx-000		146,498	(30,973)		115,525	(30,973)
11. Commencement	01-xxx-		52,258			52,258	-
12. Homebound Instruction	01-200-211-000-150-000		45,754			45,754	-
TOTAL			\$3,384,469	0		\$3,396,443	\$11,974

Plus 15-16 All Day K \$\$	72,405	\$3,468,848
ESP Sub (add in 16-17)	20,440	3,489,288
Moved to EL Interpereters	(22,955)	\$3,466,333
Moved to RAA Testing Fees	(24,367)	\$3,441,966
Moved to EL SDAS Pay	(44,913)	\$3,397,053
Transfer to Commencement FIN 1C	(3,899)	\$3,393,154
454,944 on staff development worksheet		

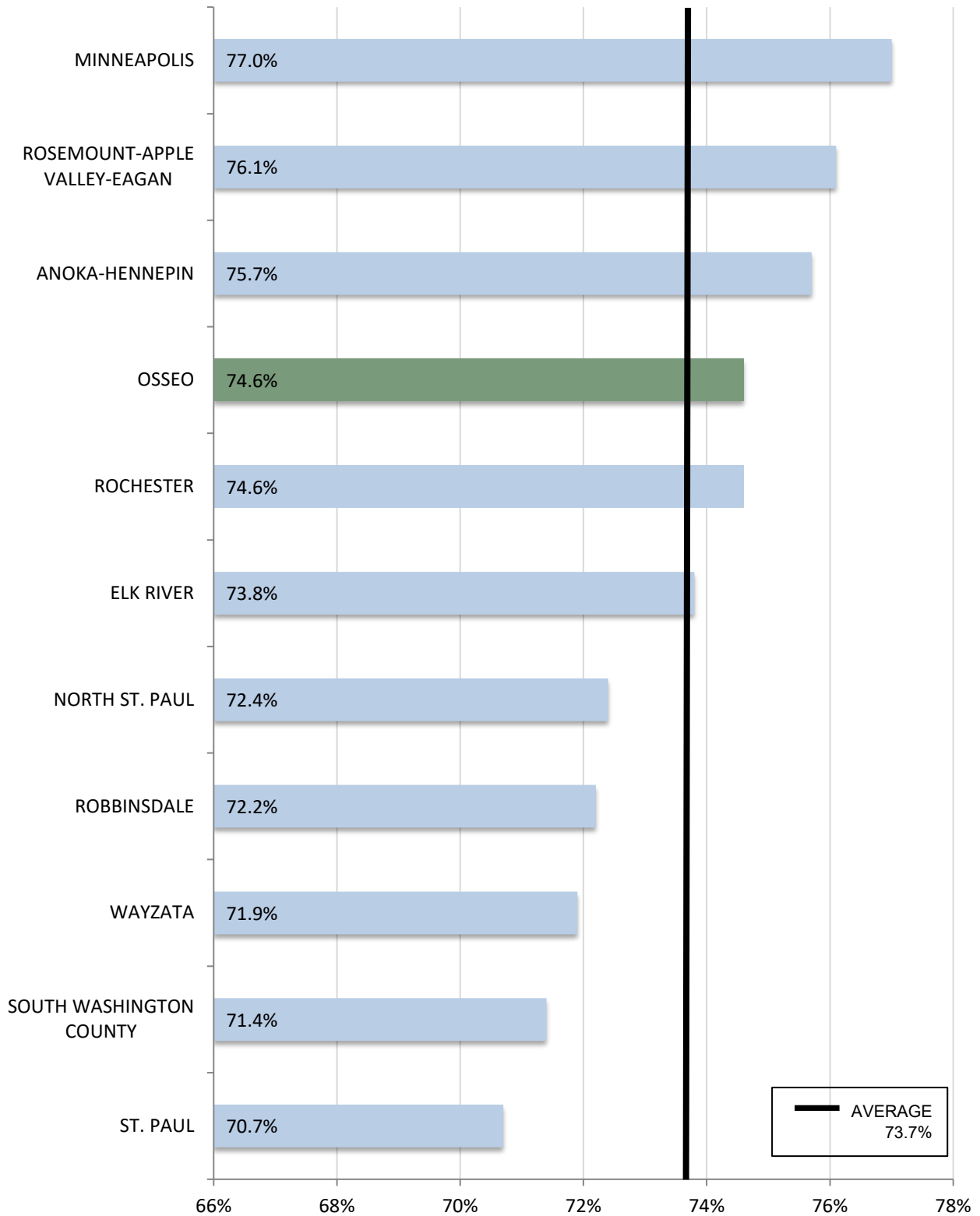
	TOTAL	STAFF	NON-STAFF	
DLTL PD	350,253	41,580	308,673	24,752
Site PD	104,691	65,105	39,586	5
Activities (incudes OALC)	966,295	0	966,295	6,530
Site Supply	1,650,151	0	1,650,151	7,952
DLTL and DLTl staff (includes ESP)	321,764	117,448	204,316	-31,164
	\$3,393,154	224,133	3,169,021	8,075

OSSEO AREA SCHOOLS

ISD  279

BENCHMARK COMPARISONS

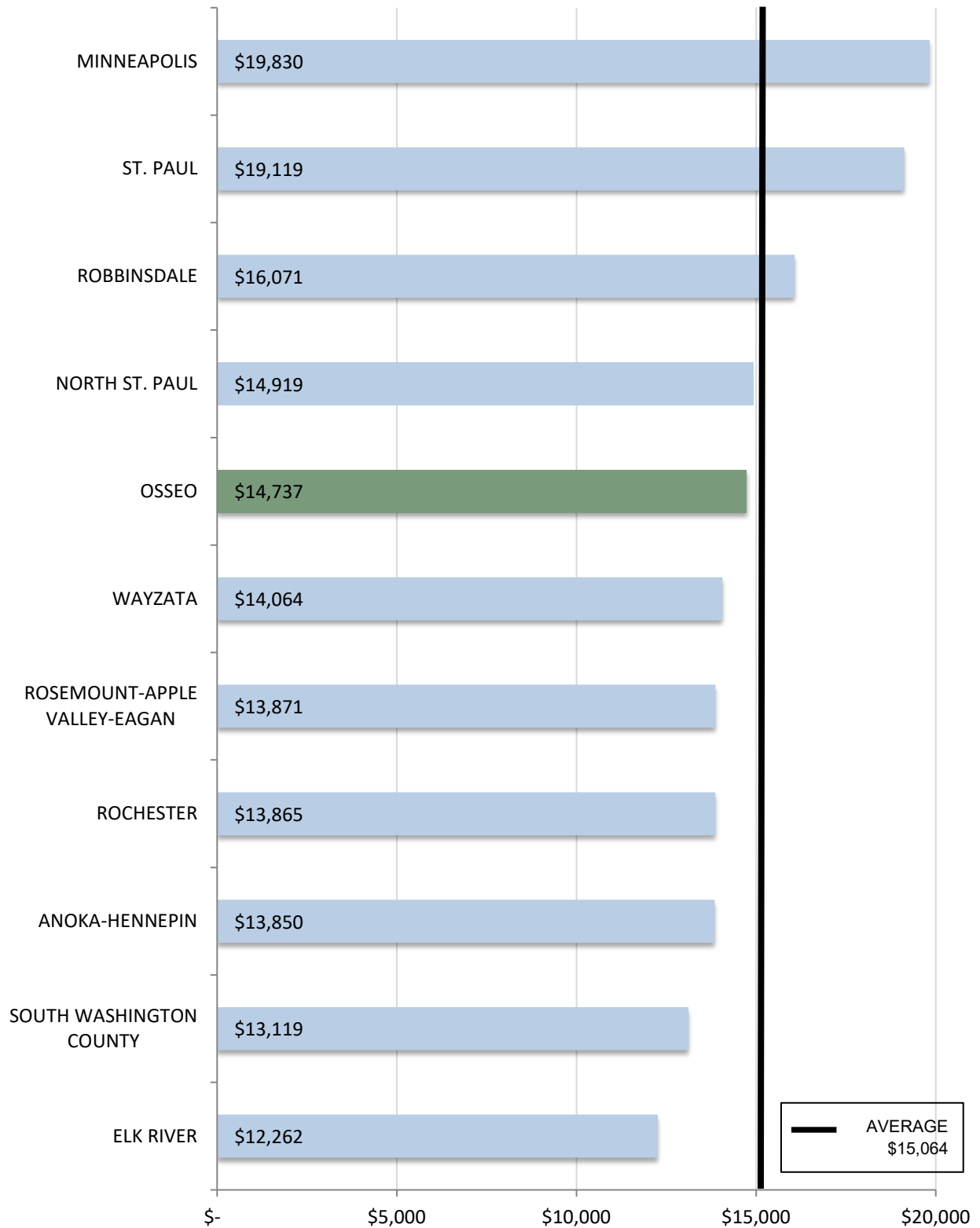
FISCAL YEAR 2022
BENCHMARK COMPARISONS
PERCENT OF EFFECTIVE EXPENDITURES FOR INSTRUCTION



Note: Includes Minneapolis and St. Paul with financial benchmark districts for comparison purposes

Source: Minnesota Department of Education School District Profiles Report Prepared: May 15, 2023

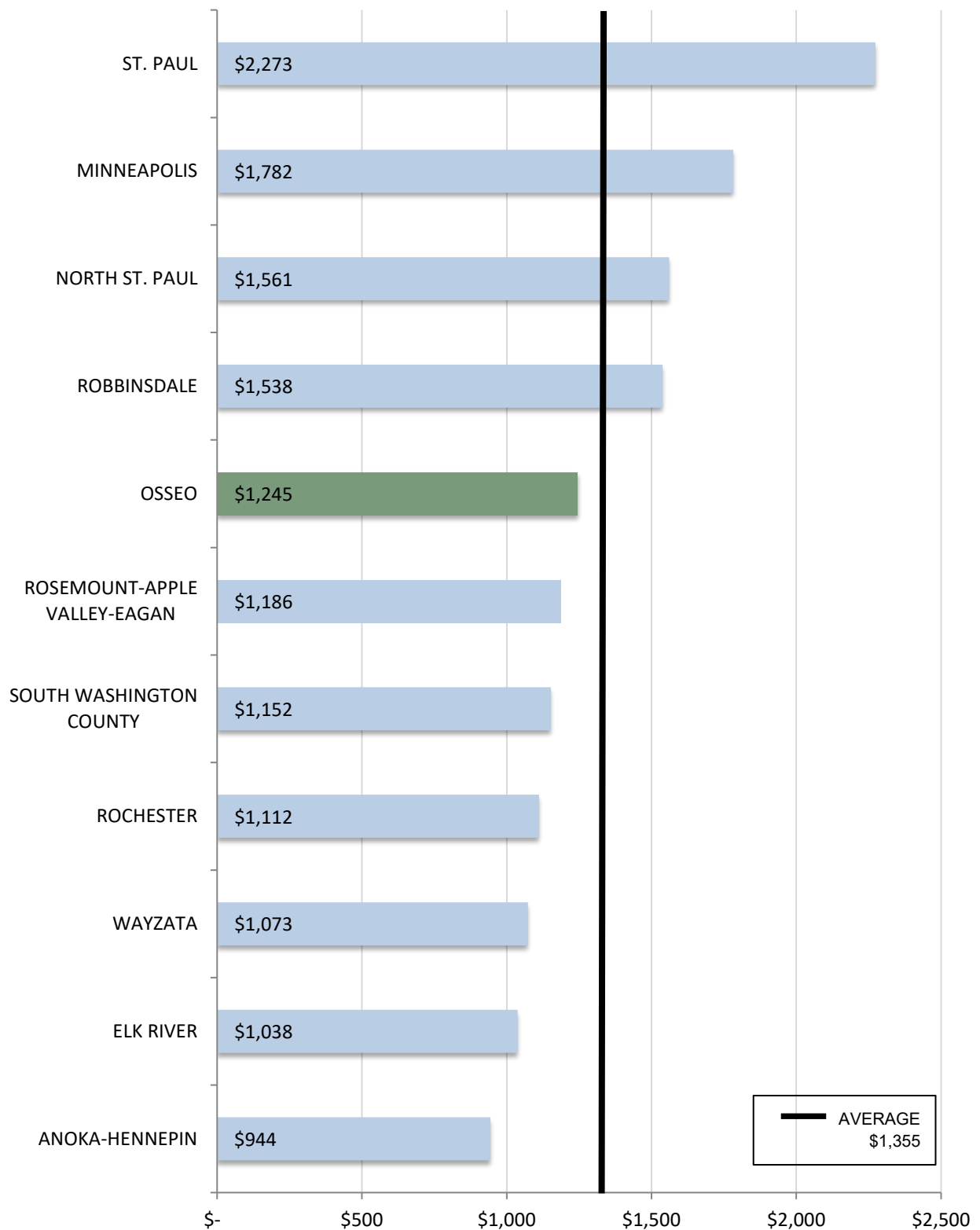
FISCAL YEAR 2022
BENCHMARK COMPARISONS
TOTAL PK-12 OPERATING EXPENDITURES PER STUDENT



Note: Includes Minneapolis and St. Paul with financial benchmark districts for comparison purposes

Source: Minnesota Department of Education School District Profiles Report Prepared: May 15, 2023

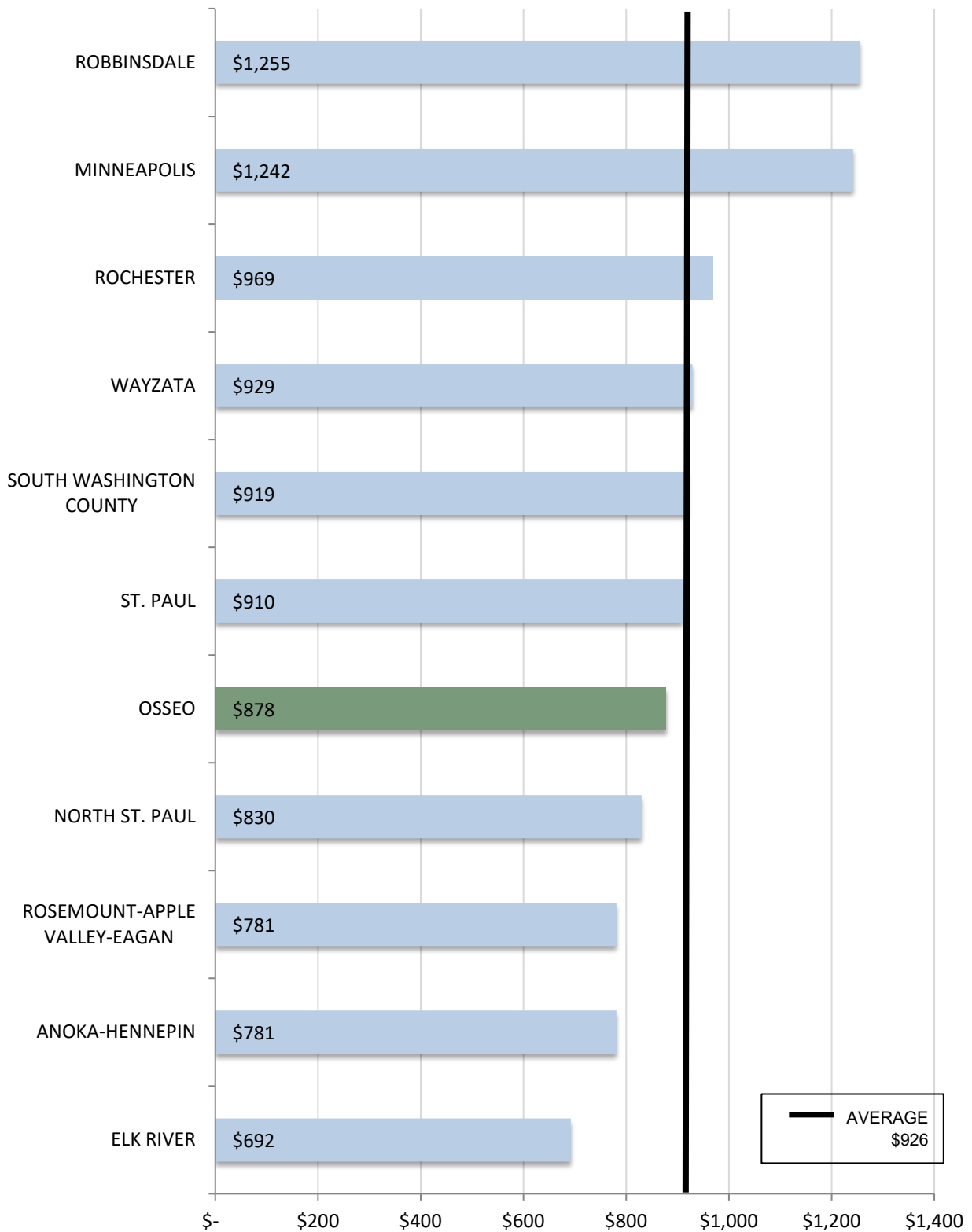
FISCAL YEAR 2022
BENCHMARK COMPARISONS
TOTAL DISTRICT ADMINISTRATION/SUPPORT EXPENDITURES PER STUDENT



Note: Includes Minneapolis and St. Paul with financial benchmark districts for comparison purposes

Source: Minnesota Department of Education School District Profiles Report Prepared: May 15, 2023

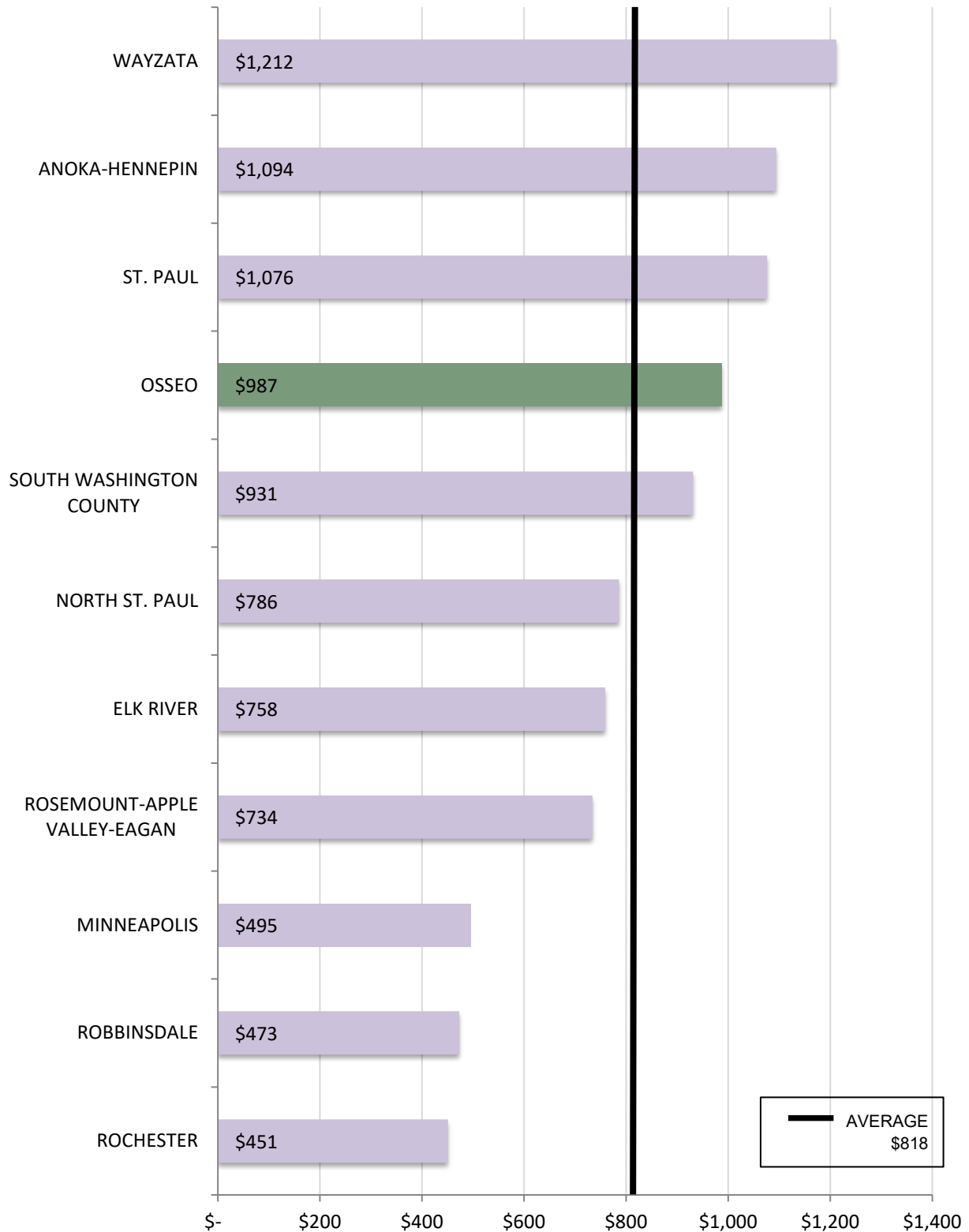
FISCAL YEAR 2022
BENCHMARK COMPARISONS
TOTAL TRANSPORTATION EXPENDITURES PER STUDENT



Note: Includes Minneapolis and St. Paul with financial benchmark districts for comparison purposes

Source: Minnesota Department of Education School District Profiles Report Prepared: May 15, 2023

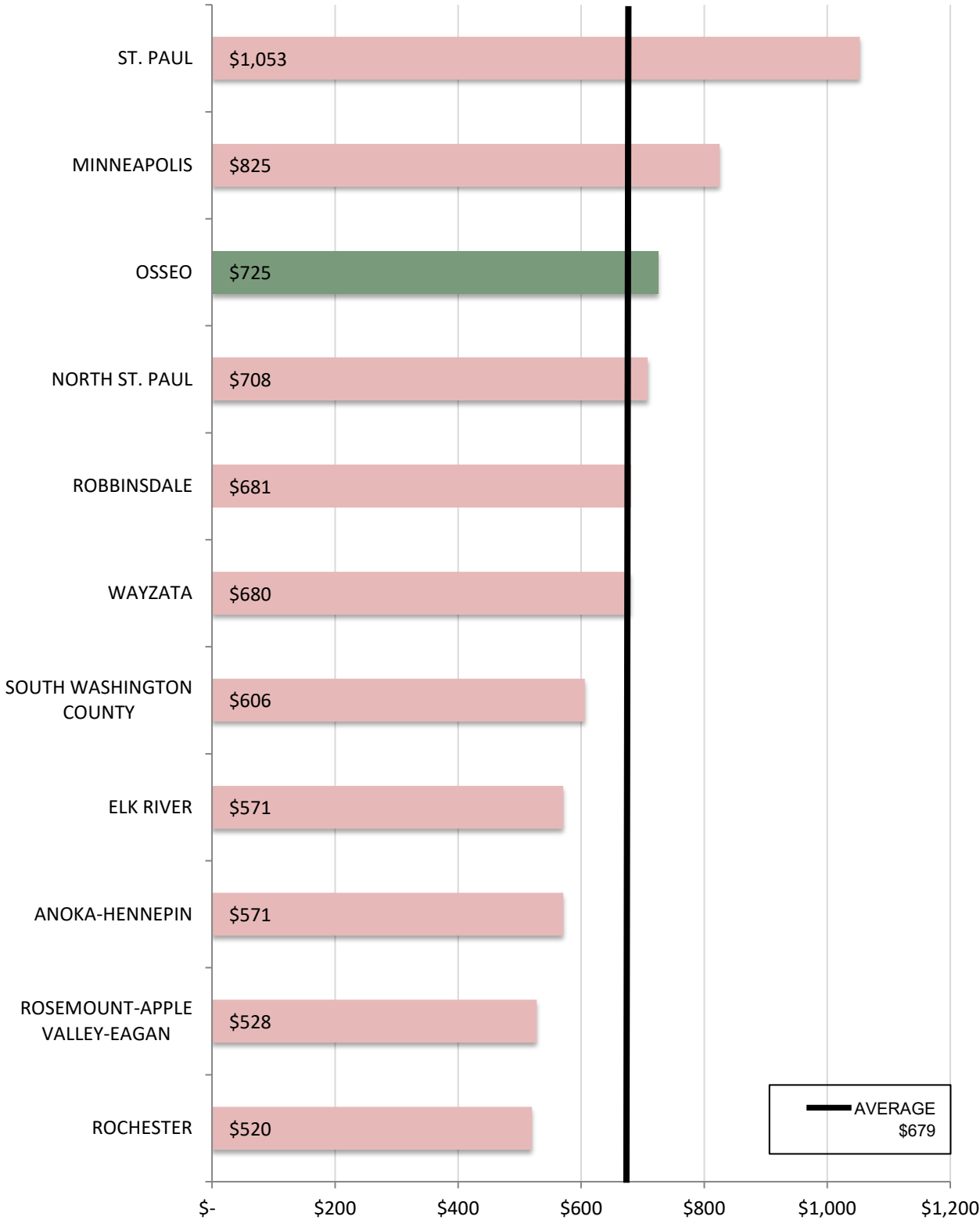
FISCAL YEAR 2022
BENCHMARK COMPARISONS
TOTAL CAPITAL EXPENDITURES PER STUDENT



Note: Includes Minneapolis and St. Paul with financial benchmark districts for comparison purposes

Source: Minnesota Department of Education School District Profiles Report Prepared: May 15, 2023

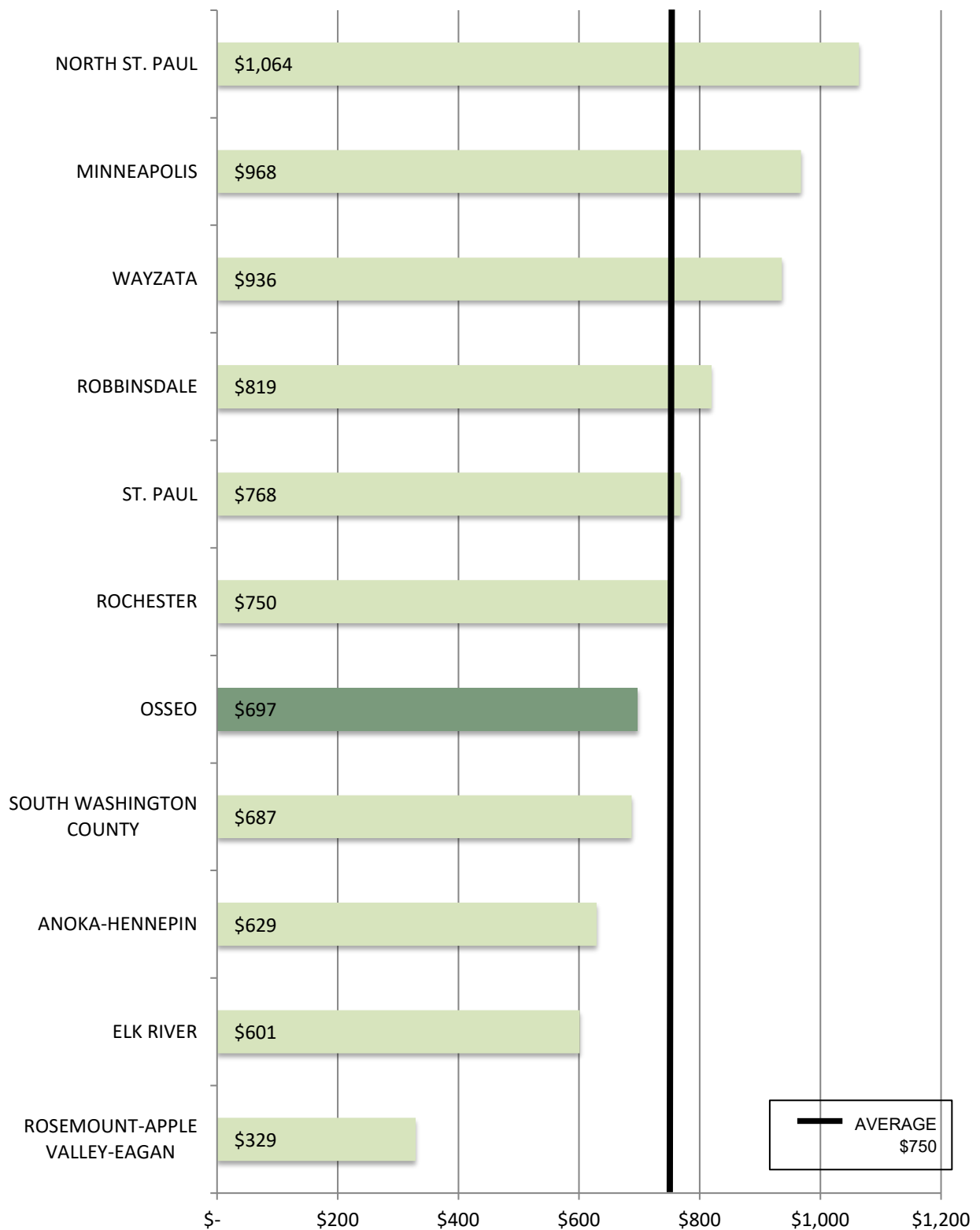
FISCAL YEAR 2022
BENCHMARK COMPARISONS
FOOD AND NUTRITION SERVICE EXPENDITURES PER STUDENT



Note: Includes Minneapolis and St. Paul with financial benchmark districts for comparison purposes

Source: Minnesota Department of Education School District Profiles Report Prepared: May 15, 2023

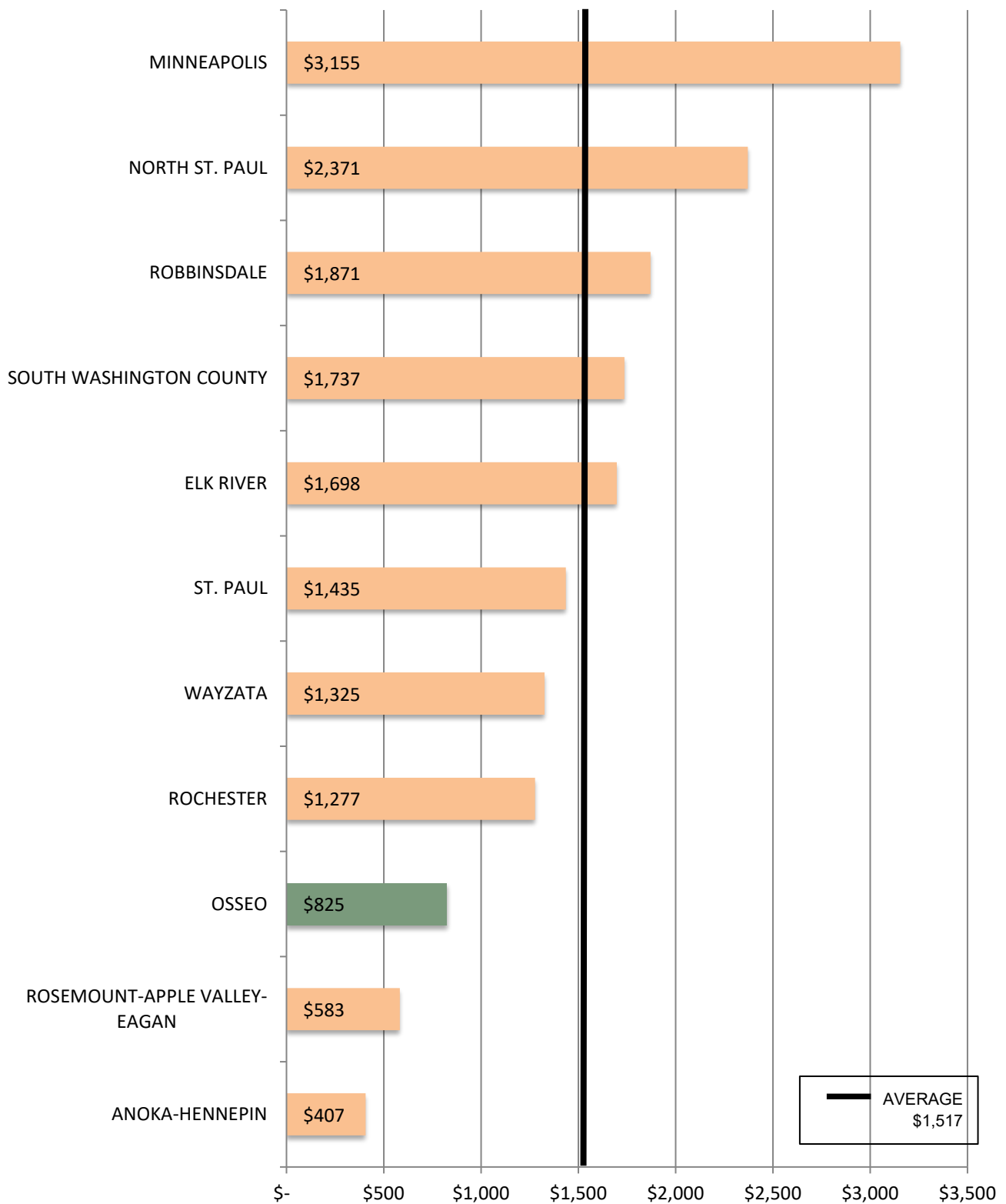
FISCAL YEAR 2022
 BENCHMARK COMPARISONS
 COMMUNITY SERVICE EXPENDITURES PER STUDENT



Note: Includes Minneapolis and St. Paul with financial benchmark districts for comparison purposes

Source: Minnesota Department of Education School District Profiles Report Prepared: May 15, 2023

FISCAL YEAR 2022
BENCHMARK COMPARISONS
DEBT SERVICE EXPENDITURES PER STUDENT



Note: Includes Minneapolis and St. Paul with financial benchmark districts for comparison purposes

Source: Minnesota Department of Education School District Profiles Report Prepared: May 15, 2023

OSSEO AREA SCHOOLS

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Vision Card A

*Jenna Johnshoy-Aarestad, Tom Watkins, Gao Thor
and Robin Gunsolus*

June 6th, 2023

Presentation Outcomes

School Board members will:

- ▶ receive information on baseline data for the High Priority Initiatives for Strategic Direction A
- ▶ understand alignment of the operational plan to the vision card data collection



Vision Cards serve as critical data points toward the realization of the desired daily experience.

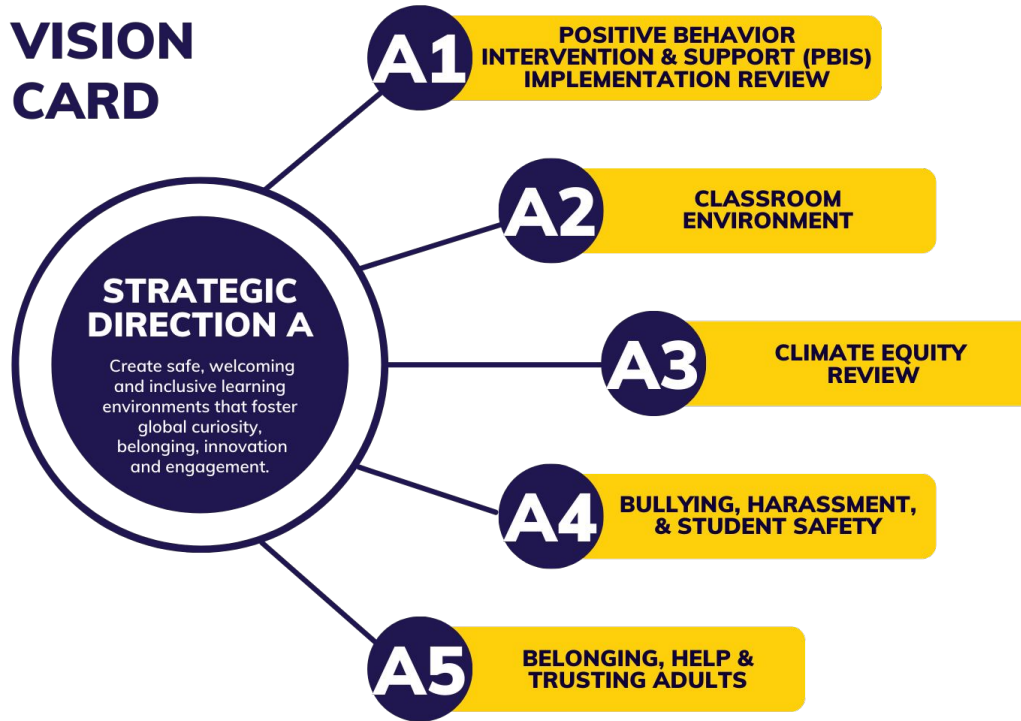


District Three Year Operational Plan

Work aligned with Strategic Direction A:

Strategic Direction/Goal	Learning Work Initiatives <i>Research, testing and development of possible initiatives</i>	Implementation Work Initiatives <i>Securing resources, creating processes and procedures, providing PD, developing evaluation metrics</i>
A. Create safe, welcoming and inclusive learning environments that foster global curiosity, belonging, innovation and engagement.	<ul style="list-style-type: none"> ● Building a Better Future - Phase II (Facilities) ● LGBTQIA+ History and Culture ● Racial Harm Protocol 	<ul style="list-style-type: none"> ● Building a Better Future - Phase I (Learning and technology referendum) ● 279Online - Phase III ● Multi-Tiered Systems of Support - Behavior <ul style="list-style-type: none"> ○ Social Emotional Learning ○ Comprehensive Supports and Services <ul style="list-style-type: none"> ■ Supporting Scholars in Crisis

VISION CARD



From Street Data: A Next Generation Model for Equity, Pedagogy, and Transformation.



Level 1 Satellite Data

Large grain size.

Illuminate patterns of achievement, equity, and teacher quality and retention.

Point us in a general direction for further investigation.



Level 2 Map Data

Medium grain size.

Help us to identify reading, math, and other student skill gaps (e.g., decoding, fluency, fractions, etc.), or instructional skill gaps for teachers.

Point us in a slightly more focused direction.



Level 3 Street Data

Fine-grain and ubiquitous.

- Help us to understand student, staff, and parent experience as well specific misconceptions and mindsets.
- Help us to monitor students' internalization of important skills.
- Require focused listening and observation.
- Inform and shape our next moves.

A1. Positive Behavior Intervention & Support (PBIS) Implementation Review

Element	Indicators	Data Source	Intervene	Concern	Baseline	Progress	Vision	2019*	2020	2021	2022	2023
Process	A1. Positive Behavior Intervention & Support (PBIS) Implementation Review	Tiered Fidelity Inventory (TFI)	≤39%	40-49%	50-59%	60-69%	≥70%	49%	52%	62%	58%	60%

A2. Classroom Environment

Element	Indicators	Data Source	Intervene	Concern	Baseline	Progress	Vision	2019*	2020	2021	2022	2023
Outcome	A2. Classroom Environment	Behavior Incidents per student	≤19%	20-39%	40-79%	80-89%	≥90%	40%	NA	NA	75%	NA
		Out of School Suspensions (OSS) per student	≤19%	20-39%	40-59%	60-79%	≥80%	60%	NA	NA	50%	NA

Behavior Incidents and Out of School Suspensions (OSS)

Group	2018-19			2021-22			2022-23*		
	# Students	Inc/Stu	OSS/Stu	# Students	Inc/Stu	OSS/Stu	# Students	Inc/Stu	OSS/Stu
Grade 6	1569	0.91	0.09	1473	0.82	0.12	1414	0.88	0.13
Grade 7	1579	1.46	0.12	1553	1.16	0.15	1498	1.01	0.12
Grade 8	1558	1.44	0.13	1662	1.27	0.12	1559	0.82	0.13
Grade 9	1822	1.11	0.09	1755	0.58	0.08	1936	1.00	0.14
Grade 10	1720	0.75	0.09	1741	0.36	0.06	1797	0.53	0.09
Grade 11	1737	0.67	0.06	1688	0.30	0.04	1710	0.35	0.07
Grade 12	1877	0.38	0.05	1928	0.22	0.03	1853	0.18	0.03
Am. Indian**	241	1.32	0.17	424	0.97	0.16	306	1.06	0.15
Asian	1848	0.16	0.01	1875	0.13	0.02	1850	0.12	0.02
Black	3202	2.33	0.23	3238	1.42	0.20	3367	1.49	0.23
Hawaiian**	31	1.00	0.00	43	0.37	0.05	33	0.14	0.07
Hispanic	1085	0.72	0.07	1223	0.48	0.05	1252	0.54	0.10
White	4920	0.34	0.02	4524	0.33	0.02	4353	0.27	0.02
Multiracial	681	1.23	0.13	868	0.80	0.13	878	0.86	0.12
ML/EL	871	1.27	0.08	1056	0.77	0.09	1133	0.69	0.11
Spec Ed	1394	2.13	0.32	1419	1.26	0.23	1469	1.45	0.29
F/R Price Meals	5190	1.63	0.16	4936	1.06	0.15	5901	1.05	0.17
Homeless	299	2.61	0.33	294	2.12	0.34	312	1.90	0.39
Female	5811	0.61	0.06	5843	0.46	0.06	5801	0.50	0.07
Male	6051	1.11	0.11	5957	0.84	0.10	5966	0.85	0.13
Total	11862	0.94	0.09	11800	0.65	0.08	11767	0.68	0.10
% at/below benchmark		40%	60%		75%	50%		70%	35%

* Preliminary annualized rate based upon data as of 5/10/23

** Students with state or federal flag of American Indian/Hawaiian PI.

A3. Climate Equity Review

Element	Indicators	Data Source	Intervene	Concern	Baseline	Progress	Vision	2019*	2020	2021	2022	2023	
Process	A3. Climate Equity Review	Equimetrics Scales	Diversity	≦43%	44-53%	54-64%	65-74%	>74%	NA	NA	58%	58%	NA
			Equity	≦43%	44-53%	54-64%	65-74%	>74%	NA	NA	58%	55%	NA
			Inclusion	≦43%	44-53%	54-64%	65-74%	>74%	NA	NA	65%	62%	NA
		Staff Stakeholder Survey	School Environment & Communication	≦3.6	3.7-3.9	4.0-4.2	4.3-4.5	≧4.6	4.1	4.1	NA	4.0	4.1
			Race & Culture	≦2.9	3.0-3.2	3.3-3.5	3.6-3.8	≧3.9	3.4	3.4	NA	3.5	3.4
			Safety	≦71%	72-76%	77-81%	82-86%	≧87%	78%	81%	NA	78%	76%

Equitmetrics Scales and Items

Scales and Questions	2021	2022
Diversity	58.3	57.9
01. My organization actively promotes diversity. (within the organization)	66.7	66.3
02. My organization actively promotes diversity with partners, vendors and other stakeholders (outside the organization)	52.0	50.7
03. My organization seeks diversity in our hiring practices.	61.6	62.9
04. In my work group, we have varying backgrounds and/or experiences among team members.	52.8	51.6
Equity	57.6	55.3
05. My organization creates equal access to resources for underrepresented populations.	62.0	60.3
06. My organization creates equal access to opportunities for underrepresented populations.	61.0	58.6
07. In my organization, underrepresented populations are supported.	61.3	58.6
08. In my work group, we have proportional representation and participation in all activities.	45.7	43.9
Inclusion	64.8	61.5
09. In my organization, people are included, regardless of background or experience.	65.8	64.5
10. My organization supports me to share my own unique ideas and suggestions.	60.3	57.2
11. In my work group, we regularly share ideas and learn from other backgrounds and experiences.	64.8	60.9
12. I have a person or group that is a source of support or advocacy in my organization.	68.4	63.5

Equimetrics Scales by Race and Ethnicity

2022 - Percent(%) Strongly Agree	N	Diversity	Equity	Inclusion
District	2109	25.9	22.6	29.6
American Indian or Alaska Native	7	53.6	32.1	47.6
Asian	83	28.0	21.4	30.9
Black or African American	136	19.7	13.6	25.7
Hispanic or Latino	53	34.4	27.8	37.1
Native Hawaiian or Other Pacific Islander	5	15.0	26.7	40.0
White	1825	25.9	23.2	31.1

Staff Stakeholder Survey

Category	Group	School Environment and Communication Scale				Race and Culture Scale				Safety question: "I feel safe in my work environment."			
		2019	2020	2022	2023	2019	2020	2022	2023	2019	2020	2022	2023
Type of Site	Early Child	4.4	4.3	4.3	4.3	3.7	3.6	3.8	3.5	91%	92%	91%	85%
	Elem	4.2	4.1	4.2	4.1	3.5	3.5	3.5	3.5	84%	81%	87%	76%
	Mid	4.1	3.9	4.0	4.1	3.5	3.5	3.6	3.5	76%	70%	68%	72%
	Sr Hi	3.8	3.8	3.7	3.7	3.2	3.3	3.4	3.4	72%	73%	68%	66%
	Spec	3.3	3.6	4.0	3.8	3.3	3.3	3.7	3.4	45%	52%	78%	87%
	Adult	4.0	4.4	4.5	4.2	3.7	3.6	3.6	3.5	77%	83%	89%	81%
	District	4.3	4.2	4.3	4.2	3.4	3.3	3.5	3.5	92%	94%	87%	85%
Staff Race	Am. Indian	3.6		4.2		3.1		3.9		67%		80%	
	Asian	4.0	4.1	4.0	4.4	3.5	3.3	3.4	3.4	84%	89%	75%	92%
	Black	3.9	4.0	3.9	3.8	3.3	3.5	3.0	3.2	75%	82%	74%	81%
	Hispanic	4.1	4.3	4.2	4.4	3.2	3.5	3.3	3.3	85%	84%	77%	76%
	White	4.1	4.1	4.1	4.0	3.4	3.4	3.6	3.5	81%	79%	81%	74%
	Multiracial	4.0	4.0	3.8	4.0	3.5	3.3	3.4	3.4	68%	74%	68%	67%
Gender	Female	4.1	4.0	4.1	4.0	3.4	3.4	3.5	3.5	80%	78%	81%	73%
	Male	4.1	4.2	4.0	4.1	3.4	3.3	3.4	3.3	82%	85%	77%	82%
	Non-Binary			3.5	3.4			3.6	3.7			61%	60%
Work Position	Teacher	4.0	4.0	4.0	4.0	3.6	3.6	3.6	3.6	77%	78%	76%	71%
	ESP	4.0	3.9	4.0	4.0	3.1	3.2	3.2	3.3	76%	71%	81%	75%
	Other	4.4	4.3	4.3	4.2	3.3	3.2	3.2	3.3	92%	90%	88%	83%
Median across groups		4.1	4.1	4.0	4.1	3.4	3.4	3.5	3.4	78%	81%	78%	76%

A4. Bullying, Harassment, & Student Safety

Element	Indicators	Data Source	Intervene	Concern	Baseline	Progress	Vision	2019*	2020	2021	2022	2023	
Outcome	A4. Bullying, Harassment, & Student Safety	Minnesota Student Survey	Bullying and Harassment	≧6.7	6.8-7.2	7.3-7.7	7.8-7.9	8.0	7.6	NA	NA	7.7	NA
			Safety	≧4.4	4.5-4.9	5.0-5.4	5.5-7.4	7.5	5.8	NA	NA	5.4	NA
		STOPit Incidents		NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

A5. Belonging, Help & Trusting Adults

Element	Indicators	Data Source	Intervene	Concern	Baseline	Progress	Vision	2019*	2020	2021	2022	2023	
Outcome	A5. Belonging, Help & Trusting Adults	Student Stakeholder Survey	Belonging	≦53%	54-58%	59-63%	64-68%	≧69%	63%	63%	NA	62%	61%
			Classroom Respect	≦66%	67-71%	72-76%	77-81%	≧82%	74%	74%	NA	76%	75%
			Help	≦62%	63-67%	68-72%	73-77%	≧78%	71%	70%	NA	72%	71%
			Trusting Adults	≦70%	71-75%	76-80%	81-85%	≧86%	80%	80%	NA	80%	78%
		Family Stakeholder Survey - Safe, Welcoming and Inclusive Learning Environments	≦69%	70-74%	75-79%	80-84%	≧85%	NA	NA	NA	76%	NA	

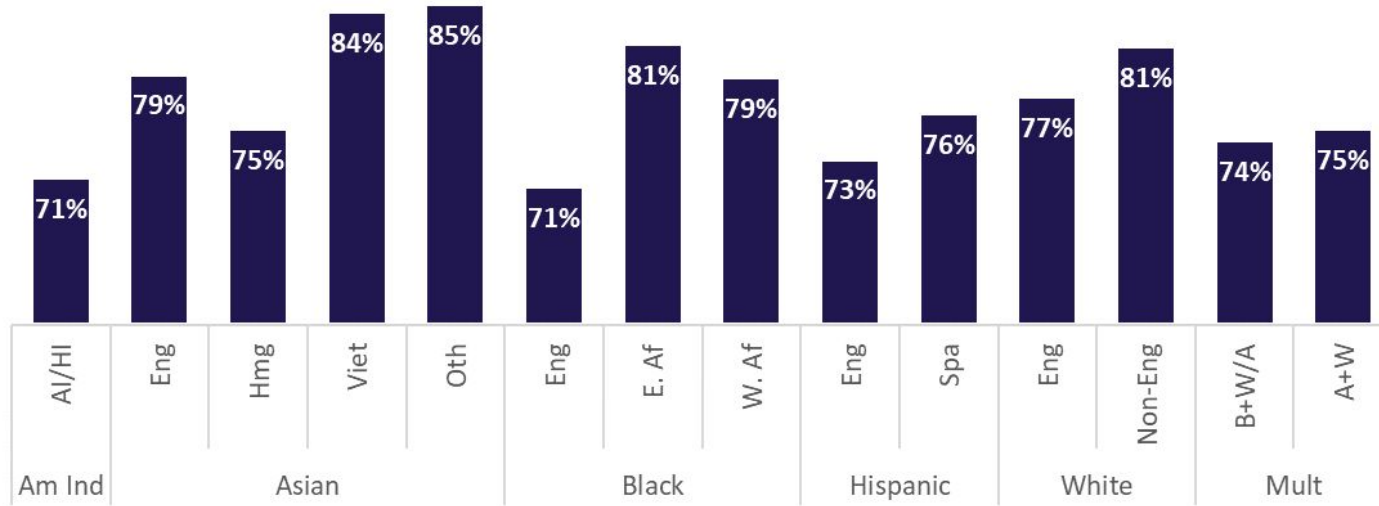
Student Stakeholder Survey

Group	Belonging				Classroom Respect				Help				Trusting Adults			
	2019	2020	2022	2023	2019	2020	2022	2023	2019	2020	2022	2023	2019	2020	2022	2023
Am. Indian	56%	61%	62%	60%	69%	71%	74%	72%	68%	65%	70%	69%	75%	75%	77%	74%
Asian	62%	60%	62%	60%	74%	74%	76%	75%	69%	68%	71%	69%	81%	80%	82%	79%
Black	59%	58%	59%	58%	71%	72%	74%	74%	68%	67%	69%	69%	73%	73%	75%	74%
Hawaiian PI	65%	57%	61%	55%	75%	63%	81%	75%	75%	64%	75%	66%	84%	70%	78%	79%
Hispanic	63%	63%	65%	63%	72%	74%	77%	75%	70%	71%	72%	71%	78%	79%	79%	78%
White	70%	71%	70%	71%	79%	80%	80%	81%	77%	76%	77%	79%	84%	84%	84%	85%
Multiracial	62%	63%	64%	61%	73%	73%	76%	76%	71%	70%	73%	71%	77%	77%	79%	78%
F/R Price Meals	60%	60%	60%	60%	72%	73%	74%	74%	68%	69%	70%	69%	76%	76%	77%	77%
ML/EL	65%	64%	62%	62%	73%	75%	75%	73%	74%	74%	72%	71%	81%	82%	80%	78%
Spec Ed	64%	64%	63%	62%	74%	74%	75%	74%	75%	74%	74%	73%	80%	80%	80%	79%
Female	62%	62%	61%	61%	74%	75%	77%	76%	71%	70%	71%	72%	80%	80%	80%	80%
Male	68%	68%	69%	68%	77%	77%	78%	78%	74%	73%	75%	75%	80%	80%	81%	80%
Annual Median	63%	63%	62%	61%	74%	74%	76%	75%	71%	70%	72%	71%	80%	80%	80%	78%
4-Yr Median				62%				74%				71%				80%

Family Stakeholder Survey Scale Items

Survey Item	Overall Pct (%)
My scholar feels emotionally safe in the school environment.	80%
My scholar feels physically safe in the school environment.	82%
School staff treat my scholar with respect.	89%
My scholar experiences positive representation of their identity in their school environment.	83%
My scholar experiences positive representation of their culture in their school environment. (Examples: authentic artifacts, displays, music, etc.)	77%
My scholar's cultural history is represented accurately in the curriculum.	65%
My scholar has opportunities to influence their learning experience.	66%
My scholar sees how their learning connects to the real world.	65%

Family Stakeholder Survey Results by Osseo Ethnicity



Next Steps and Lessons Learned

- ▶ Continue selecting and sorting data that closely aligns with the Strategic Directions and high priority initiatives
- ▶ Disaggregate data for all student groups
- ▶ Seek out data from similar districts in order to ensure that we are making aggressive growth toward our goals
- ▶ Support sites in their use of Map and Street data so that programming and practices can be analyzed and monitored.



Monitoring Report
Strategic Plan Implementation

Date: Prepared for the June 6, 2023 School Board Work Session

Authors: Jenna Johnshoy-Aarestad, Coordinator of Data and Assessment
 Tom Watkins, Coordinator of Data and Assessment
 Gao Thor, Data Analyst
 Robin Gunsolus, Director of Learning & Achievement

Topic: Vision Card Review

Purpose: The purpose of this executive summary is to:

- provide information on baseline data for the High Priority Initiatives for Strategic Direction A
- show alignment of the operational plan to the vision card data collection

Strategic Direction A: Create safe, welcoming and inclusive learning environments that foster global curiosity, belonging, innovation and engagement.

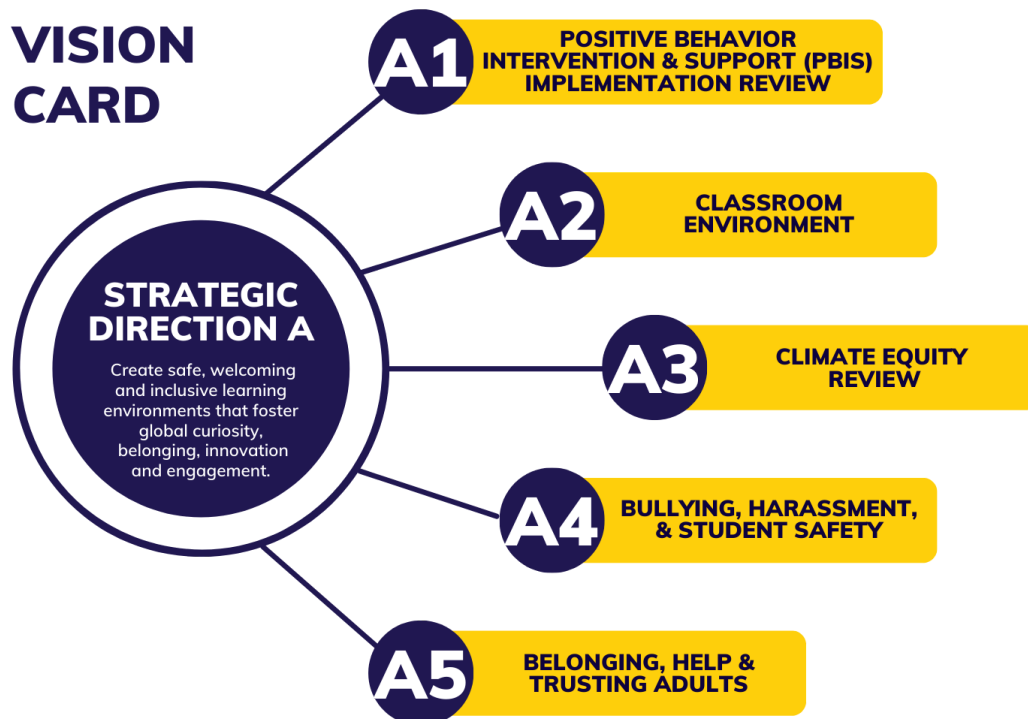
Strategic Direction/Goal	Learning Work Initiatives <i>Research, testing and development of possible initiatives</i>	Implementation Work Initiatives <i>Securing resources, creating processes and procedures, providing PD, developing evaluation metrics</i>
<i>A. Create safe, welcoming and inclusive learning environments that foster global curiosity, belonging, innovation and engagement.</i>	<ul style="list-style-type: none"> ● Building a Better Future - Phase II (Facilities) ● LGBTQIA+ History and Culture ● Racial Harm Protocol 	<ul style="list-style-type: none"> ● Building a Better Future - Phase I (Learning and technology referendum) ● 279Online - Phase III ● Multi-Tiered Systems of Support - Behavior <ul style="list-style-type: none"> ○ Social Emotional Learning ○ Comprehensive Supports and Services <ul style="list-style-type: none"> ■ Supporting Scholars in Crisis

Vision Cards serve as critical data points toward the realization of the desired daily experience for students, staff and families.

Vision Cards measure the district’s success in achieving the strategic directions. Administrators create Vision Cards and the board provides guidance through the Strategic Roadmap. Vision Cards provide the data to support and assess progress toward the narrative vision outlined in the Strategic Roadmap. The Vision Cards can be used to measure growth or gaps in district performance. Vision Cards set the ongoing district goals for performance and continuous improvement.

Definition Statement: Continuous improvement as a normed practice strives to fundamentally reimagine how to perform procedures and tasks, to ensure transparency in reporting, proper resources that meet current needs, and anticipate future expectations and desired outcomes.

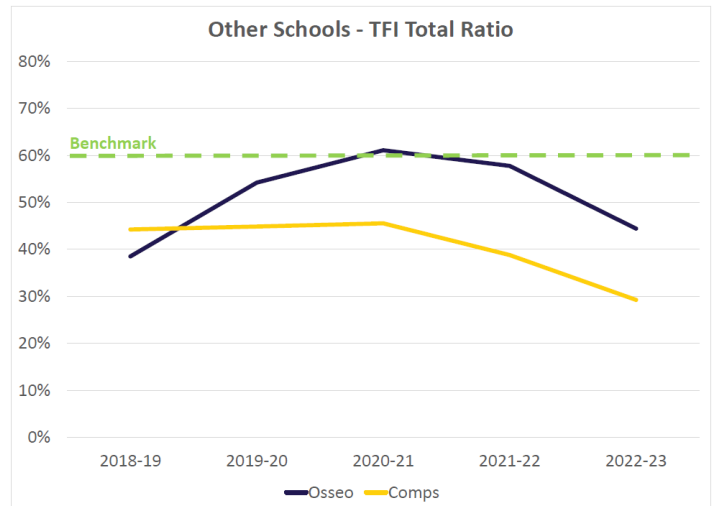
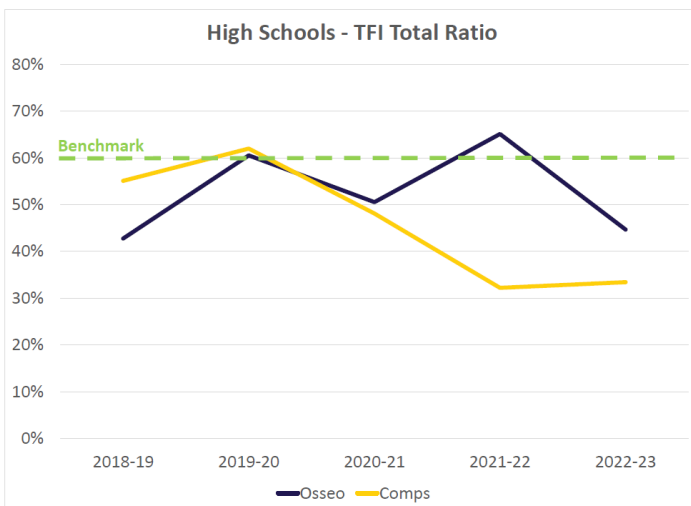
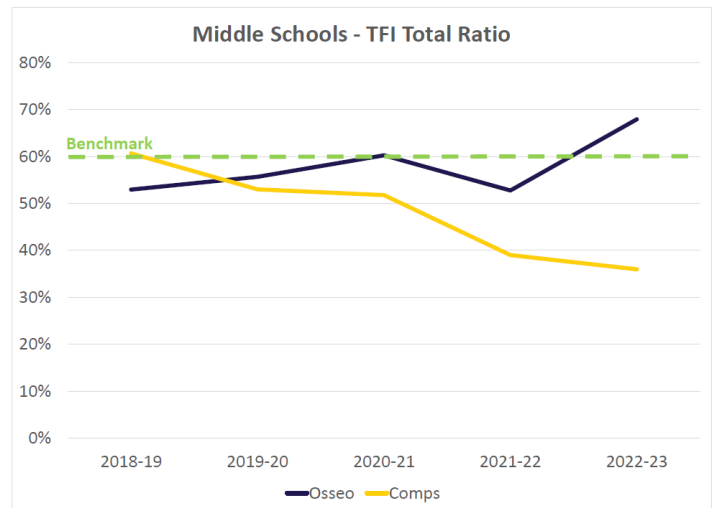
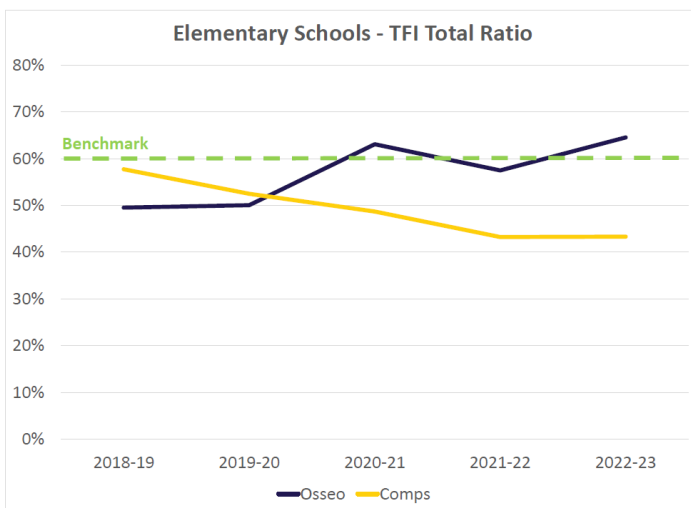
The data that was collected for Vision Card B is very high level data or “satellite data”. This data can be used to measure the district’s progress towards achieving the Strategic Directions, but lacks the specificity required to transform instruction or make decisions on programming as the data may vary greatly across the sites, grade levels and even classrooms.



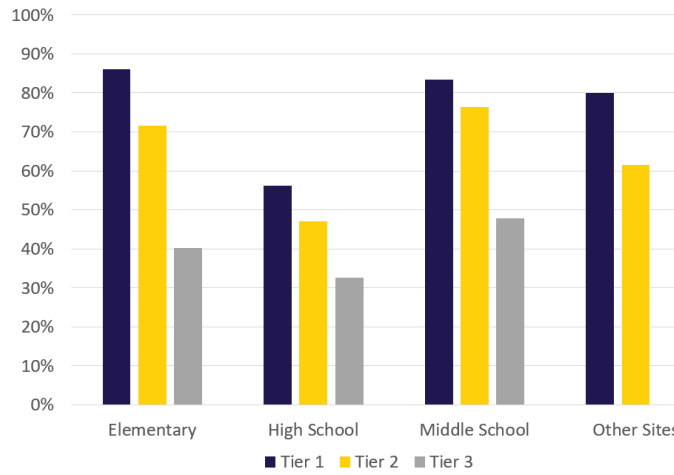
Vision Card A:

A1. Positive Behavior Intervention & Support (PBIS) Implementation Review Tiered Fidelity Inventory (TFI)

The [Tiered Fidelity Inventory \(TFI\)](#) is a process indicator. It is used to determine the degree to which school staff are implementing the core features of Positive Behavior Intervention & Support (PBIS). This instrument is administered three times each school year by a team from each site and it includes three sections: Tier 1: Universal SWPBIS Features; Tier 2: Targeted SWPBIS Features; and, Tier 3: Intensive SWPBIS Features. For this Vision Card indicator, we are using TFI Total Ratio as our primary measure, with a benchmark set at 60%. This was because: (a) all of the components of the TFI count in the results, (b) this reflects the research base behind PBIS, (c) these results will be meaningful, manageable and sustainable for reporting, and (d) the benchmark will be reasonable and yet challenging because it represents the top 30% of all TFI's administered in Osseo and among comparable districts in 2022-23. The district's TFI Total Ratio increased 13% from 2019 to 2021, and has been at or above the benchmark for two of the past three years. The results by site type are shown in the graphs below. For each site type, Osseo is well above the comparison schools, and elementary and middle schools have reached the 60% benchmark for two of the past three school years:



The following chart provides the TFI total ratio scores for each tier and by site type for the 2022-23 school year:



A2. Classroom Environment

Classroom Environment is an outcome indicator, including two measures: Behavior Incidents per Student and Out of School Suspensions (OSS) per Student. In the table below, these are both calculated for all students enrolled at any time during the school year at the secondary level (grades 6-12).

Group	2018-19			2021-22			2022-23*		
	# Students	Inc/Stu	OSS/Stu	# Students	Inc/Stu	OSS/Stu	# Students	Inc/Stu	OSS/Stu
Grade 6	1569	0.91	0.09	1473	0.82	0.12	1414	0.88	0.13
Grade 7	1579	1.46	0.12	1553	1.16	0.15	1498	1.01	0.12
Grade 8	1558	1.44	0.13	1662	1.27	0.12	1559	0.82	0.13
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Asian	1848	0.16	0.01	1875	0.13	0.02	1850	0.12	0.02
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Hawaiian**	31	1.00	0.00	43	0.37	0.05	33	0.14	0.07
Hispanic	1085	0.72	0.07	1223	0.48	0.05	1252	0.54	0.10
White	4920	0.34	0.02	4524	0.33	0.02	4353	0.27	0.02
Multiracial	681	1.23	0.13	868	0.80	0.13	878	0.86	0.12
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Total	11862	0.94	0.09	11800	0.65	0.08	11767	0.68	0.10
% at/below benchmark		40%	60%		75%	50%		70%	35%

* Preliminary annualized rate based upon data as of 5/10/23

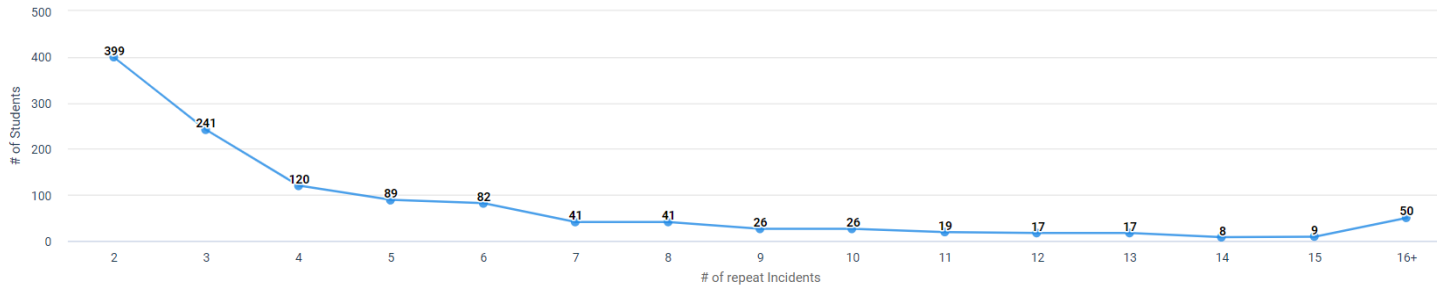
** Students with state or federal flag of American Indian/Hawaiian PI.

As we consider the reporting years for Vision Cards, at this time, we have complete data for two school years (in which school was in person for the entire school year) and preliminary results for the current school year. In order to address the historical overrepresentation of some groups on each of these measures, we are looking at the number of incidents and OSS's divided by the number of students enrolled. After reviewing the data for the two most recent fully in-person school years, we set a benchmark of less than 1 behavior incident and less than 0.1 OSS per student per year.

The data table highlights groups that met this benchmark in green and provides the percentage of groups meeting the benchmark in the bottom row. From this analysis, we can see that the following groups have met the behavior incident benchmark for the past two years and are on track to meet the benchmark for the current year: Grades 6 and 7-12, Asian, Hispanic, White, Female, and the total across all students. We can also see that the following groups have met the OSS benchmark for the past two years and are on track to meet the benchmark for the current year: Grades 10-12, Asian, Hawaiian Pacific Islander, White, and Female. As we look at the trends in the percent of groups meeting the benchmark, the percent meeting the behavior incident benchmark has increased 35% from 2019 to 2022 while the percent meeting the OSS benchmark has decreased 10%. As we look more closely, we can see that all of the groups that were not meeting the OSS benchmark in 2019 also did not meet the benchmark in 2022, while one group (Grade 6) that met the benchmark in 2019 did not meet the benchmark in 2022..

The following graph provides the number of students in grades 6-12 with repeat incidents during the 2022-23

school year. While 399 students had just one behavior incident, there were 50 students with 16 or more incidents this school year.



[The tables linked here](#) report the number of out of school suspensions (OSS Count) reported by MDE for 2018-19 and 2021-22 by district/state and racial group, along with the number of students enrolled (# Enrolled) and the number of OSS's per student (OSS/Stu). Comparable districts were identified based upon total enrollment and percent of students receiving free or reduced price meals (% FRPM). Color coding was established based upon all state and district group values.

A3. Climate Equity Review

Equimetrics Scales - Diversity, Equity, and Inclusion

Indicator A3, the Climate Equity Review, includes three scales from the Equimetrics Survey. Equimetrics is a pulse survey that Osseo Area Schools, in collaboration with an outside organization, Infinity Systems, conducts annually to assess how the district rates in the areas of diversity, equity, inclusion, and cultural competency. The survey consists of nine scales (groups of related questions), and in this indicator we focus on three: Diversity, Equity, and Inclusion.

In 2022, a total of 2112 out of 3014 staff members completed the survey for a response rate of 70%. To each question staff responded on a scale of 1-10. A response of 9 or 10 indicates that they “Strongly Agree”, a response of 7 or 8 indicates they “Agree”, and a response of 1 to 6 indicates they “Neutral to Strongly Disagree”. The percentages in the table below show the percentage of staff who indicated they agree or strongly agree with the statement. It is important to note that a response would need to be a 7 or higher to be included in the agree or strongly agree category. This sets a higher bar for agreement than a typical 4 or 5 point scale, but allows for more granularity when examining responses as survey responses tend to skew positively.

Below are the questions within each scale, the results* by each question, and results by each scale overall:

Scales and Questions	2021	2022
Diversity	58.3	57.9
01. My organization actively promotes diversity. (within the organization)	66.7	66.3
02. My organization actively promotes diversity with partners, vendors and other stakeholders (outside the organization)	52.0	50.7
03. My organization seeks diversity in our hiring practices.	61.6	62.9
04. In my work group, we have varying backgrounds and/or experiences among team members.	52.8	51.6
Equity	57.6	55.3
05. My organization creates equal access to resources for underrepresented populations.	62.0	60.3
06. My organization creates equal access to opportunities for underrepresented populations.	61.0	58.6
07. In my organization, underrepresented populations are supported.	61.3	58.6
08. In my work group, we have proportional representation and participation in all activities.	45.7	43.9
Inclusion	64.8	61.5
09. In my organization, people are included, regardless of background or experience.	65.8	64.5
10. My organization supports me to share my own unique ideas and suggestions.	60.3	57.2
11. In my work group, we regularly share ideas and learn from other backgrounds and experiences.	64.8	60.9
12. I have a person or group that is a source of support or advocacy in my organization.	68.4	63.5

***Percent selecting “Strongly Agree” or “Agree”**

Overall, in 2022 the scale that had the highest rate of agreement with the statements contained within, was the Inclusion scale at 61.5%. The two questions that contributed most to the overall percentages were, “In my organization, people are included, regardless of background or experience” at 64.5%, and “I have a person or group that is a source of support or advocacy in my organization” at 63.5%.

The next highest rated scale was the Diversity scale at 57.9%. The two questions that contributed most to the overall percentage were, “My organization actively promotes diversity. (within the organization)” with 66.3% agreeing, and “My organization seeks diversity in our hiring practices” with 62.9% agreeing.

The third scale, Equity, had an agreement rate of 55.3% overall. The statement that made the largest positive contribution to this scale’s overall percentage was “My organization creates equal access to resources for underrepresented populations” at 60.3%.

The chart below shows just the 9 and 10 responses, or those who strongly agree in regards to each scale, disaggregated by race and ethnicity. The district overall is also included as a benchmark. The parts of the table highlighted in green indicate a rate of strong agreement higher than the district average. Staff who identify as American Indian or Alaska Native and staff who identify as Hispanic or Latino had average scale scores above the district average on all three scales.

2022 - Percent(%) Strongly Agree	N	Diversity	Equity	Inclusion
District	2109	25.9	22.6	29.6
American Indian or Alaska Native	7	53.6	32.1	47.6
Asian	83	28.0	21.4	30.9
Black or African American	136	19.7	13.6	25.7
Hispanic or Latino	53	34.4	27.8	37.1
Native Hawaiian or Other Pacific Islander	5	15.0	26.7	40.0
White	1825	25.9	23.2	31.1

This process measure includes two scales (groups of questions) and one question from the Staff Stakeholder Survey, which is typically administered in the winter each year. This survey was administered in the 2019-20 school year before the pandemic-related school closure, but the survey was not administered in 2020-21 due to the pandemic. For each question, teachers could respond "Strongly Agree", "Agree", "Neutral", "Disagree", "Strongly Disagree" or "Not Applicable". For scales, we used the average score (with Strongly Agree = 5, Agree = 4, etc.), and for questions we used the percent responding "Strongly Agree" or "Agree." The results by question and scale are below. The question "I feel safe in my work environment" is part of the *School Environment and Communication* scale but is also being used as a measure on its own. Questions marked with an (#) were added for the 2022 or 2023 survey. Questions marked with an (^) were only asked of school staff. Color coding shows which questions and scales have seen the most change since 2015.

Color Coding Relative to 2015				
Substantive or statistical significance beyond margin of error				
Well Below	Below	Near	Above	Well Above

	2015	2016	2017	2018	2019	2020	2022	2023
School Environment and Communication	4.0	4.1	4.1	4.0	4.1	4.1	4.1	4.0
<i>Number of staff responding (All staff were asked to respond)</i>	1214	1323	1576	1106	1115	1268	1344	1073
<i>Margin of error is +/- this many percentage points (95% confidence level)</i>	2%	2%	1%	2%	2%	2%	2%	2%
Staff at school make me feel welcome.	86%	89%	89%	86%	87%	86%	87%	87%
I feel safe in my work environment.	82%	74%	81%	77%	80%	79%	80%	75%
Staff consistently provides helpful customer service.	81%	85%	86%	82%	88%	84%	84%	84%
I am treated with respect by my colleagues.	84%	87%	88%	86%	87%	84%	87%	87%
A clear vision for our school and strategies for improvement are communicated.	67%	73%	76%	69%	72%	72%	69%	67%
Communications to staff are delivered in a professional and timely manner.	65%	72%	75%	68%	72%	67%	68%	66%
Administrators are visible and accessible to me. ^	66%	74%	77%	73%	77%	76%	75%	74%
My school promotes a safe and secure school environment with a culture that is conducive to teaching and learning. ^	66%	65%	70%	64%	71%	67%	71%	69%
My school acknowledges and understands diversity in the school community, creating an environment that supports all students. ^	74%	76%	79%	77%	81%	79%	81%	80%
My school does a good job of keeping me informed about important news. #							73%	70%
The district does a good job of keeping me informed about important news. #							70%	71%
Race and Culture	3.1	3.2	3.3	3.4	3.4	3.4	3.5	3.5
<i>Number of staff responding (All staff were asked to respond)</i>	1208	1306	1495	1066	1082	1261	1345	1071
<i>Margin of error is +/- this many percentage points (95% confidence level)</i>	2%	2%	1%	2%	2%	2%	2%	2%
I have participated in training that has helped me understand how race and culture impact learning.	93%	95%	95%	98%	99%	99%	97%	96%
I have had helpful conversations with my co-workers about race and culture.	92%	93%	95%	97%	96%	95%	95%	95%
I believe that participating in training and/or conferences about race and culture helps me to better understand the students I work with.	62%	68%	76%	75%	77%	74%	76%	75%
I am willing to learn more about how race and culture impact learning.	84%	87%	88%	87%	87%	85%	88%	87%
I have trusted colleagues with whom I am willing to collaborate to learn more about race and culture.	83%	84%	86%	83%	87%	83%	84%	86%
What I have learned about race and culture has helped me work towards equitable student achievement.			68%	74%	78%	74%	80%	80%
I have raised my Consciousness about Equity this year. #							78%	77%
I know the CLEAR Solutions Framework pyramid, and feel comfortable walking through it from event to mental model. #^								60%

For the purposes of this Vision Card, we focused on scale and question averages for specific groups of staff, and developed color coding to highlight differences between groups. In the table below, we can see that no group was in the Above Average range each year on each scale on the safety question. However, the staff groups 156

with the most positive perceptions overall worked in early childhood or adult sites, or were district-level staff. The median scores and percentages across all groups were used for the Vision Card. These indicate changes of only .1 scale score points and 2% positive on the safety question. This limited range of variability over time was accounted for in developing reasonable yet challenging benchmarks for these measures on Card A.

	Color Coding		
	Below Average	Average	Above Average
School Environment and Communication Scale	Below 4.0	4.0 to 4.2	4.3 or above
Race and Culture Scale	Below 3.3	3.3 to 3.5	3.6 or above
Safety question	Below 76%	76% to 80%	81% or above

Category	Group	School Environment and Communication Scale				Race and Culture Scale				Safety question: "I feel safe in my work environment."			
		2019	2020	2022	2023	2019	2020	2022	2023	2019	2020	2022	2023
Type of Site	Early Child	4.4	4.3	4.3	4.3	3.7	3.6	3.8	3.5	91%	92%	91%	85%
	Elem	4.2	4.1	4.2	4.1	3.5	3.5	3.5	3.5	84%	81%	87%	76%
	Mid	4.1	3.9	4.0	4.1	3.5	3.5	3.6	3.5	76%	70%	68%	72%
	Sr Hi	3.8	3.8	3.7	3.7	3.2	3.3	3.4	3.4	72%	73%	68%	66%
	Spec	3.3	3.6	4.0	3.8	3.3	3.3	3.7	3.4	45%	52%	78%	87%
	Adult	4.0	4.4	4.5	4.2	3.7	3.6	3.6	3.5	77%	83%	89%	81%
	District	4.3	4.2	4.3	4.2	3.4	3.3	3.5	3.5	92%	94%	87%	85%
Staff Race	Am. Indian	3.6		4.2		3.1		3.9		67%		80%	
	Asian	4.0	4.1	4.0	4.4	3.5	3.3	3.4	3.4	84%	89%	75%	92%
	Black	3.9	4.0	3.9	3.8	3.3	3.5	3.0	3.2	75%	82%	74%	81%
	Hispanic	4.1	4.3	4.2	4.4	3.2	3.5	3.3	3.3	85%	84%	77%	76%
	White	4.1	4.1	4.1	4.0	3.4	3.4	3.6	3.5	81%	79%	81%	74%
	Multiracial	4.0	4.0	3.8	4.0	3.5	3.3	3.4	3.4	68%	74%	68%	67%
Gender	Female	4.1	4.0	4.1	4.0	3.4	3.4	3.5	3.5	80%	78%	81%	73%
	Male	4.1	4.2	4.0	4.1	3.4	3.3	3.4	3.3	82%	85%	77%	82%
	Non-Binary			3.5	3.4			3.6	3.7			61%	60%
Work Position	Teacher	4.0	4.0	4.0	4.0	3.6	3.6	3.6	3.6	77%	78%	76%	71%
	ESP	4.0	3.9	4.0	4.0	3.1	3.2	3.2	3.3	76%	71%	81%	75%
	Other	4.4	4.3	4.3	4.2	3.3	3.2	3.2	3.3	92%	90%	88%	83%
Median across groups		4.1	4.1	4.0	4.1	3.4	3.4	3.5	3.4	78%	81%	78%	76%

A4. Bullying, Harassment, & Student Safety

Minnesota Student Survey - Bully & Harassment and Safety

This indicator looks at the results from the Minnesota Student Survey pertaining to bullying, harassment, and students' sense of safety at school. This survey is administered every three years to grades 5, 8, 9, and 11. The following are the survey questions that were used in the analysis of Bullying & Harassment:

1. During the last 30 days, how often have other students harassed or bullied you for any of the following reasons?
 - a. Your race, ethnicity or national origin
 - b. Your religion
 - c. Your sex or gender (being male, female, transgender, genderqueer, genderfluid)
 - d. Because you are bisexual, gay, lesbian, asexual, pansexual, queer, or because someone thought you were
2. During the last 30 days, how many days have other students at school...
 - a. pushed, shoved, slapped, hit or kicked you when they weren't kidding around?
 - b. spread mean rumors or lies about you?
3. During the last 30 days, how many times at school have YOU...
 - a. pushed, shoved, slapped, hit or kicked someone when you weren't kidding around?
 - b. spread mean rumors or lies about someone else?

The answer choices for these survey questions were: Never, Once or twice, About once a week, Several times a week, or Every day.

The analysis of students' sense of safety at school utilized one question from the Minnesota Student Survey, "I feel safe at school." The answer choices for this question was: Strongly agree, Agree, Disagree, or Strongly disagree.

The numbers that are reported on the Vision Card are index scores that were calculated through a similar method created by the Minnesota Youth Development Research Group (MYDRG) at the University of Minnesota. This method is able to capture the severity of all response types, from the favorable responses to the not so favorable ones. In the Bullying & Harassment portion, the closer we get to an index score of 8.0, and in the Safety portion, the closer we get to 7.5, the closer we get to 100% of our students answering that they feel safe at school.

The following table shows the district's trend for Bullying & Harassment and Safety in 2016, 2019, and 2022.

Bullying & Harassment									
	Grade 5		Grade 8		Grade 9		Grade 11		Average
	Male	Female	Male	Female	Male	Female	Male	Female	
2016	7.4	7.5	6.1	6.2	6.2	6.2	6.2	6.2	6.2
2019	7.4	7.5	7.6	7.5	7.7	7.7	7.8	7.8	7.6
2022	7.2	7.4	7.7	7.6	7.8	7.7	7.8	7.8	7.7

Sense of Safety at School									
	Grade 5		Grade 8		Grade 9		Grade 11		Average
	Male	Female	Male	Female	Male	Female	Male	Female	
2016	6.0	6.2	6.0	5.7	5.9	5.7	5.9	5.6	5.9
2019	6.1	6.1	5.8	5.5	5.8	5.4	5.9	5.6	5.8
2022	5.7	5.7	5.4	5.0	5.6	5.1	5.4	5.0	5.4



Some themes that emerge from these tables are:

- The Bullying & Harassment scale has increased over the past three survey administrations from 6.2 in 2016 to 7.6 in 2019 to 7.7 in 2022.
- The Safety scale has decreased over the past three survey administrations from 5.9 in 2016 to 5.8 in 2019 to 5.4 in 2022.
- Grade 5 students had the highest scale score for Bullying & Harassment in 2016, but had the lowest scores in 2019 and 2022.
- Grade 11 students consistently had the lowest scores for sense of safety at school throughout the three years.

The Minnesota Department of Education (MDE) releases data from the Minnesota Student Survey in two batches. The first release includes the data disaggregated by grade level and gender. The second release further disaggregates the data by racial demographics. This initial analysis only included student groups broken down by gender and grade level since the 2022 results broken down by race has not yet been made available. Once that data is made available, we will also report on our district's results by race over time.

STOPit Incidents

Incidents and potentially other metrics from the newly implemented STOPit system will be reported on in future iterations of vision card A. STOPit allows individuals to anonymously report safety, misconduct, or compliance concerns. At this point in implementation there is not yet a full year of data.

A5. Belonging, Help & Trusting Adults

The Student Stakeholder Survey has been administered to most students in grades 3-12 in the district from 2015-2023, and this indicator includes four scales (groups of questions) from this survey. The table below includes the percent positive (students responding "yes/always" or "mostly yes") for each question on each scale. The Student Stakeholder Survey was not administered during the 2020-21 school year due to the pandemic. From 2015 to 2023, the largest increase was in the *Classroom Respect* scale, especially questions about teachers listening carefully and student behavior meeting teacher expectations. Over this period, student perceptions of *Belonging* decreased by 2.6% overall, including a 4.6% drop on the question "I feel like I belong at school."

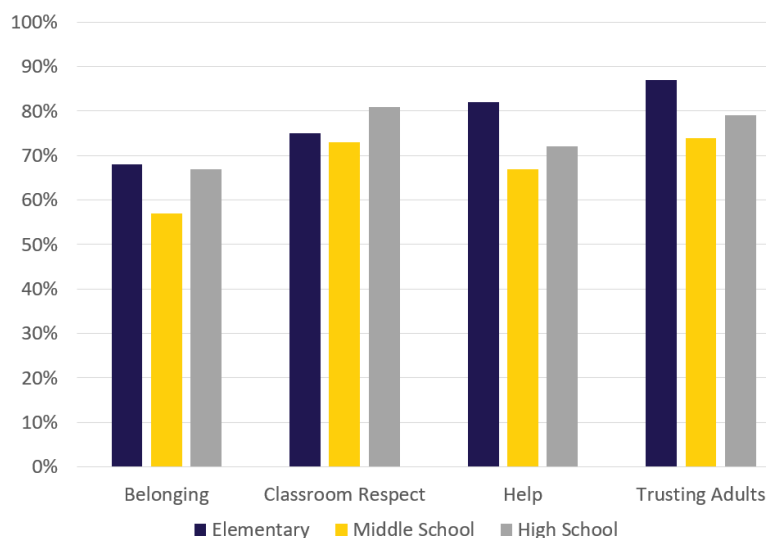
Color coding:	2% below initial	Within 2% of initial	2% above	4% above
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	2015	2016	2017	2018	2019	2020	2022	2023
Belonging	67.0%	68.4%	67.3%	64.4%	65.6%	65.0%	64.9%	64.4%
I am comfortable sharing my thoughts and ideas at school.	62.9%	63.7%	62.6%	60.0%	60.1%	60.1%	59.0%	59.8%
I feel like I belong at school.	72.4%	74.6%	73.2%	70.5%	69.2%	68.3%	68.0%	67.8%
I feel respected at school.	71.0%	71.7%	71.2%	67.7%	69.6%	69.5%	69.0%	67.8%
Students are treated fairly at school.	61.7%	63.8%	62.3%	59.3%	63.4%	61.8%	63.0%	62.1%
Classroom Respect	72.9%	74.8%	75.8%	73.9%	75.3%	76.0%	77.6%	77.1%
My teacher believes I can learn and thinks I will be successful.	87.3%	88.6%	89.0%	87.4%	88.1%	88.1%	89.0%	88.3%
My teacher listens carefully to me and my ideas. (grades 6-12)	72.8%	73.5%	74.8%	73.1%	74.5%	76.0%	78.0%	78.6%
My teacher seems to care about me.	78.5%	79.0%	79.7%	78.8%	80.0%	79.4%	82.0%	82.2%
Students in this class behave the way my teacher wants them to.	53.2%	57.8%	59.3%	55.9%	58.3%	61.1%	62.0%	59.6%
Help	73.7%	74.3%	74.9%	72.8%	72.4%	72.0%	73.2%	73.4%
Adults at school act on my concerns when possible.	68.9%	70.2%	71.0%	68.6%	68.0%	67.4%	69.0%	69.4%
I have at least one adult I can turn to if there is a problem.	81.5%	80.6%	81.5%	79.5%	80.0%	79.3%	79.0%	79.9%
When I have problems at school, the adults listen to me and help me.	70.6%	72.0%	72.1%	70.2%	69.2%	68.7%	71.0%	71.1%
Trusting Adults	81.3%	82.3%	82.0%	80.2%	80.1%	80.0%	80.5%	79.9%
Adults in my school believe I can learn and will be successful.	87.5%	88.0%	87.2%	85.7%	85.9%	85.7%	86.0%	85.1%
Adults in my school trust me.	79.4%	81.1%	80.5%	78.6%	79.1%	78.8%	79.0%	77.7%
Adults in this school care about me.	77.4%	78.5%	79.3%	76.9%	76.8%	76.9%	78.0%	77.6%
Adults treat me with respect.	81.4%	83.2%	82.7%	81.2%	81.8%	81.7%	82.0%	81.8%
I can count on the adults at my school to help me learn and achieve.	80.7%	80.5%	80.5%	78.5%	77.2%	76.9%	78.0%	77.6%

The table below provides the scale results by student group for the past four survey years. The annual median across all student groups is used on the card. In order to see differences and trends for each student group, the four-year median was used to establish color coding, with green indicating 2% or more above the four-year median, and orange representing 2% or more below the four-year median. In this table, we can see that White students consistently had above-average percentages on all four scales, while Male students had higher percentages each year on all scales except *Trusting Adults*. Students receiving services for special education were higher than average all four years on the *Help* scale. On the other hand, Black students indicated lower than average percentages on *Belonging*, *Help* and *Trusting Adults*. American Indian students and students receiving free or reduced price meals had lower than average perceptions of *Trusting Adults* all four years.

Group	Belonging				Classroom Respect				Help				Trusting Adults			
	2019	2020	2022	2023	2019	2020	2022	2023	2019	2020	2022	2023	2019	2020	2022	2023
Am. Indian	56%	61%	62%	60%	69%	71%	74%	72%	68%	65%	70%	69%	75%	75%	77%	74%
Asian	62%	60%	62%	60%	74%	74%	76%	75%	69%	68%	71%	69%	81%	80%	82%	79%
Black	59%	58%	59%	58%	71%	72%	74%	74%	68%	67%	69%	69%	73%	73%	75%	74%
Hawaiian PI	65%	57%	61%	55%	75%	63%	81%	75%	75%	64%	75%	66%	84%	70%	78%	79%
Hispanic	63%	63%	65%	63%	72%	74%	77%	75%	70%	71%	72%	71%	78%	79%	79%	78%
White	70%	71%	70%	71%	79%	80%	80%	81%	77%	76%	77%	79%	84%	84%	84%	85%
Multiracial	62%	63%	64%	61%	73%	73%	76%	76%	71%	70%	73%	71%	77%	77%	79%	78%
F/R Price Meals	60%	60%	60%	60%	72%	73%	74%	74%	68%	69%	70%	69%	76%	76%	77%	77%
ML/EL	65%	64%	62%	62%	73%	75%	75%	73%	74%	74%	72%	71%	81%	82%	80%	78%
Spec Ed	64%	64%	63%	62%	74%	74%	75%	74%	75%	74%	74%	73%	80%	80%	80%	79%
Female	62%	62%	61%	61%	74%	75%	77%	76%	71%	70%	71%	72%	80%	80%	80%	80%
Male	68%	68%	69%	68%	77%	77%	78%	78%	74%	73%	75%	75%	80%	80%	81%	80%
Annual Median	63%	63%	62%	61%	74%	74%	76%	75%	71%	70%	72%	71%	80%	80%	80%	78%
4-Yr Median	62%				74%				71%				80%			

The following table provides the percent positive for each scale by grade range:



Family Stakeholder Survey - Safe, Welcoming and Inclusive Learning Environments Scale

The next metric in this indicator is the Family Stakeholder Survey: Safe, Welcoming, and Inclusive Learning Environments scale. This survey was conducted in the spring of the 21-22 school year. A randomly stratified sample of families with children enrolled in the district was used, and 949 families responded. The scale is based on the following eight questions:

- My scholar feels emotionally safe in the school environment.
- My scholar feels physically safe in the school environment.
- School staff treat my scholar with respect.
- My scholar experiences positive representation of their identity in their school environment.
- My scholar experiences positive representation of their culture in their school environment. (Examples: authentic artifacts, displays, music, etc.)
- My scholar's cultural history is represented accurately in the curriculum.
- My scholar has opportunities to influence their learning experience.
- My scholar sees how their learning connects to the real world.

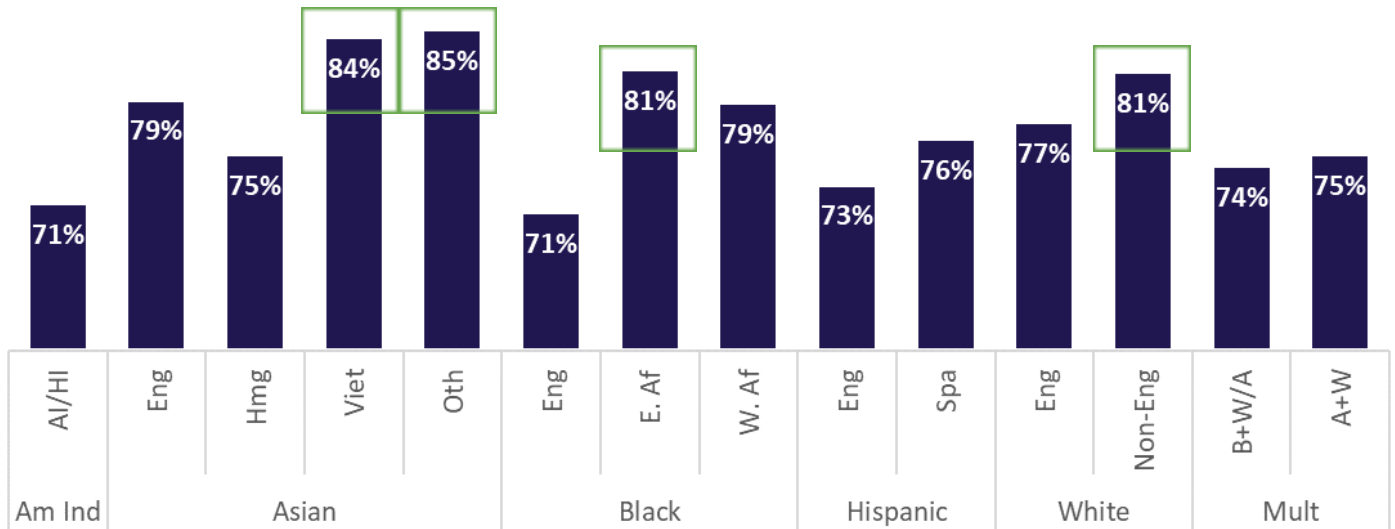
The district level rates of the two most positive responses (“Often”, “Always”) for each survey item were as follows:

Survey Item	Overall Pct (%)
My scholar feels emotionally safe in the school environment.	80%
My scholar feels physically safe in the school environment.	82%
School staff treat my scholar with respect.	89%
My scholar experiences positive representation of their identity in their school environment.	83%
My scholar experiences positive representation of their culture in their school environment. (Examples: authentic artifacts, displays, music, etc.)	77%
My scholar's cultural history is represented accurately in the curriculum.	65%
My scholar has opportunities to influence their learning experience.	66%
My scholar sees how their learning connects to the real world.	65%

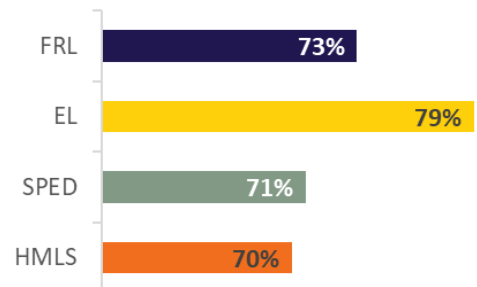
The survey items with the highest rate of positive responses were “School staff treat my scholar with respect” at 89%, and “My scholar experiences positive representation of their identity in their school environment” at 83%.

To arrive at the 76% reported in the vision card, responses by survey item were segmented by race, ethnicity, student service group, gender, and grade range. Next, an average across all eight questions within each group was calculated. Finally, the median percentage of all groups is what is reported in vision card A (76%). This method of calculation was used to ensure that no particular group was more heavily weighted than another.

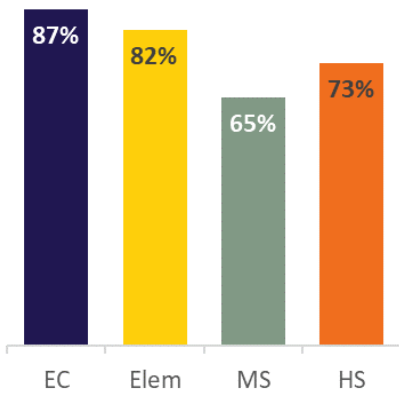
In the chart below is the distribution of the rates of positive responses across race and ethnicity groups. The groups with the highest percentages included families who identify as Asian with a home language other than English, Hmong, or Vietnamese (85%), families who identify as Asian with a home language of Vietnamese (84%), families who identify as Black and speak an East African language in the home (81%), and families who identify as White and speak a language other than English in the home (81%).



The chart to the right shows the rates of positive response by families of scholars who received free and reduced price meals (FRL), English Learner services (EL), Special Education services (SPED), and families who were unhoused.



Of the families with scholars receiving services, those receiving EL services had the highest rate of positive response at 79%.



The chart to the left shows the rates of the most positive responses on this same survey scale, by grade level.

Families who responded to the survey with their scholar who attended Early Childhood (EC) in mind had the highest rate of positive responses at 87%;. This was followed by families who responded when thinking of their elementary school (Elem) scholars at 82%.

Within elementary schools scale responses ranged from 70% to 91%. Among middle schools the range was 62% to 70%, and among high schools the range was 51% to 77%.

Next Steps:

As we work to accurately measure our progress towards the realization of Strategic Direction A, we will work to further review our results in comparison to similar districts in Minnesota. In this way, we can assure that we are making aggressive growth towards our goals. We will continue to find opportunities to disaggregate data so that we can get closer to Map data.

We will also support leaders in reviewing this data at the site level so that programming and practices can be analyzed and monitored.

(A) Create safe, welcoming and inclusive learning environments that foster global curiosity, belonging, innovation and engagement.

Definition Statement	Mindful Critical Question(s) (MCQs)
An optimal learning environment is free of physical, emotional, or psychological harm and allows scholars to risk exploring complex issues and express their views honestly. Scholars express their ideas and show up in their authentic identities without the threat of judgment or prejudice, in which their ideas and identities are valued.	<ul style="list-style-type: none"> How might we ensure implemented structures are done so with intentionality and heightened awareness of stakeholders' needs, interests, passions, and hopes? How might this research-based action promote informed risk towards meaningful educational pursuits?

Element	Indicators	Data Source	Intervene	Concern	Baseline	Progress	Vision	2019*	2020	2021	2022	2023	
Process	A1. Positive Behavior Intervention & Support (PBIS) Implementation Review	Tiered Fidelity Inventory (TFI)	≤39%	40-49%	50-59%	60-69%	≥70%	49%	52%	62%	58%	60%	
Outcome	A2. Classroom Environment	Behavior Incidents: percent of student groups meeting or exceeding the goal	≤19%	20-39%	40-79%	80-89%	≥90%	40%	NA	NA	75%	NA	
		Out of School Suspensions (OSS): percent of students groups meeting the goal	≤19%	20-39%	40-59%	60-79%	≥80%	60%	NA	NA	50%	NA	
Process	A3. Climate Equity Review	Equimetrics Scales	Diversity	≤43%	44-53%	54-64%	65-74%	>74%	NA	NA	58%	58%	NA
			Equity	≤43%	44-53%	54-64%	65-74%	>74%	NA	NA	58%	55%	NA
			Inclusion	≤43%	44-53%	54-64%	65-74%	>74%	NA	NA	65%	62%	NA
		Staff Stakeholder Survey	School Environment & Communication	≤3.6	3.7-3.9	4.0-4.2	4.3-4.5	≥4.6	4.1	4.1	NA	4.0	4.1
			Race & Culture	≤2.9	3.0-3.2	3.3-3.5	3.6-3.8	≥3.9	3.4	3.4	NA	3.5	3.4
			Safety	≤71%	72-76%	77-81%	82-86%	≥87%	78%	81%	NA	78%	76%
Outcome	A4. Bullying, Harassment, & Student Safety	Minnesota Student Survey	Bullying and Harassment	≤6.7	6.8-7.2	7.3-7.7	7.8-7.9	8.0	7.6	NA	NA	7.7	NA
			Safety	≤4.4	4.5-4.9	5.0-5.4	5.5-7.4	7.5	5.8	NA	NA	5.4	NA
		STOPit Incidents	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA

Outcome	A5. Belonging, Help & Trusting Adults	Student Stakeholder Survey	Belonging	≤53%	54-58%	59-63%	64-68%	≥69%	63%	63%	NA	62%	61%
			Classroom Respect	≤66%	67-71%	72-76%	77-81%	≥82%	74%	74%	NA	76%	75%
			Help	≤62%	63-67%	68-72%	73-77%	≥78%	71%	70%	NA	72%	71%
			Trusting Adults	≤70%	71-75%	76-80%	81-85%	≥86%	80%	80%	NA	80%	78%
		Family Stakeholder Survey - Safe, Welcoming and Inclusive Learning Environments	≤69%	70-74%	75-79%	80-84%	≥85%	NA	NA	NA	76%	NA	