



Agenda
Osseo Area Schools
School Board

Regular Business Meeting
Educational Service Center - Forum Room
11200 93rd Ave N
Maple Grove, MN 55369
Tuesday, March 10, 2026
6:00 PM

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 School Board of Osseo Area Schools is being conducted in the Board Room of the Educational Service Center, and is open to the public. The meeting can be monitored electronically by streaming online at district279.org/about-us/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
Thomas Brooks, Board Vice Chair
2. 6:05 p.m. Check in
Dr. Kim Hiel, Superintendent
3. 6:05-6:45 p.m. Student Services Finance and Staffing Overview 2
Dr. Bryan Bass, Asst. Supt.-Equity & Achievement; Sonni Buerskin, Dir.-Student Services; Bridget Mengelkoch, Student Services Accountant; Alex Berg, Principal, Cedar Island; Lindsey Patterson, Asst. Principal, Birch Grove
4. 6:45-7:30 p.m. Grow Your Own 34
Yvonne Shorts-Lind, Executive Director of Human Resources and Nilceia Anderson, Workforce Development and Recruitment/Retention Coordinator
5. 7:30-7:45 p.m. Board Calendar Review 43
Dr. Kim Hiel, Superintendent
6. 7:45 p.m. Adjournment
Thomas Brooks, Board Vice Chair

To accommodate individuals with disabilities, this material will be made available in alternative formats upon request. Individuals with disabilities are invited to request reasonable accommodations to participate in or attend a district activity, call your local school or the school district at least seventy-two (72) hours in advance (two-week notice preferred). Members of the public can view and download School Board meeting notices and regular meeting agendas and materials from the district website www.district279.org, under "About Us > School Board."



**Osseo Area
Schools**

Student Services Finance and Staffing Overview

March 10th, 2026



**Osseo Area
Schools**

Financial Overview

Presentation Outcomes

Board Members will...

- ▶ Strengthen their understanding of special education funding, including revenue sources, expenditures, cross-subsidy, and the evolving fiscal outlook.
- ▶ Gain insight into special education enrollment trends and student demographics, including how our data compares to similarly sized districts.
- ▶ Examine the operational inefficiencies within our current staffing model and understand the specific, actionable next steps to improve alignment and sustainability, particularly through the formation of a strategic funding task force.

Special Education Finance Overview

Foundational Context

- Educating our students on Individualized Education Programs (IEPs) from birth to age 22 is a *wonderful responsibility*.
- We have a legal obligation to provide students with disabilities a free and appropriate public education within their least restrictive environment.
- Special education students generate the same amount of general education revenue as their general education peers.
- The following slides are based on FY25, which is our most recent closed fiscal year.



Special Education Finance Overview

Expenditures



92.8%



5.84%



Coordinated Early
Intervention Services

1.08%



Third Party Billing

0.8%

Special Education Finance Overview



92.8%

\$77.2 million

Description	Approx. Total Expenses
Licensed Staff Salaries	\$33,000,000
Benefits	\$14,500,000
Special Education Transportation	\$9,183,000
Co-op/Host (287)	\$8,048,000
ESP/Non-licensed Salaries	\$7,500,000
Contracted/Purchased Services (287)	\$4,000,000
ACTE - Sped	\$688,000
Supplies, Equipment, Repairs	\$200,000
Student Placements	\$95,000

- Largest bucket of special education funding
- Expenses are reimbursed by the state at a rate of 62% plus a cross subsidy reduction of 44%
- Required to maintain effort - no decrease in spending from year to year

Special Education Finance Overview



5.84%

\$4.89 million

Description	Approx. Total Expenses
Student Services Administrators	\$797,000
Licensed Staff Salaries	\$389,000
ESP/Non-licensed Salaries	\$607,000
Benefits	\$547,000
Tuition Billing Spend Down	\$2,000,000
Proportionate Share (non-public)	\$173,000
Contracted Services	\$270,000
Supplies, Equipment, Repairs	\$63,000
Indirect costs (paid to district)	\$42,000

- Allocation based on a child count, total K-12 enrollment, and the poverty index
- Congress vowed to cover 40% of special education costs but has never come close to fulfilling the “40% promise”
- Not reimbursable

Special Education Finance Overview



Coordinated Early Intervention Services

1.08%

903K

Description	Approx. Total Expenses
Licensed Salaries	\$489,000
Benefits	\$197,000
Contracted Services	\$204,000
Supplies, Equipment, Repairs	\$13,000

- Coordinated Early Intervening Services
- 15% reduction in our Federal special ed grant
- Mandatory based on disproportionate suspensions of Black and Brown students on IEPs
- Can be used for students with and without IEPs

Special Education Finance Overview



0.8%

669K

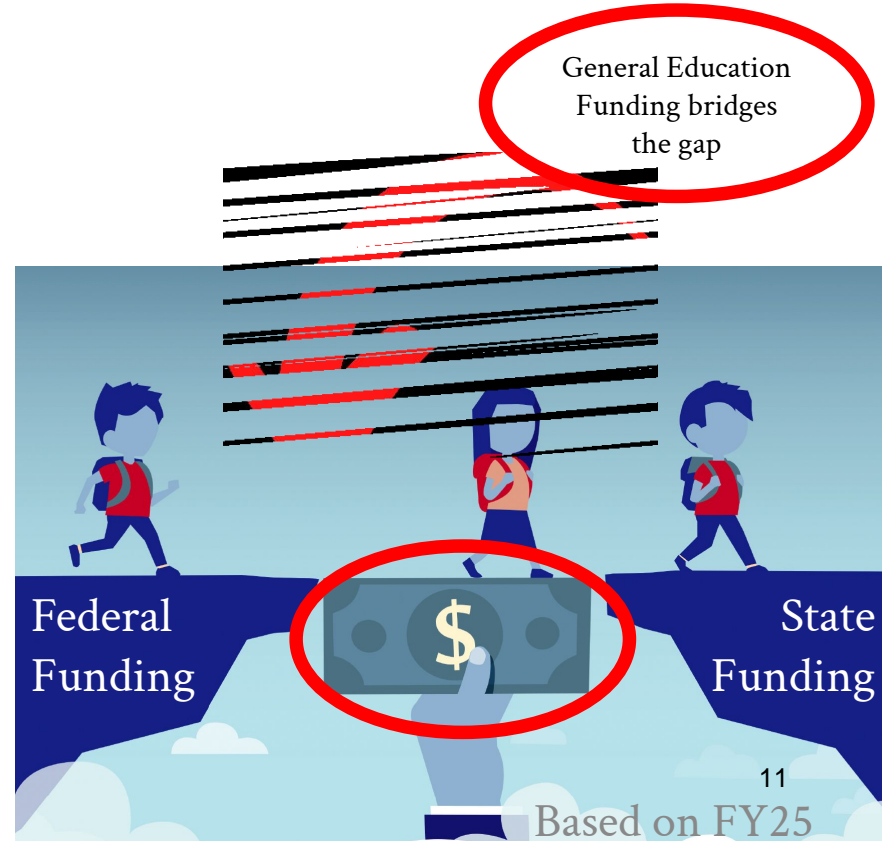
Description	Approx. Total Expenses
Licensed & Non-licensed Salaries	\$379,000
Benefits	\$149,000
Contracted Services / PD	\$21,000
Supplies, Synergy, SpEd Forms	\$120,000

- State-mandated process for districts to seek reimbursement from public insurers (Medicaid and MA) for health related services.
- Services billed for include Speech, OT, PT, DAPE, SpEd Transportation, Nursing, Mental Health, and PCA services (ESP)

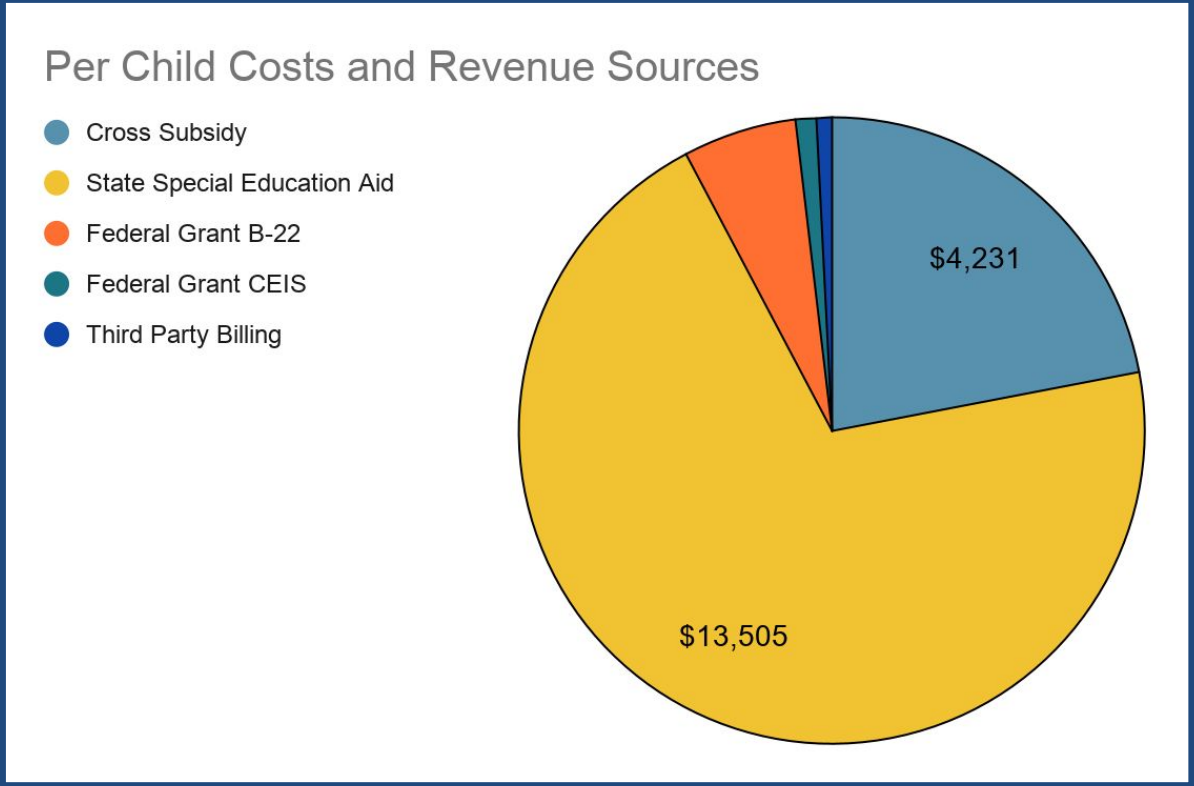
Special Education Finance Overview

That's a lot of money...what's the issue?

Special education funding provides additional revenue; however, it does not fully offset the cost of mandated services, requiring general education funding to bridge the gap. The cost of bridging the gap is called **cross-subsidy**.



Special Education Finance Overview

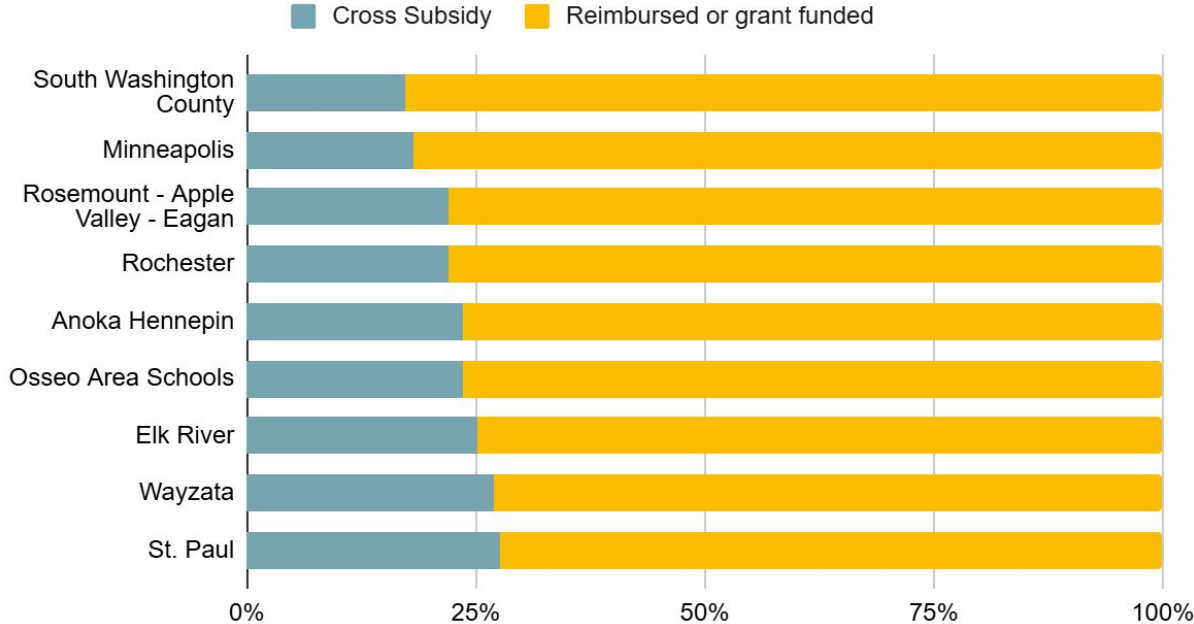


- Average cost to educate a child on an IEP: \$19,221
- Average cost to educate a child without an IEP: \$15,687
- In total, educating our students on IEPs costs \$3,534 more per student.

Special Education Finance Overview

District	Cross Subsidy
South Washington County	17.2%
Minneapolis	18.1%
Rosemount - AV- Eagan	22.0%
Rochester	22.1%
Anoka Hennepin	23.6%
Osseo Area Schools	23.6%
Elk River	25.1%
Wayzata	27.1%
St. Paul	27.6%

Cross Subsidy Comparative Data

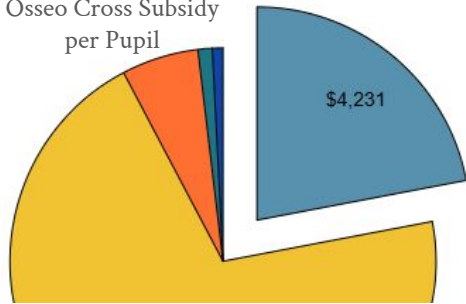


Special Education Finance Overview

Cross Subsidy Reduction Considerations

- Cross-subsidy cannot be meaningfully reduced under the current funding formula. Personnel and service costs continue to rise, while the special education growth factor does not keep pace.
- Federal and state mandates require full implementation of services regardless of funding levels, including the financial impact of due process and litigation.
- The only available revenue option to address cross subsidy is Third Party Billing.

Osseo Cross Subsidy
per Pupil



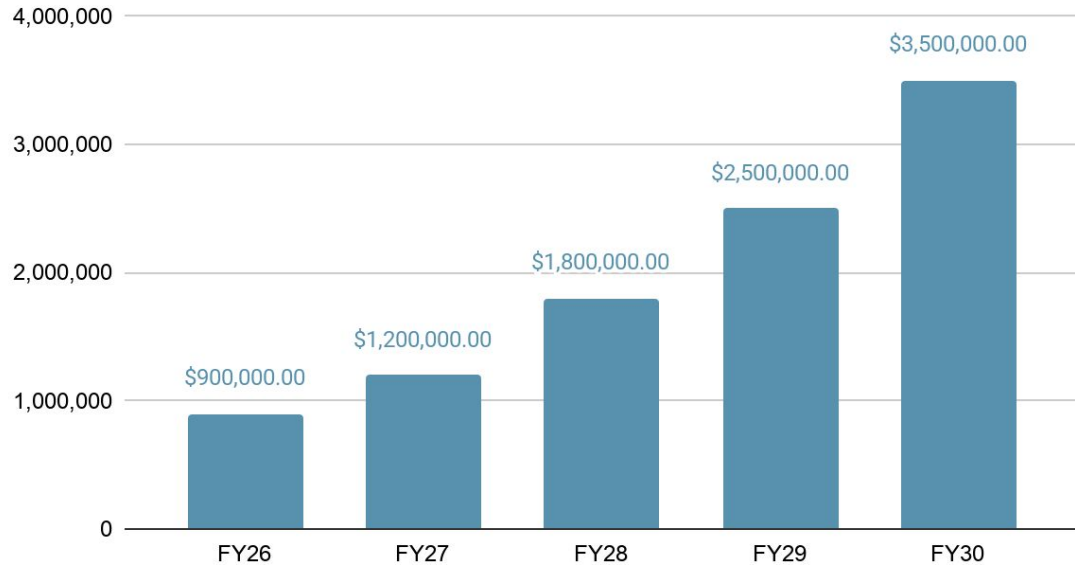
- Consultation with advisors in the area of TPB indicate our billing potential is 3.5 million annually.
- This would result in an increased revenue of \$550 per pupil. This would serve as a contingency fund as well as a cross subsidy reduction opportunity.

Special Education Finance Overview

Strategic Expansion of TPB

- Ongoing consultation with field experts to strengthen systems and implementation
- Strategic use of a newly secured grant to initiate billing for school social work services
- Dedicated administrative oversight to ensure compliance and fidelity among TPB providers
- Addition of TPB SDAS
 - Funded by projected TPB revenue growth
 - Provides professional development, site-level coaching, and systems design and implementation support
 - Established as a three-year position allowing for timely evaluation for continued need

Projected TPB Revenue



These projections assume billing opportunities remain stable or grow. Factors outside district control, including those from the Department of Human Services, change frequently and directly affect reimbursement opportunities.

Special Education Finance Overview

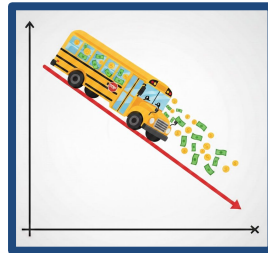
Future of Funding

Blue Ribbon Commission

- Under 2025 state legislation, MDE convened a Blue Ribbon Commission on Special Education to identify \$250 million in cost savings, or that amount will be offset through a reduction in Cross Subsidy Reduction Aid.
- Early signs point to possible elimination of ADSIS funding.

Sped Transportation Aid

- Reduction from 100% reimbursement to 90% reimbursement in FY27
- This is an added \$918,000 cross subsidy expense for Osseo Area Schools



Federal Funds

- Future federal aid for special education is uncertain, adding pressure to state budget plans.
- A shift in oversight of the Department of Education to the Department of Health and Human Services is being considered.

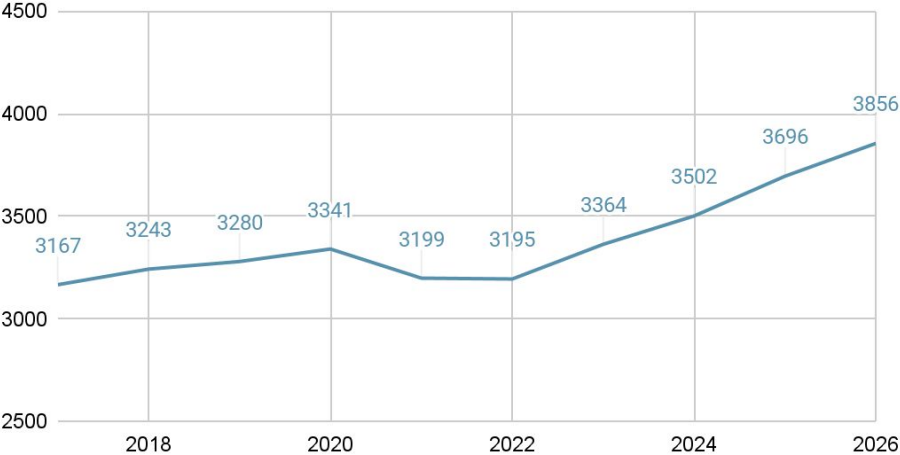


**Osseo Area
Schools**

Enrollment Overview

Special Education Enrollment Overview

Special Education Child Count Trends



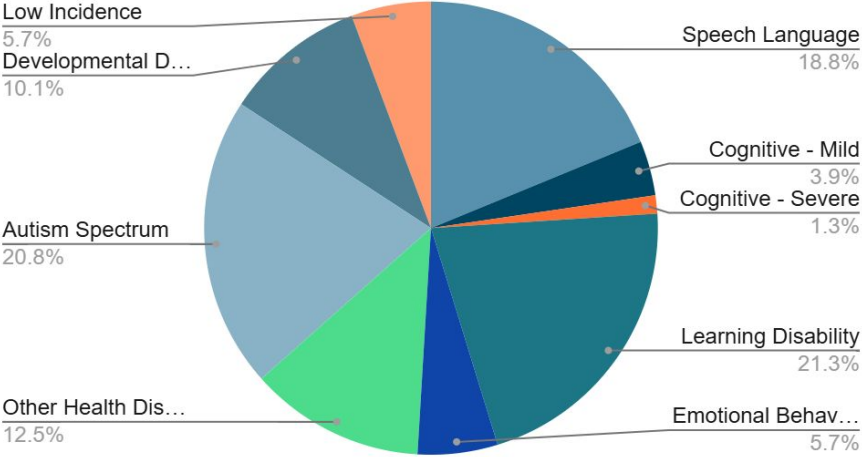
Based on historical child count data and local trends, it is reasonable to project continued growth in our child count over the coming years.

If Osseo Area Schools reflected the average child count rate of like-size districts, child count would increase by 350 students.

School District	Child Count
State Average	19.5%
Anoka Hennepin	16.9%
South Washington County	16.6%
Rochester	16.0%
St. Paul	15.9%
Elk River	15.6%
Rosemount - AV - Eagan	15.6%
Minneapolis	14.3%
Osseo Area Schools	13.2%
Wayzata	10.8%

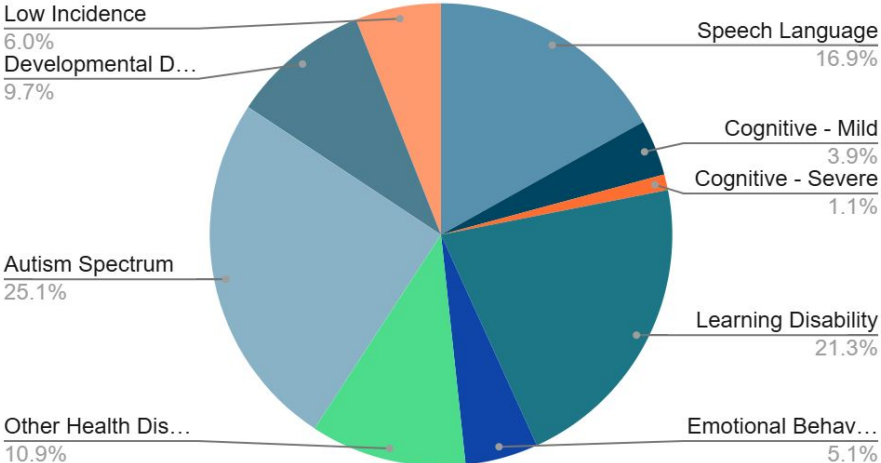
Special Education Enrollment Overview

Disability Category Trend Data



Osseo SY21 - 22

Disability Category Trend Data



Osseo SY25 - 26

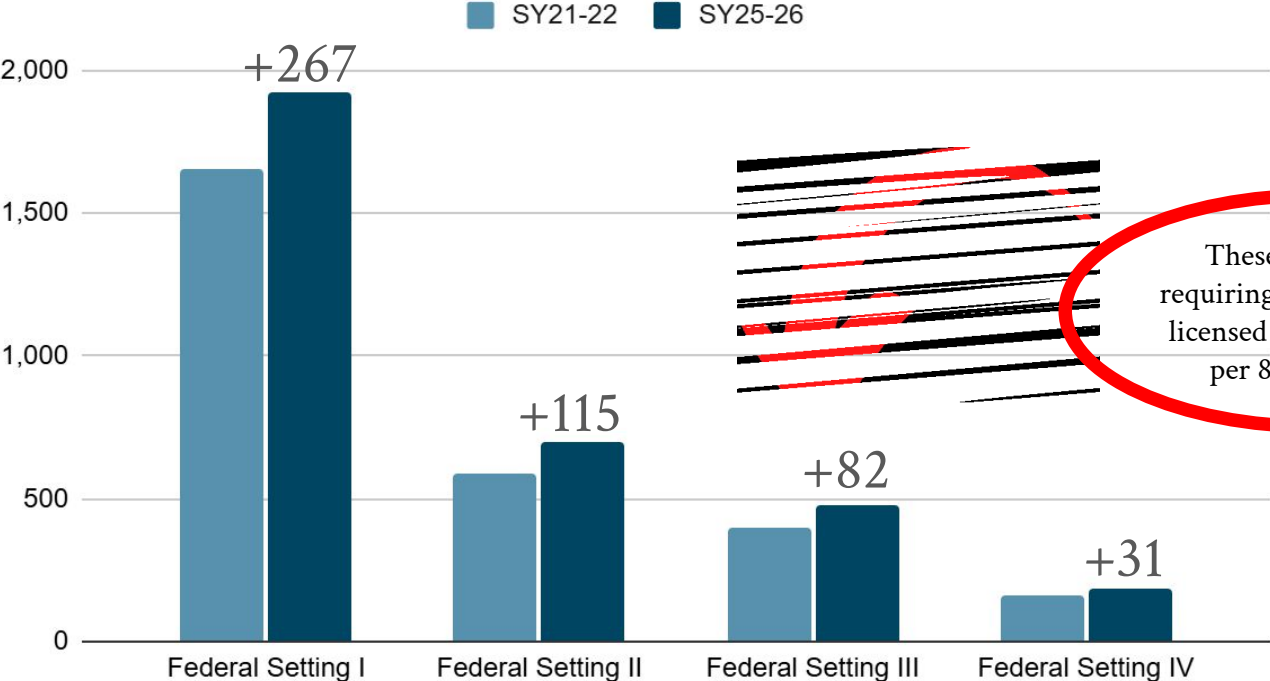
Special Education Enrollment Overview

Categorical Disability Data

School District	SLI	DCDM	DCDSP	SLD	EBD	OHD	ASD	DD	Low Incidence
Anoka Hennepin	17%	3%	1%	20%	8%	13%	21%	14%	3%
St. Paul Public	17%	4%	1%	20%	7%	10%	15%	21%	5%
Rosemount - AV - Eagan	17%	3%	1%	21%	7%	14%	19%	14%	4%
Minneapolis	15%	5%	1%	24%	8%	11%	22%	11%	4%
Osseo Area Schools	18%	4%	1%	21%	5%	11%	24%	9%	6%
South Washington County	16%	2%	1%	21%	6%	13%	23%	14%	4%
Rochester	16%	2%	2%	23%	12%	11%	14%	15%	5%
Elk River Area Schools	22%	3%	1%	19%	10%	11%	17%	14%	4%
Wayzata	20%	3%	1%	17%	9%	14%	20%	12%	5%
Statewide	17%	3%	1%	24%	9%	12%	18%	12%	²⁰ 3%

Special Education Enrollment Overview

Federal Setting Trend Data



These are students requiring minimum of 1.5 licensed staff and 2 ESPs per 8-10 students.

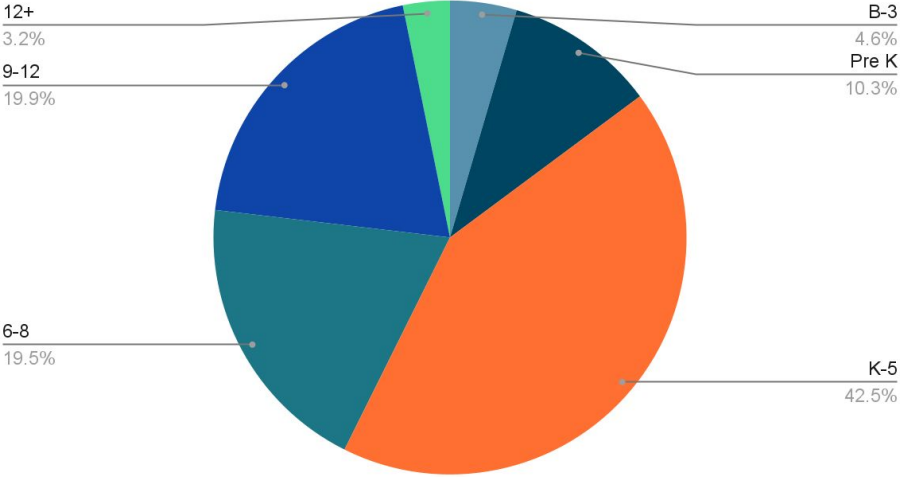
Special Education Enrollment Overview

Federal Setting Data

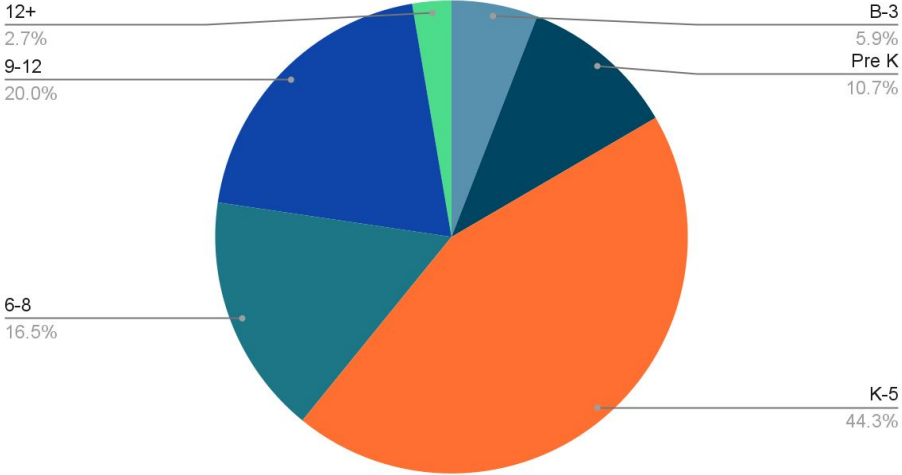
School District	FS1	FS2	FS3	FS4
Anoka Hennepin	56%	16%	12%	4%
St. Paul Public	47%	18%	16%	4%
Rosemound - AV - Eagan	56%	14%	14%	4%
Minneapolis	44%	21%	19%	3%
Osseo Area Schools	50%	18%	12%	5%
South Washington County	52%	16%	14%	3%
Rochester	58%	15%	10%	4%
Elk River Area Schools	63%	15%	7%	2%
Wayzata	62%	16%	8%	4%
Statewide	57%	18%	10%	3%

Special Education Enrollment Overview

Grade Levels SY21-22

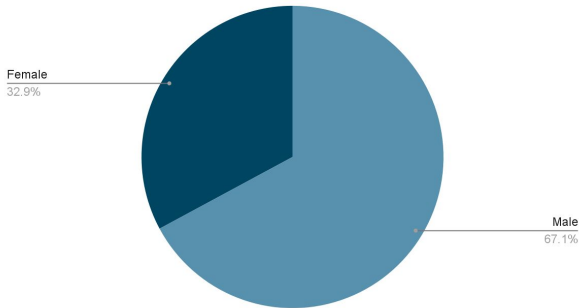


Grade Levels SY25-26

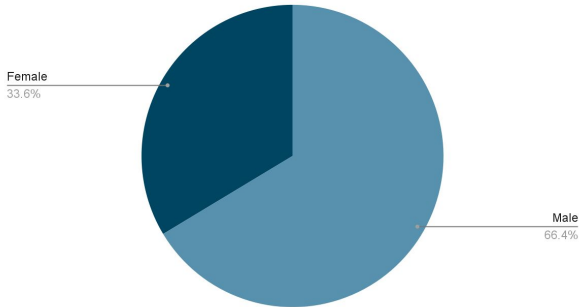


Special Education Enrollment Overview

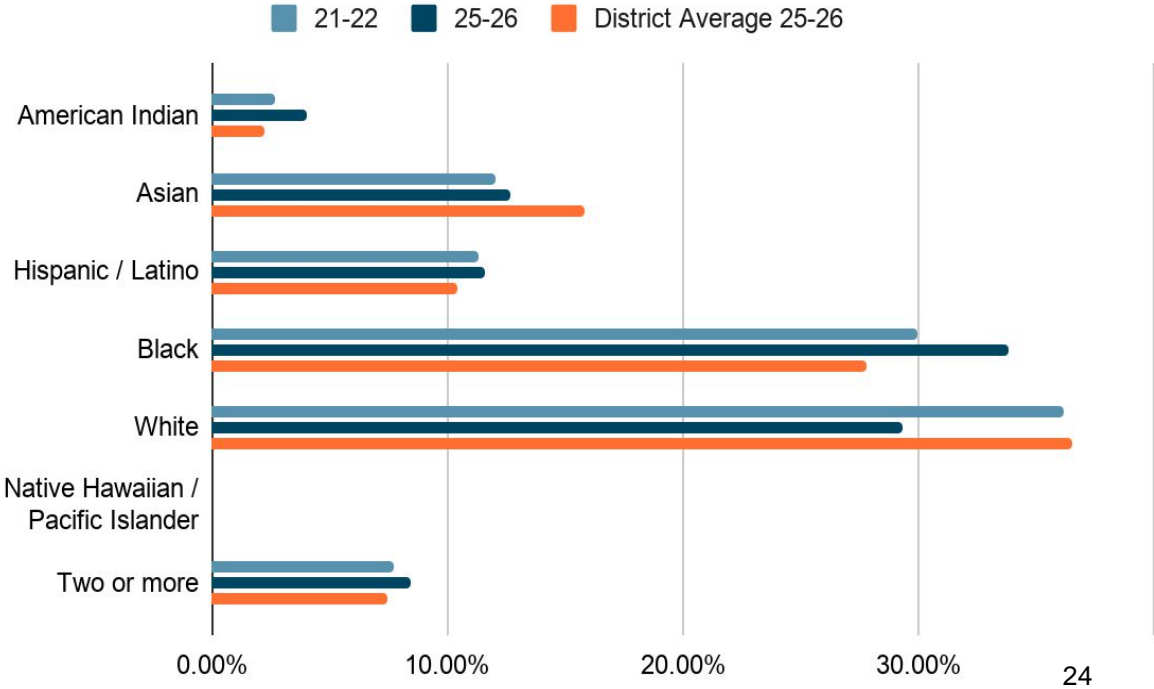
Gender SY21-22



Gender SY25-26

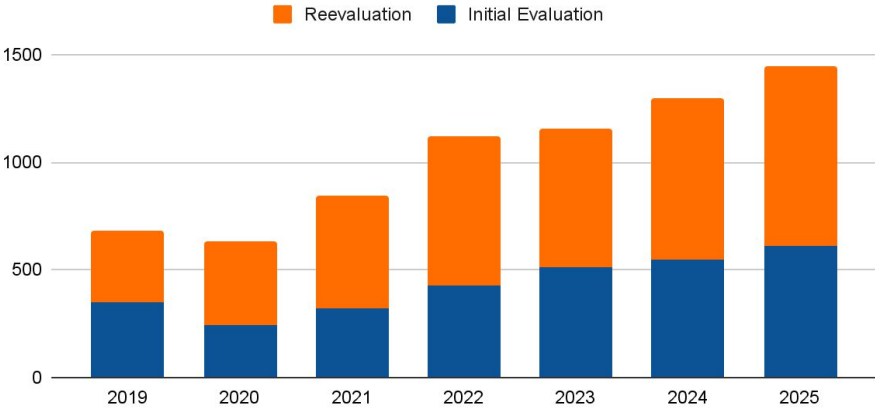


21-22, 25-26 and District Average 25-26

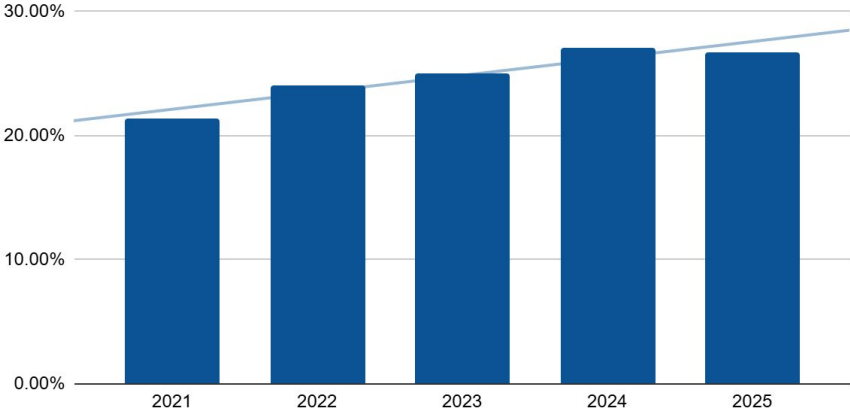


Special Education Enrollment Overview

Initial Evaluation and Reevaluation

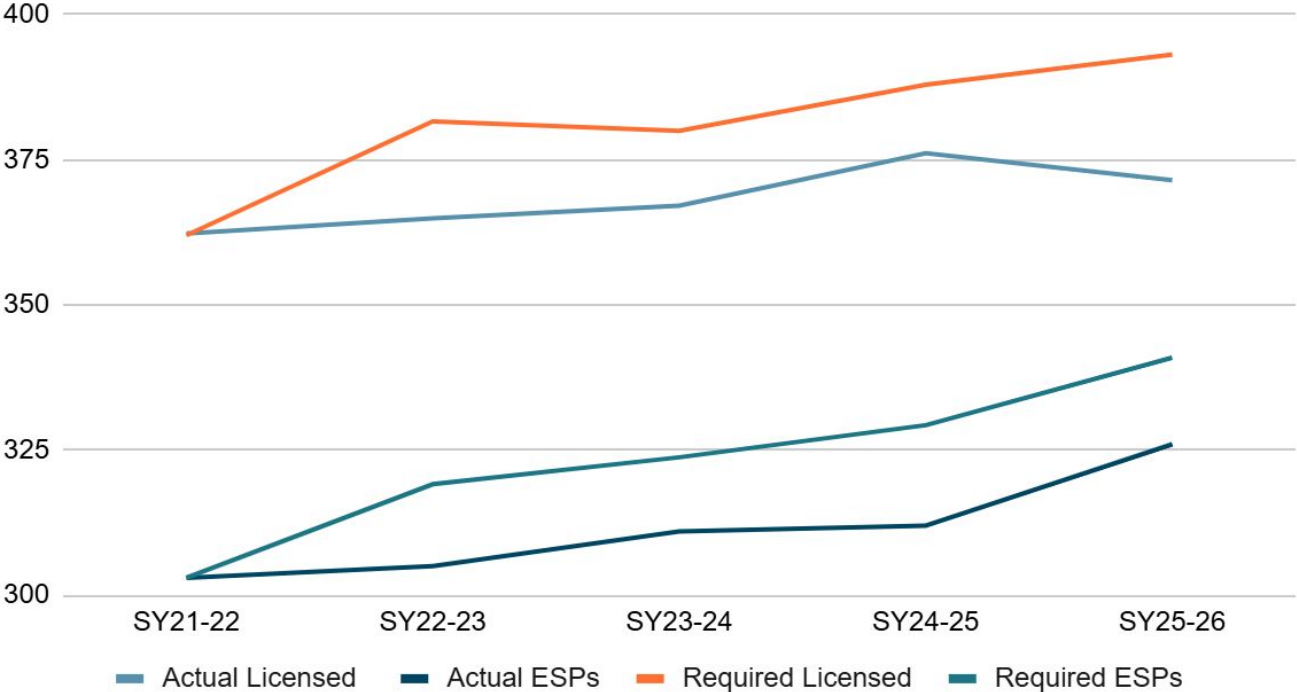


Dismissals from 2021-2025



Special Education Enrollment Overview

Special Education Staffing Gaps





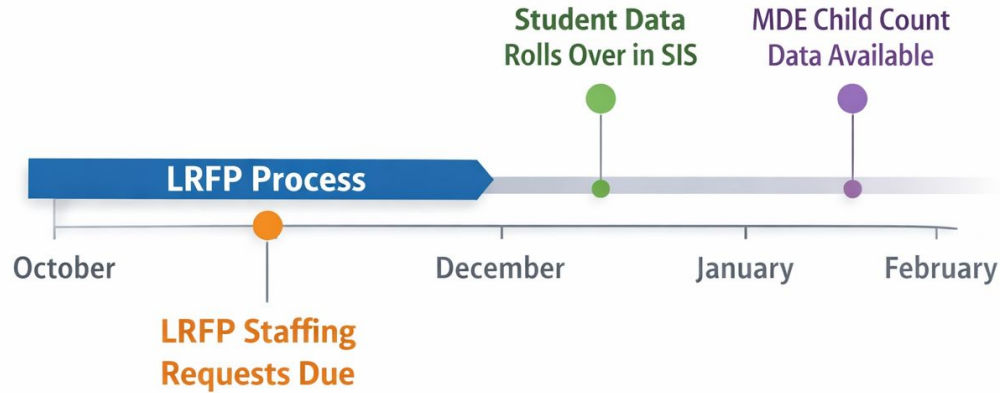
**Osseo Area
Schools**

Staffing Overview

Special Education Staffing Overview

Current Staffing Model

- Additional state-funded FTE must be requested through a PEAR during the LRF process
- Critical staffing data is not available until after the PEAR submission window closes
- Historically, this timing gap was managed through Student Services carryover funds that served as a contingency



Path Forward

- Implement a staffing model that allocates state-funded FTE based on projected enrollment
- This approach is necessary to sustain services and meet the needs of students with IEPs

Special Education Staffing Overview

Special Education Enrollment Driven Staffing (SEEDS) Task Force

The SEEDS Task Force will...

- have cross-departmental representation with members from business services, student services, EMO, and cabinet
- meet twice monthly beginning in April, 2026 through September, 2026 with additional meetings as needed
- develop a forecasting formula that integrates enrollment trends, disability category data, and federal setting information to project special education staffing needs and enable enrollment-driven FTE allocations from the general fund



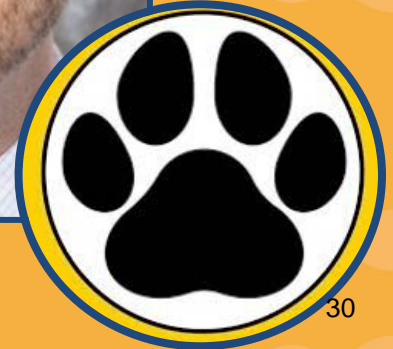
Insights from our Principals



Lindsey Patterson
Assistant Principal
Birch Grove School for the Arts



Alex Berg
Principal
Cedar Island Elementary





**Osseo Area
Schools**

Future Priorities

Future Priorities

- ▶ Strategic expansion of Third Party Billing
- ▶ Launch SEEDS Task Force
- ▶ Continue the work of the Due Process Task Force
- ▶ Partner with HR on staff recruitment and retention efforts
- ▶ Update the board in July, 2025 on SEEDS Task Force progress



Thank You

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.



**Osseo Area
Schools**

Grow Your Own (GYO) Pathways

Building a Sustainable and Diverse Teacher Pipeline
Through Strategic Staff Development

**Nilceia Anderson - Workforce
Recruitment/Retention Coordinator**

March 10, 2026

Agenda

- Grown Your Own (GYO) Overview
- Pathways
- Why Grow Your Own
- Recruitment Efforts
- Testimonials

Grow Your Own (GYO) Overview

Grow Your Own (GYO) for Osseo Area Schools is a strategic pathways program designed to *develop current staff and students* who are interested in becoming licensed educators.

Partnership: Minnesota Department of Education (MDE)

Prioritize diversifying our teacher workforce with focus on candidates of color and American Indian.

GYO Pathways

Adult (general education K-12)

- Financial support (scholarship or stipend)
- Professional Development supported by mentorship
- First Licensed

Special Education

- Financial support (scholarship or stipend)
- Professional Development supported by mentorship
- Tier 3 or 4 license

Student Teaching Secondary Student

- Placement within our district ISD 279
 - *MOU provides paid time off (same pay & benefits)
- *Exception may apply
- Concurrent college credits (Exploring the Teaching Profession)
 - Professional development (paid summer *internship) supported by mentorship

*In partnership with Community Ed. Pilot program

Why Grow Your Own

Teacher & Staff Workforce Trends:

Stability: Turnover & early-career resignations

Shortages: Hard-to-fill roles: Special Ed, Multilingual, STEM

Representation: Gaps among Teachers of Color

Program Outcomes:

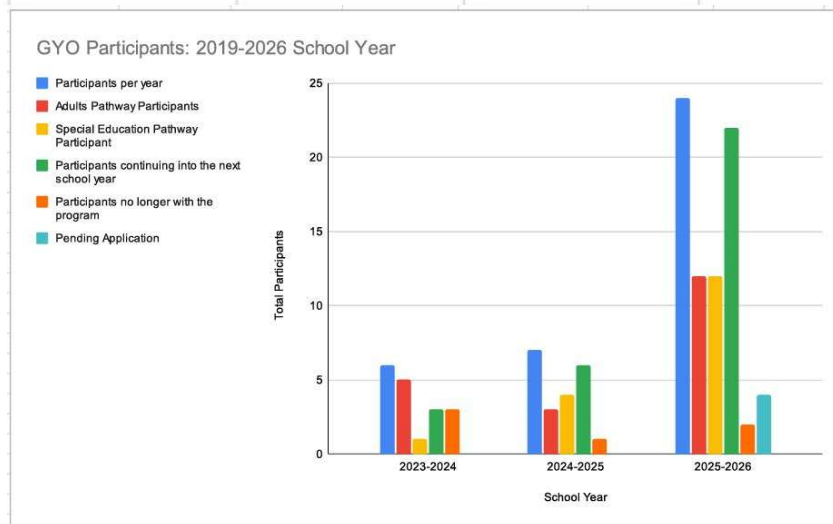
- Higher retention than traditionally hired teachers
- Stronger cultural & community connections
- Increased educator workforce diversity
- Builds connection & long-term commitment

GYO Recruitment Efforts

- Career Fairs
- Department Partnerships
- Site Visits
- Newsletter
- Interest Calls

Stats

GYO Participants: 2023-2026 School Year						
Cohort year	Participants per year	Adults Pathway Participants	Special Education Pathway Participant	Participants continuing into the next school year	Participants no longer with the program	Pending Application
2023-2024	6	5	1	3	3	0
2024-2025	7	3	4	6	1	0
2025-2026	24	12	12	22	2	4



**9 expected graduation |
Fall 2026 and Spring
2027**

Testimonials

Mymoon Mohideen- **Special Education Pathway**

Jordan Robertson - **Adult Pathway**

Nicholas Devos - **Adult Pathway**

Questions?

Thank You!

1 Yr Board Calendar Meeting Topics – 2025-2026 School Year *(working draft)*

Draft March 18, 2025; **updated March 2, 2026**

* indicates Student School Board Representatives in attendance to provide input

Osseo Area Schools						
DRAFT Proposed Topics: January-June 2026 Agenda/Calendar						
	January	February	March	April	May	June
District Policy			<ul style="list-style-type: none"> Policy Committee Meeting (3/10/26) 			<ul style="list-style-type: none"> Policy Committee Meeting (6/9/26)
Op Over-sight	<p>Organizational Meeting (1/6/26)</p> <ul style="list-style-type: none"> Election of board officers Board compensation Consent agenda (business, legal) Committee and Joint Board representatives Informational Items: Operating Protocols – Resolution and Agenda Setting <p>followed by</p> <p>Work Session</p> <ul style="list-style-type: none"> Standards-based Grading Practices School-based Health Clinic 1 year Operational Plan <p>Regular Mtg (1/20/26)</p> <ul style="list-style-type: none"> Targeted Services (NVMS) presentation Annual Radon Report Approval of property insurance carrier Negotiations Strategy Meeting (SM/closed session) 	<p>Work Session (2/10/26)</p> <ul style="list-style-type: none"> LRFP Budget Update Standards-based Grading Practices* (with Student Board Reps) <p>Regular Mtg (2/24/26)</p> <ul style="list-style-type: none"> Student Board Representatives Report (to present summary of Standards-based Grading Practices discussion) FY26 Budget Adjustments FY26 Capital Budget Approval Contract ratifications Negotiations Strategy Meeting (SM/closed session) 	<p>Work Session 3/10/26)</p> <ul style="list-style-type: none"> Special Education Update Grow Your Own <p>Regular Mtg (3/17/26)</p> <ul style="list-style-type: none"> Technology bid awards E-rate bid awards Contract ratifications Negotiations Strategy Meeting (SM/closed session) 	<p>Work Session (4/7/26) at Cedar Island</p> <ul style="list-style-type: none"> Vision Cards C & D Class Sizes with Boundary Changes Student Survey Update <p>Regular Mtg (4/21/26)</p> <ul style="list-style-type: none"> Student Board Representatives Report Insurance renewals Contract ratifications Negotiations Strategy Meeting (SM/closed session) 	<p>Work Session (5/5/26)</p> <ul style="list-style-type: none"> Technology Use Indian Education Teacher Mentor Programs <p><i>School Board closed session following work session for purpose of supt. evaluation</i></p> <p>Regular Mtg (5/19/26)</p> <ul style="list-style-type: none"> Retiree recognition Student board rep recognition District Planning Advisory Council (DPAC) Recommendations November 2026 election resolutions Termination of probationary teachers Contract ratifications Negotiations Strategy Meeting (SM/closed session) 	<p>Work Session (6/9/26)</p> <ul style="list-style-type: none"> 2026-27 Budget Legislative Update Vision Cards A & B (attendance, truancy) <p>Regular Mtg (6/23/26)</p> <ul style="list-style-type: none"> 2026-27 Budget 10-year LTFM Plan Contract ratifications Negotiations Strategy Meeting (closed session) <p style="text-align: right;">Extracurricular Activities agenda topic - to be moved to 26-27 school year (August)</p>
Board Gov./ Self Gov.	<ul style="list-style-type: none"> Election of board officers/annual meeting (AR) 					
Sup Relations	<ul style="list-style-type: none"> Mid-year Sup evaluation check-in (SM/Closed session, informal) 				School board conduct superintendent evaluation (closed meeting, May); report out (summary) at July meeting	