World’s Best Workforce Strategic Plan
Priority Work Update

Implementation of the Enrollment and Capacity Management Framework will lead to increased community trust in the school district through engagement in long-range planning for enrollment and building use.
Outcomes

► Board members will:
  – gain a shared understanding of the data and current reality for enrollment and capacity planning; and
  – understand the process that led to the development of next steps in this priority work.
BACKGROUND: ECMAC FRAMEWORK AND 2016-17 JOURNEY
ENROLLMENT & CAPACITY MANAGEMENT FRAMEWORK

Purpose: To increase community trust in Osseo Area Schools through engagement in long range planning for enrollment and building use.

Guiding Principles:
- Observations and recommendations will:
  - Be concise and informed by data
  - Align with district racial equity work
  - Be sustainable
  - Identify and examine the implications for all students
  - Identify potential costs and consider funding strategies
  - Be made with as much advance notice as possible when change is recommended

Collect Qualitative and Quantitative Data
To ensure comprehensive analysis

Integrate with Strategic Priorities & Long Range Financial Planning
To operationalize the work

Community Engagement
To ensure successful change management and input on decisions

Communication and Feedback via Staff / Superintendent
To inform community, staff, and other stakeholders

Generate Observations and Recommendations
To provide information to the administration and school board

Summer Processing
Enrollment
Capacity
Staffing
Lotteries

Prepared for 1.22.16 Enrollment & Capacity Management Task Force Meeting

Originally presented at 5.16.2017 School Board Meeting
Reviewed at the 10.10.2017 School Board Work Session
2016-17 ECMAC journey
2016-17 ECMAC journey: Meetings in schools

Originally presented at 5.16.2017 School Board Meeting
Reviewed at the 10.10.2017 School Board Work Session
2016-17 ECMAC journey:
Learning about data and district work

Originally presented at 5.16.2017 School Board Meeting
Reviewed at the 10.10.2017 School Board Work Session
2016-17 ECMAC journey: Drafting the report

Originally presented at 5.16.2017 School Board Meeting
Reviewed at the 10.10.2017 School Board Work Session
2016-17 ECMAC journey: Summary of Progress Report

Originally presented at 5.16.2017 School Board Meeting
Reviewed at the 10.10.2017 School Board Work Session
BACKGROUND:
2016-17 ECMAC SUMMARY OF PROGRESS
# Observations & Recommendations

<table>
<thead>
<tr>
<th>Potential Actions</th>
<th>Recommended for Study?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attendance area adjustments</td>
<td>Yes</td>
</tr>
<tr>
<td>Building a school</td>
<td>Yes</td>
</tr>
<tr>
<td>Constructing additions to a school</td>
<td>Yes</td>
</tr>
<tr>
<td>Closing a school</td>
<td>No</td>
</tr>
<tr>
<td>Doing nothing</td>
<td>Other</td>
</tr>
</tbody>
</table>

Originally presented at 5.16.2017 School Board Meeting
Reviewed at the 10.10.2017 School Board Work Session
Enrollment

Elements of enrollment projection:

► Birth rate analysis
► Continuation from one grade level to the next
► Breaks in pattern
Capacity

Elements of elementary capacity analysis:

► Total classrooms
► Grade-level classrooms
► Grade-level classroom use
► Available capacity

Originally presented at 5.16.2017 School Board Meeting
Reviewed at the 10.10.2017 School Board Work Session
2017-18 Advisory Committee

2017-2018 Meetings

October 16
November 13
January 22

February 26
March 19
April 16
May 1

Originally presented at 5.16.2017 School Board Meeting
Reviewed at the 10.10.2017 School Board Work Session
BACKGROUND:

2016-17 ECMAC OBSERVATIONS AND RECOMMENDATIONS
(RECOMMENDED TO SCHOOL BOARD BY SUPERINTENDENT IN MAY 2017)
(SUPPORTED BY SCHOOL BOARD)
2016-17 Observations

Enrollment: 5-Year Trend
- Growth 10%+
- Decline 10%+

Capacity Usage: FY 2017
- Above Average By 10%+
- Below Average By 10%+

Original presented at 5.16.2017 School Board Meeting
Reviewed at the 10.10.2017 School Board Work Session
2016-17 Observations

Enrollment: 5-Year Trend
- Growth 5%+
- Growth 10%+

Capacity Usage: FY 2017
- Not available for open enrollment

Originally presented at 5.16.2017 School Board Meeting
Reviewed at the 10.10.2017 School Board Work Session
2016-17 Recommendations

Study for potential action within the next two to five years

1. Adjust attendance areas
2. Increase enrollment at magnet school
3. Build a new school
4. Construct addition to / expansion of school(s)

Originally presented at 5.16.2017 School Board Meeting
Reviewed at the 10.10.2017 School Board Work Session
2016-17 RECOMMENDATIONS

► **Study potential attendance area adjustments** within the next two to five years.
   
   – Increase attendance area size
     - Cedar Island, Crest View, Zanewood
   
   – Reduce attendance area size
     - Basswood, Fernbrook, Garden City, Rush Creek

Originally presented at 5.16.2017 School Board Meeting
Reviewed at the 10.10.2017 School Board Work Session
2016-17 RECOMMENDATIONS

- **Study potential strategies to increase enrollment** at Birch Grove Elementary School for the Arts within the next two to five years.
2016-17 RECOMMENDATIONS

► Study potential building additions within the next two to five years.

– Elementary
  • Basswood, Fernbrook, Garden City, Rush Creek

– Secondary
  • Maple Grove Senior High, Osseo Senior High, Park Center Senior High

Originally presented at 5.16.2017 School Board Meeting
Reviewed at the 10.10.2017 School Board Work Session
2016-17 RECOMMENDATIONS

► Study potential construction of a new elementary school within the next two to five years.
  – Northwest Maple Grove in the current Fernbrook attendance area
BACKGROUND: 2017-18 STRATEGIC PRIORITY WORK
Strategic Priority Work for 2017-18

We will leverage and align the talents of our employees and the assets of our system to achieve our mission and strategic objectives.

- Employees will identify and respond to the influence of race and culture on learning.
- Effective staff recruitment and retention practices will build toward a workforce that reflects the demographics of enrolled students.
- Implementation of the Enrollment and Capacity Management Framework will lead to increased community trust in the school district through engagement in long-range planning for enrollment and building use.
2017 SUMMER WORK: UNDERSTANDING INDUSTRY STANDARD PRACTICE
2017 Summer Work:
Understanding industry standard practice

Gather Data
Interpret Data
Build Shared Understanding of Need
Develop Options
Recommendation

Presented at the 10.10.2017 School Board Work Session
2017 SUMMER WORK: GATHER AND INTERPRET DATA
Site Visits

Deep study/site visits:
► Basswood Elementary
► Fernbrook Elementary
► Garden City Elementary
► Rush Creek Elementary
► Maple Grove Senior High
► Osseo Senior High
► Park Center Senior High

Surface study:
► All four middle schools
► Remaining elementary schools
Assumptions used for elementary target capacity analysis

In addition to appropriate grade-level classrooms, all elementary schools need the following spaces:

- Cafeteria
- Gymnasium
- Media Center
- Music
- Technology Lab
- Pre-kindergarten 4-year-old programming
- Staff break room
- Academic Support Services
  - Special Education
  - Talent Development Academic Challenge and Gifted (TAG)
    - English Learner (EL)
    - Academic Intervention/Title I
- Two to three Flex Spaces to accommodate site based needs
Assumptions used for elementary target capacity analysis

In addition to appropriate grade-level classrooms, all elementary schools need the following spaces:

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- Gymnasium
- Media Center
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- Technology Lab
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- Academic Support Services
  - Special Education
  - Talent Development Academic Challenge and Gifted (TAG)
  - English Learner (EL)
  - Academic Intervention/Title I
- Two to three Flex Spaces to accommodate site based needs
Example of elementary capacity analysis at Basswood

Presented at the 10.10.2017 School Board Work Session

<table>
<thead>
<tr>
<th>Grade</th>
<th># sections</th>
<th>target class size</th>
<th># students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kindergarten</td>
<td>8</td>
<td>25</td>
<td>200</td>
</tr>
<tr>
<td>Grade 1</td>
<td>7</td>
<td>26</td>
<td>182</td>
</tr>
<tr>
<td>Grade 2</td>
<td>7</td>
<td>27</td>
<td>189</td>
</tr>
<tr>
<td>Grade 3</td>
<td>7</td>
<td>28</td>
<td>196</td>
</tr>
<tr>
<td>Grade 4</td>
<td>6</td>
<td>32</td>
<td>192</td>
</tr>
<tr>
<td>Grade 5</td>
<td>6</td>
<td>33</td>
<td>198</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>1,157</td>
</tr>
</tbody>
</table>
Elementary vs. secondary capacity analysis

Gather Data

Elementary: Students in Home Rooms

Secondary: Students move from Room to Room (Utilization)
Example of secondary capacity analysis at Maple Grove Senior High.

Presented at the 10.10.2017 School Board Work Session.
## Preliminary elementary capacity data

<table>
<thead>
<tr>
<th>School</th>
<th>Projected 2021-22 Student enrollment</th>
<th>2017-18 capacity based on current building usage</th>
<th>Capacity corrected for assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basswood</td>
<td>1,058</td>
<td>1,157</td>
<td>913</td>
</tr>
<tr>
<td>Fernbrook</td>
<td>905</td>
<td>901</td>
<td>913</td>
</tr>
<tr>
<td>Garden City *</td>
<td>340</td>
<td>393</td>
<td>400</td>
</tr>
<tr>
<td>Rush Creek</td>
<td>933</td>
<td>938</td>
<td>913</td>
</tr>
</tbody>
</table>

* Garden City uses compensatory dollars to reduce class size, using additional regular classrooms; this reduces available student capacity
## Preliminary senior high capacity data

<table>
<thead>
<tr>
<th>School</th>
<th>Projected 2021-22 Student enrollment</th>
<th>Student capacity – based on current building usage</th>
<th>Capacity corrected for assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maple Grove Senior High</td>
<td>2,407</td>
<td>2,323</td>
<td>N/A</td>
</tr>
<tr>
<td>Osseo Senior High</td>
<td>2,253</td>
<td>2,482</td>
<td>N/A</td>
</tr>
<tr>
<td>Park Center Senior High</td>
<td>2,151</td>
<td>2,376</td>
<td>N/A</td>
</tr>
</tbody>
</table>
2017 Summer work: interpret data

Presented at the 10.10.2017 School Board Work Session
Preliminary interpretation: elementary

- Basswood, Fernbrook, Garden City, and Rush Creek are projected to be at or above available capacity by 2021/22 school year under current projections
  - Basswood and Garden City are currently utilizing special / support spaces as grade level classrooms and are operating at a deficiency of these spaces, per elementary assumptions for target capacity analysis.
  - Basswood, Fernbrook and Rush Creek have cafeterias that are stressed for seating capacity and building circulation.
- Unquantified future district housing growth beyond 2021/22 will put additional capacity stress on Fernbrook Elementary
Presented at the 10.10.2017 School Board Work Session

Interpret Data

Preliminary interpretation: middle level

- Maple Grove Middle appears close, but not expected to exceed its maximum capacity at current enrollment projections
  - Circulation challenges in common areas
- Other middle schools have sufficient capacity under current enrollment projections
- Unquantified future housing growth is not expected to impact middle school enrollment until after 2021/22
Preliminary interpretation: senior high

- Maple Grove Senior High is currently at capacity and expected to be over capacity by 2021/22 under current projections
- Capacity at the other comprehensive senior high schools appears to be currently near capacity and could possibly be over capacity by 2021/22 under current projections
- Circulation challenges in common areas at all comprehensive senior high schools
NEXT STEPS
Next Steps: Continue to gather & interpret data

Will involve: architect, demographer, cities, developers, real estate community

Gather Data
Interpret Data
Build Shared Understanding of Need
Develop Options
Recommendation

October – December 2017
- Update enrollment projections
- Update building utilization and capacity at all buildings

October 2017 – February/March 2018
ECMAC reviews data and creates observations

February/March 2018
School Board input and feedback
Next Steps: Build shared understanding of need

Gather Data
- October – December 2017
  - Update enrollment projections
  - Study building utilization and capacity

Interpret Data
- October 2017 – January 2018
  ECMAC reviews data and creates observations

Build Shared Understanding of Need

Develop Options
- February/March 2018
  ECMAC reviews data and creates observations and recommendations

Recommendation
- May/June 2018
  School Board input and feedback

Presented at the 10.10.2017 School Board Work Session
Question for school board

Is there anything else that would help build shared understanding of need?