



## Enrollment and Capacity Management Advisory Committee (ECMAC)

November 18, 2019



#### SUPERINTENDENT CORY MCINTYRE

## **Table Work: Check-In**



"Is there anything that you are still thinking about or wrestling with regarding the elementary options we analyzed last week?"

## **Meeting Purpose and Outcomes**

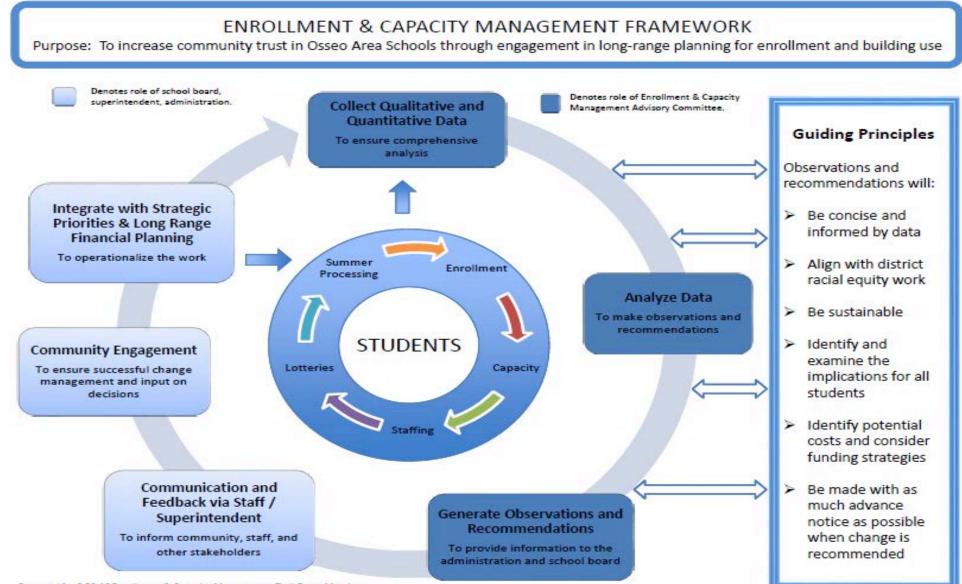
The **purpose** of the Enrollment and Capacity Management Advisory Committee (ECMAC) is to increase community trust in long-range planning for enrollment and building use. The ECMAC will analyze information affecting enrollment, capacity, and building use, and generate observations and recommendations to be communicated to district administration.

**Outcomes**: As a result of our meeting tonight, ECMAC members will:

- receive and analyze updated enrollment and capacity data based on November 1<sup>st</sup> enrollment figures;
- 2. become informed and give feedback on the secondary capacity relief option;
- 3. give guidance on Garden City Elementary capacity relief



### **ECMAC FRAMEWORK/ROLE**



Prepared for 2.22.16 Enrollment & Capacity Management Task Force Meeting

### **NOVEMBER 1<sup>ST</sup> ENROLLMENT DATA**

		Osse	eo Are	a Scho	ols - G	rade aı	nd Site	Enroll	ment E	stimat	es			
					P	rojectio	n for Fall	of 2019	(Fiscal Y	ear (FY) 2	2020)			
School Name	к	1	2	3	4	5	6	7	8	9	10	11	12	FY 2020 Projection
City of Brooklyn Center														
Garden City	59	58	50	56	44	43								310
City of Brooklyn Park														
Birch Grove	64	68	74	74	70	68								418
Crest View	52	47	39	35	34	35								242
Edinbrook	114	120	122	116	115	119								706
Fair Oaks	70	68	63	55	60	65								381
Palmer Lake	80	82	75	71	70	74								452
Park Brook	45	51	42	44	49	56								287
Woodland	119	114	128	102	129	110								702
Zanewood	70	69	65	60	39	55								358
City of Maple Grove														
Basswood	184	179	170	176	175	171								1,055
Cedar Island	72	76	71	69	85	82								455
Elm Creek	93	97	98	82	105	82	1							557
Fernbrook	139	150	131	157	114	148								839
Oak View	96	95	81	86	89	100								547
Rush Creek	123	126	126	142	130	122								769
Rice Lake	129	131	112	128	131	95								726
Weaver Lake	93	96	107	107	118	118								639
Elementary School Total	1,602	1,627	1,554	1,560	1,557	1,543		1						9,443
City of Brooklyn Park														
Brooklyn Middle							390	384	374					1,148
North View Middle							210	192	199					601
Park Center Senior										538	544	501	510	2,093
City of Maple Grove														
Maple Grove Middle							589	578	574					1,741
Maple Grove Senior										594	609	575	555	2,333
City of Osseo														
Osseo Middle							356	379	395					1,130
Osseo Senior										553	560	540	499	2 152
Secondary School Total							1,545	1,533	1,542	1,685	1,713	1,616	1,564	11,198
Osseo Sec Transition Center		-					-	-	-	-	-	-	74	74
Osseo Area Learning Center							-	-	-	0	12	29	134	175
Achieve							1	1	5	4	4	2	6	23
Subtotal			-				-	1	5	4	16	31	214	272
Grand Total Enrollment	1,602	1,627	1,554	1,560	1,557	1,543	1,545	1,534	1,547	1,689	1,729	1,647	1,778	20,913

					-	_	-	-		Actual 11	.1.19			_
School Name	к	1	2	3	4	5	6	7	8	9	10	11	12	FY 2020 Actual
City of Brooklyn Center														
Garden City	66	55	60	52	43	46								322
City of Brooklyn Park														
Birch Grove	62	67	68	65	62	68								392
Crest View	46	54	35	32	39	31								237
Edinbrook	119	117	118	113	108	120								695
Fair Oaks	62	65	67	51	55	59								359
Palmer Lake	88	67	80	72	76	79								462
Park Brook	50	52	45	39	46	58								290
Woodland	115	115	115	104	123	114								686
Zanewood	71	63	59	60	45	62								360
City of Maple Grove														
Basswood	154	188	169	185	177	183				K		P		1056
Cedar Island	82	67	74	65	83	74								445
Elm Creek	88	86	97	81	104	84								540
Fernbrook	140	142	134	153	117	151								837
Oak View	96	85	75	71	73	86								486
Rush Creek	126	126	128	137	136	130								783
Rice Lake	125	129	118	128	122	102								724
Weaver Lake	96	95	108	107	120	118								644
Elementary School Total	1586	1573	1550	1515	1529	1565								9318
City of Brooklyn Park														
Brooklyn Middle							389	364	370					1123
North View Middle							239	192	209					640
Park Center Senior										546	569	505	492	2112
City of Maple Grove														
Maple Grove Middle							598	568	567					1733
Maple Grove Senior										582	624	570	543	2319
City of Osseo					_									
Osseo Middle							391	370	365					1126
Osseo Senior										536	556	518	509	2119
Secondary School Total							1617	1494	1511	1664	1749	1593	1544	11172
Subtotal	1586	1573	1550	1515	1529	1565	1617	1494	1511	1664	1749	1593	1544	20430
Osseo Sec Transition Center													66	66
Osseo Area Learning Center											8	38	120	166
Achieve								1	4	3	3	3	2	16
Subtotal							0	1	4	3	11	41	188	249
Grand Total Enrollment	1586	1573	1550	1515	1529	1565	1617	1495	1515	1667	1760	1634	1732	20738

#### **19-20 ACTUAL 19-20 PROJECTED** Matriculated Variance Growth/Decline From 16,770 over PY Projections 3-Year Capture Rate 9.550% 9.457% Cohort Calc 1602 Adjustment 1602 1586 Kind Proj -16 3-year 101.70% 20.313% Cohort Calc 1627 1627 Gr 1 Proj 1573 -27 -54 99.63% 99.359% 3-year 1554 Cohort Calc Gr 2 Proj 1554 1550 -4 -10 100.14% 97.240% 3-year Cohort Calc 1560 Gr 3 Proj 1560 1515 -43 -45 101.65% 33.00-170 3-year Cohort Calc 1557 Gr 4 Proj 1557 1529 -3 -28 3-year 98.49% 99.872% Cohort Calc 1543 Gr 5 Proj 1543 1565 -2 22 3-year 95.26% 99.630% Cohort Calc 1546 1546 Gr 6 Proj 1617 -6 71 3-year 101.71% 99.138% 1534 Cohort Calc 1534 Gr 7 Proj 1495 -13 -39 102.72% 100.598% 3-year 1547 Cohort Calc 1547 1515 Gr 8 Proj 9 -32 114.26% 112.788% 3-year 1689 **Ohort Calc** Gr 9 Proj 1689 1667 189 -22 99.74% 101.499% 3-year Cohort Calc 1729 Gr 10 Proj 1729 1760 26 31 100.00% 99.211% 3-year Cohort Calc 1647 Gr 11 Proj 1647 1634 -13 -13 3-year 106.79% 104.024%

1778

1778

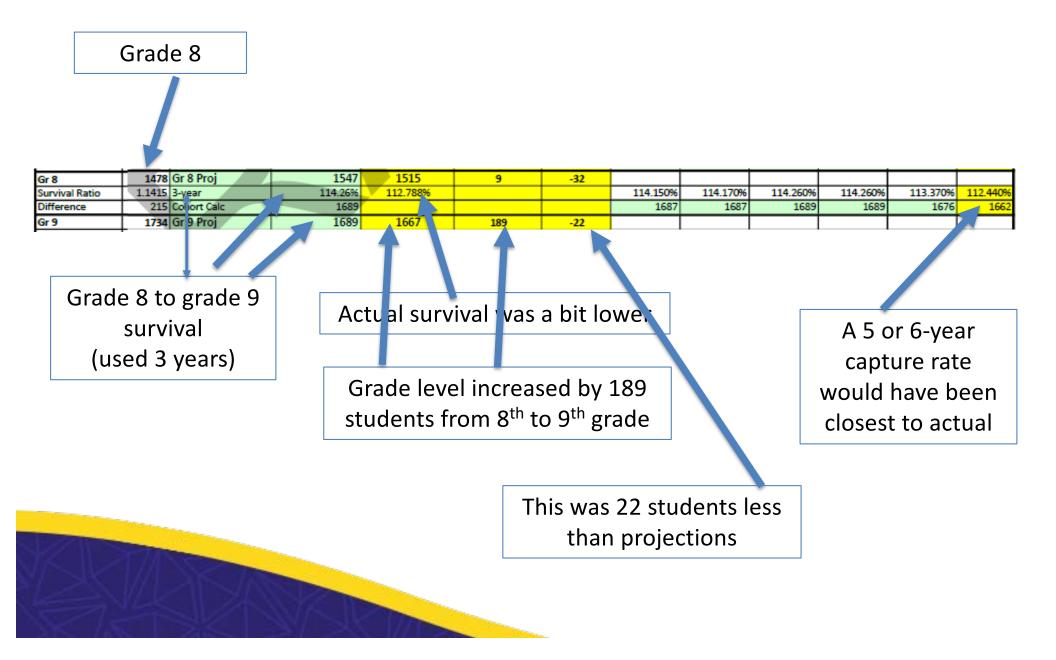
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67

-46

Cohort Calc Gr 12 Proj

## Example: FY 2019 Grade 9



			Osseo /	Area Scho	ols - Grade	e & Site Er	nrollment	Variance	from Proje	ections as	of 11 1 10				
	<	10 or n	nore stude	ents above	projectio	n				10 o	r more stu	dents belov	v projection	1	5% above
School Name								Grade Le	vel						5% below
	Kindergarten	1	2	3	4	5	6	7	8	9	10	11	12	K-12	% Variance
Basswood	(30)	9	(1)	9	2	12								1	0.09%
Birch Grove	(2)	(1)	(6)	(9)	(8)	0								(26)	-6.22%
Cedar Island	10	(9)	3	(4)	(2)	(8)								(10)	-2.20%
Crest View	(6)	7	(4)	(3)	5	(4)								(5)	-2.07%
Edinbrook	5	(3)	(4)	(3)	(7)	1								(11)	-1.56%
Elm Creek	(5)	(11)	(1)	(1)	(1)	2								(17)	-3.05%
Fair Oaks	(8)	(3)	4	(4)	(5)	(6)								(22)	-5.77%
Fernbrook	1	(8)	3	(4)	3	3								(2)	-0.24%
Garden City	7	(3)	10	(4)	(1)	3								12	3.87%
Oak View	0	(10)	(6)	(15)	(16)	(14)								(61)	-11.15%
Palmer Lake	8	(15)	5	1	6	5								10	2.21%
Park Brook	5	1	3	(5)	(3)	2						2		3	1.05%
Rice Lake	(4)	(2)	6	0	(9)	7								(2)	-0.28%
Rush Creek	3	0	2	(5)	6	8								14	1.82%
Weaver Lake	3	(1)	1	0	2	0								5	0.78%
Woodland	(4)	1	(13)	2	(6)	4								(16)	-2.28%
Zanewood	1	(6)	(6)	0	6	7								2	0.56%
Elementary School Total	(16)	(54)	(4)	(45)	(28)	22								(125)	-1.34%
												r			
Brooklyn Middle							(1)	(20)	(4)					(25)	-2.18%
Maple Grove Middle							9	(10)	(7)					(8)	-0.46%
North View Middle							29	0	10					39	6.49%
Osseo Middle							35	(9)	(30)					(4)	-0.35%
Middle School Total							72	(39)	(31)					2	0.04%
Maple Grove Senior High										(12)	15	(5)	(12)	(14)	-0.60%
Osseo Senior High										(17)	(4)	(22)	10	(33)	-1.53%
Park Center Senior High										8	25	4	(18)	19	0.91%
Senior High School Total										(21)	36	(23)	(20)	(28)	-0.42%
Subtotal	(16)	(54)	(4)	(45)	(28)	22	72	(39)	(31)	(21)	36	(23)	(20)	(151)	-0.74%
Osseo Sec Transition Ctr													(8)	(8)	-10.81%
Osseo Area Learning Ctr							0	0	0	0	(4)	9	(14)	(9)	-5.14%
Achieve							(1)	0	(1)	(1)	(1)	1	(4)	(7)	-30.43%
Subtotal							(1)	0	(1)	(1)	(5)	10	(26)	(24)	-9.56%
Total Variance from Proj.	(16)	(54)	(4)	(45)	(28)	22	71	(39)	(32)	(22)	31	(13)	(46)	(175)	-0.84%
5% above 5% below	-1.00%	-3.32%	-0.26%	-2.88%	-1.80%	1.43%	4.60%	-2.54%	-2.07%	-1.30%	1.79%	-0.79%	-2.59%	-0.84%	

#### **Table Conversation**



#### **Current Enrollment Discussion:**

What do you notice?
 What questions do you have?



Grade or Age	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Henn Cty Births	15,955	15,943	16,345	16,584	16,770	16,829	16,485	16,322	15,845	16,473
Kindergarten	1,545	1,518	1,539	1,600	1,586	1,600	1,568	1,552	1,507	1,567
Grade 1	1,546	1,517	1,578	1,560	1,573	1,591	1,606	1,573	1,557	1,512
Grade 2	1,627	1,546	1,529	1,558	1,550	1,565	1,584	1,598	1,566	1,550
Grade 3	1,576	1,633	1,545	1,532	1,515	1,534	1,549	1,568	1,582	1,550
Grade 4	1,564	1,564	1,685	1,567	1,529	1,529	1,548	1,564	1,582	1,590
Grade 5	1,488	1,541	1,591	1,623	1,565	1,514	1,514	1,533	1,549	1,56
Kind - Grade 5	9,346	9,319	9,467	9,440	9,318	9,333	9,369	9,388	9,343	9,342
Grade 6	1,462	1,385	1,496	1,508	1,617	1,518	1,469	1,469	1,487	1,50
Grade 7	1,420	1,488	1,430	1,506	1,495	1,628	1,529	1,479	1,479	1,49
Grade 8	1,444	1,450	1,519	1,478	1,515	1,523	1,658	1,557	1,507	1,50
Grade 6-8	4,326	4,323	4,445	4,492	4,627	4,669	4,656	4,505	4,473	4,50
Grade 9	1,664	1,656	1,656	1,734	1,667	1,722	1,731	1,885	1,770	1,71
Grade 10	1,569	1,683	1,647	1,647	1,760	1,674	1,730	1,739	1,893	1,77
Grade 11	1,603	1,579	1,650	1,665	1,634	1,754	1,669	1,724	1,733	1,88
Grade 12	1,591	1,680	1,676	1,780	1,732	1,727	1,854	1,764	1,822	1,83
Grade 9-12	6,427	6,598	6,629	6,826	6,793	6,877	6,984	7,112	7,218	7,21
Kind - Gr 12	20,099	20,240	20,541	20,758	20,738	20,879	21,009	21,005	21,034	21,05
Change	89	141	301	217	-20	141	130	-4	29	2
	0.44%	0.70%	1.49%	1.06%	-0.10%	0.68%	0.62%	-0.02%	0.14%	0.119

#### 5-Year Enrollment Projections by School Based on November 1 Data

										Ossec	Area Sc	hools - Gr	ade & Sit	e Enrollmer	nt									
					FY 2	021 (Fall	2020) Pro	jection										Fi	ve Year Pr	ojection				
School	к	1	2	3	4	5	6	7	8	9	10	11	12	FY 2021	FY 2020	One-Yea	ar Variance	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	5 yr. (	growth
BW	173	152	189	167	191	174								1046	1056	(10)	-0.95%	1046	1040	1021	1014	996	(60)	-5.68%
BG	65	65	67	68	64	60								389	392	(3)	-0.77%	389	392	393	389	388	(4)	-1.02%
CI	75	82	67	72	67	82								445	445	0	0.00%	445	437	443	441	448	3	0.67%
CV	50	44	45	33	30	36								238	237	1	0.42%	238	235	238	240	236	(1)	-0.42%
EB	117	125	118	115	115	111								701	695	6	0.86%	701	716	722	721	724	29	4.17%
EC	90	88	87	96	86	107								554	540	14	2.59%	554	548	558	549	555	15	2.78%
FO	67	59	64	61	48	52								351	359	(8)	-2.23%	351	348	353	347	345	(14)	-3.90%
FB	136	148	144	136	152	117								833	837	(4)	-0.48%	833	866	943	1031	1103	266	31.82%
GC	63	64	52	65	51	44								339	322	17	5.28%	339	356	365	357	361	39	12.11%
OAK	94	91	79	75	69	70								478	486	(8)	-1.65%	478	484	492	494	496	10	2.06%
PL	84	84	65	77	75	74								459	462	(3)	-0.65%	459	460	459	451	463	1	0.22%
PB	46	57	51	45	43	46								288	290	(2)	-0.69%	288	297	308	313	312	22	7.59%
RC	127	129	127	128	134	136								781	783	(2)	-0.26%	781	772	763	759	761	(22)	-2.81%
RL	126	126	131	120	128	122								753	724	29	4.01%	753	760	759	763	759	35	4.83%
WVR	96	99	106	108	119	119								647	644	3	0.47%	647	647	647	645	648	4	0.62%
WD	120	110	114	115	98	122								679	686	(7)	-1.02%	679	663	671	665	663	(23)	-3.35%
ZW	71	68	59	53	59	42								352	360	(8)	-2.22%	352	361	357	358	361	1	0.28%
Elem Total	1,600	1,591	1,565	1,534	1,529	1,514	-	-	-	-	-	-	-	9333	9318	15	0.16%	9333	9382	9492	9537	9619	301	3.23%
BMS							365	384	377					1126	1123	3	0.27%	1126	1112	1077	1070	1078	(45)	-4.01%
MGMS							562	598	572					1732	1733	(1)	-0.06%	1732	1707	1652	1640	1652	(81)	-4.67%
NVMS							224	224	190					638	640	(2)	-0.31%	638	650	630	626	631	(9)	-1.41%
OMS							367	422	383					1172	1126	46	4.09%	1172	1189	1150	1141	1149	23	2.04%
MS Total	-	-	-	-	-	-	1,518	1,628	1,522	-	-	-	-	4668	4622	46	1.00%	4668	4659	4510	4476	4510	(112)	-2.42%
MGSH										603	587	613	545	2348	2319	29	1.25%	2348	2378	2422	2460	2455	136	5.86%
OSH										561	528	544	490	2123	2119	4	0.19%	2123	2150	2202	2242	2237	118	5.57%
PCSH										555	543	565	483	2146	2112	34	1.61%	2146	2191	2229	2255	2251	139	6.58%
SH Total	-	-	-	-	-	-	-	-	-	1,719	1,658	1,722	1,518	6617	6550	67	1.02%	6617	6719	6853	6957	6943	393	6.00%
K-12 Sub-total	1,600	1,591	1,565	1,534	1,529	1,514	1,518	1,628	1,522	1,719	1,658	1,722	1,518	20618	20490	128	0.62%	20618	20760	20854	20971	21072	582	2.84%
OSTC						-	-	-	-	-			72	72	66	6	9.09%	72	72	72	72	72	6	9.09%
OALC						-		-	-		- 12	-											9	5.42%
						-	-	-	-	-	12	29	134	175	166	9	5.42%	175	175	175	175	175	-	-
Achieve							-	-	1	3	4	3	3	14	16	(2)	-12.50%	14	14	14	14	14	(2)	-12.50%
Subtotal	-	-	-	-	-	-	0	0	1	3	16	32	209	261	248	13	5.24%	261	261	261	261	261	13	5.24%
Grand Total	1,600	1,591	1,565	1,534	1,529	1,514	1,518	1,628	1,523	1,722	1,674	1,754	1,727	20879	20738	141	0.68%	20879	21021	21115	21232	21333	595	2.87%



School	FY 2020 student enrollment	Estimated FY 2025 student enrollment	School student capacity		enrollment ler) capacity		5 enrollmer der) capaci
		Elem	entary Sch	iools			
		City of	Brooklyn	Center			
Garden City	322	361	342	(20)	-5.85%	19	5.56%
			Brooklyn				
Birch Grove	392	388	513	(121)	-23.59%	(125)	-24.379
Crest View	237	236	448	(211)	-47.10%	(212)	-47.329
Edinbrook	695	724	906	(211)	-23.29%	(182)	-20.099
Fair Oaks	359	345	623	(264)	42.38%	(278)	-44.629
Palmer Lake	462	463	597 <	(135)	-22.61%	(134)	-22.459
Park Brook	290	312	342	(52)	-15.20%	(30)	-8.779
Woodland	686	663	855	(169)	-19.77%	(192)	-22.469
Zanewood	360	361	513	(153)	-29.82%	(152)	-29.639
		City o	f Maple G	rove			
Basswood	1,056	996	1.026	30	2.92%	(30)	-2.92%
Cedar Island	445	448	513	(68)	-13.26%	(65)	-12.67
Elm Creek	540	555	684	(144)	-21.05%	(129)	-18.86
Fembrook	837	1,103	971	(134)	-13.80%	132	13.639
Oak View	486	496	619	(133)	-21.49%	(123)	-19.879
Rice Lake	724	759	619	105	16.96%	140	22.62
Rush Creek	783	761	961	(178)	-18.52%	(200)	-20.819
Weaver Lake	644	648	684	(40)	-5.85%	(36)	-5.269
I							
		Seco	ndary Sch	ools			
			ndary Sch Brooklyn				
Brooklyn Middle	1.123	City of	Brooklyn	Park	-10.59%	(178)	-14 17
	1,123	City of 1,078	Brooklyn 1,256	Park (133)	-10.59%	(178)	-14.179
North View Middle	640	City of 1,078 631	Brooklyn 1,256 1,256	Park (133) (616)	-49.04%	(625)	-49.76
		City of 1,078 631 2,251	Brooklyn 1,256 1,256 2,321	Park (133) (616) (209)		7	-49.76
North View Middle Park Center Senior	640 2,112	City of 1,078 631 2,251 City of	Brooklyn 1,256 1,256 2,321 f Maple G	Park (133) (616) (209) Frove	-49.04% -9.00%	(625) (70)	-49.76% -3.02%
Maple Grove Middle	640 2,112 1,733	City of 1,078 631 2,251 City o 1,652	Brooklyn 1,256 1,256 2,321 f Maple G 1,802	Park (133) (616) (209) rove (69)	-49.04% -9.00% -3.83%	(625) (70) (150)	-49.769 -3.029 -8.329
North View Middle Park Center Senior	640 2,112	City of 1,078 631 2,251 City of 1,652 2,455	Brooklyn 1,256 1,256 2,321 f Maple G 1,802 2,185	Park (133) (616) (209) rove (69) 134	-49.04% -9.00%	(625) (70)	-49.769 -3.029
North View Middle Park Center Senior Maple Grove Middle	640 2,112 1,733	City of 1,078 631 2,251 City of 1,652 2,455	Brooklyn 1,256 1,256 2,321 f Maple G 1,802	Park (133) (616) (209) rove (69) 134	-49.04% -9.00% -3.83%	(625) (70) (150)	-49.76 -3.029 -8.329

#### MDE Recommended Capacity based on Core Area Square Footage

Reflects November 1st Data

	Core support areas			
		F <mark>Y 2025</mark> enrollmen	t <mark>over/(under) capaci</mark> t	у
School	Media Center St	udent Capacity	Cafeteria Stud	lent Capacity
	Elem	entary Schools		
City of Brooklyn Center				
Garden City	(342)	-48.61%	(150)	-29.39%
City of Brooklyn Park				
Birch Grove	(725)	-65.15%	(116)	-22.98%
Crest View	(668)	-73.90%	(264)	-52.82%
Edinbrook	(1,135)	-61.06%	(207)	-22.21%
Fair Oaks	(830)	-70.64%	(166)	-32.52%
Palmer Lake	(760)	-62.13%	(41)	-8.09%
Park Brook	(382)	-55.02%	(199)	-38.97%
Woodland	(1,006)	-60.27%	(256)	-27.86%
Zanewood	(547)	-60.22%	(350)	-49.21%
City of Maple Grove				
Basswood	(673)	-40.31%	77	8.38%
Cedar Island	(845)	-65.35%	(56)	-11.07%
Elm Creek	(978)	-63.80%	(371)	-40.03%
Fernbrook	(748)	-40.42%	173	18.54%
Oak View	(1,356)	-73.22%	(435)	-46.71%
Rice Lake	(716)	-48.54%	(167)	-17.99%
Rush Creek	(908)	-54.39%	(158)	-17.19%
Weaver Lake	(1,021)	-61.16%	(271)	-29.49%
	Seco	ondary Schools		
City of Brooklyn Park				
Brooklyn Middle	(155)	-12.68%	(231)	-17.74%
North View Middle	(1,068)	-63.11%	(532)	-46.03%
Park Center Senior	724	46.09%	122	5.60%
City of Maple Grove				
Maple Grove Middle	(273)	-13.96%	9	0.51%
Maple Grove Senior	(72)	-2.85%	1,456	144.77%
City of Osseo				
Osseo Middle	(513)	-30.76%	(19)	-1.62%
Osseo Senior	(390)	-14.85%	746	50.13%



#### **Table Conversation**



#### **Enrollment Projection Discussion:**

What do you notice?
 What questions do you have?



#### **SECONDARY CAPACITY RELIEF OPTION**

## **Secondary Capacity Relief Option**

- Addition at Maple Grove Senior High
- Increase cafeteria space at:
  - Maple Grove Senior High
  - Osseo Senior High
  - Park Center Senior High
- ► Increase media center space at:
  - Park Center Senior High



# **Secondary Capacity Relief Option**

- Option Timeline
  - Substantial Completion by Winter 2023 (Secondary Option Timeline)
- Option Estimated Cost
  - \$16.7 Million to \$18.7 Million
- Option Potential Floorplan
  - Post-Construction Capacity



## **Secondary Capacity Relief Option**

Center for Innovation and the Arts

- North Hennepin Community College
- \$85 million, 83,000 square foot facility
- Option for future STEM High School
- Continued consideration as part of our magnet school study and planning
- Potential future capacity relief



#### **Table Conversation**



#### **Secondary Option Discussion:**

What do you like about this option?
 What are the drawback/challenges to this option?
 How will our community respond to this option?
 How does this option align with ECMAC's guiding principles?
 What (if any) alterations would strengthen this option?

### **ELEMENTARY OPTION ANALYSIS**

### **Table Conversation**



#### **Elementary Option Discussion:**

Based on the enrollment/capacity data, should Garden City boundary changes be removed from the Oak View Option and the Weaver Lake Option?

# ECMAC Meeting and Recommendation Next Steps

- December  $9^{\text{th}} (\text{ESC})$ 
  - Elementary option alterations (if any)
  - Secondary option alterations (if any)
  - Determine option(s) to move forward to administration
- ► January 27<sup>th</sup> (Zanewood Elementary)



#### **CHECK OUT AND NEXT STEPS**