

# Improving District 64 Financial Resources

Community Finance Committee:  
Financial Structure Subcommittee

## Preliminary Report

September 11, 2006  
Park Ridge, Illinois

Community Finance Committee

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## Tonight's Agenda

- **Mission** of the Subcommittee
- **Who:** Subcommittee members
- **How:** Financial analysis process
- **When:** Key milestones & meetings
- The D64 financial situation
- Preliminary **Conclusions** from financial forecasting analysis
- Preliminary **Recommendations** & Implications
- Next Steps

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### **Mission of the Subcommittee**

When the CFC (Community Finance Committee) was created the District asked the Financial Structure Subcommittee to:

“Study the need for additional sources of revenue and to identify specifically what those sources should be.”

[Source: Letter to Community Finance Committee by Superintendent Sally Pryor – 10-24-05]

### **Who: Subcommittee Members**

- **Jim Bucaro** – Carpenter School Parent
- **Philip Eichman** – Lincoln Middle School Parent
- **John Heyde** - Franklin and Emerson School Parent
- **Dan Koziol** - Lincoln School Parent
- **Vicki Mogil** – Principal, Emerson Middle School
- **Paul Sheehan** - Emerson Middle School Parent
- **Dennis Stolfo** – Community Member

## Improving District 64 Financial Resources

### **How: Financial Analysis Process**

*Subcommittee briefings and interviews:*

Resource	Topic Areas
Briefings by <u>Bruce Martin</u> – D64 Business Manager	District financial forecasts – 2006 to 2011, Tax Cap calculations, TIF issues, School Fund definitions & detail
<u>Elizabeth Hennessy</u> – William Blair & Company	School Debt: financing options & financial markets
<u>Tom Ruekert/Liz Coy</u> - Maine Township Assessor	Forecasting EAV and Property Tax Appeal Activity
<u>Ares Dalianis</u> – Counsel to D64	Tax Appeals (Cook Co, courts, PTAB)
<u>Nancy Borck</u> – Curriculum Dept. Program Assistant	Grants – Local, State and Federal
<u>Kathy Nelson</u> – Director of Pupil Services	Special Education: service levels, trends & costs
<u>Jim Wuerffel</u> – Director of Buildings and Grounds	Capital projects: estimates and facilities' rentals

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## Improving District 64 Financial Resources

### **How: Financial Analysis Process**

*Team meetings and group efforts:*

- Program kickoff on January 18, 2006
- Bi-monthly team meetings, on average – February to August, 2006
- Two community Brainstorming Sessions (approx. 35 citizens + CFC members) - June 22 & 29, 2006 at Emerson
- Spreadsheet analysis – June to September, 2006
- Team discussions and recommendations - August & September 2006

➤ All Subcommittee members were invited throughout to participate in all tasks and meetings.

"Brainstorming Rankings" and comments, Spreadsheets, Assumptions, Conclusions, Recommendations, and Next Steps were contributed by Bucaro, Eichman, Heyde, Koziol, Mogil, and Sheehan.

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### How: Spreadsheets

- Our basic **Forecasting Model** was customized from D64's "Long Range Financial Projections":
  - a set of interconnected spreadsheets of D64's Funds, budget history, projections, levy rates, and EAV values  
(built by R. Wade, maintained by B. Martin, interim and current D64 Bus. Mgrs, respectively)
  - we focused on **Operating Cash Flows**
  - **Operating Funds** (all are "capped") run the day-to-day  
(Education, O&M, Spec. Ed, Social Security, IMRF, Working Cash, Transportation, Tort)
- The only other Fund is "Bond & Interest", it is Uncapped.
  - It is already very tightly defined for required bond repayments.
  - By law it is fully levied, so it is never undertaxed/underfunded.
- Therefore, **ALL FORECASTS are of OPERATING FUNDS.**

### Revenue Sources Examined

Traditional Examples	Non-Traditional Examples*
Property tax revenues	Cell tower rental on District 64 property
Student Fees & Tuition (Jefferson, Summer School, Special Ed)	Individual and corporate sponsorship of: <ul style="list-style-type: none"> <li>• Each school</li> <li>• Each classroom</li> </ul>
Interest income	Teaming with City of Park Ridge to receive revenue from higher building permit fees
Bond sales	Affinity product sales to parents (e.g. "Proud to be a District 64 Family")

\* Raised in June Brainstorming meetings with parents, teachers, and interested citizens

### Initial Conclusions

- There is a chronic, structural IMBALANCE of Revenues and Expenses. This will continue given expected enrollment trends. **Thus, annual DEFICITS grow in the long run.**
- The **Imbalance** is due to the Tax Cap, not lax management of D64 finances
- Budget cuts are not a sustainable long-term policy to allow a quality education experience
- Working Cash Bonds are a useful stop-gap tool but are not a sustainable solution
- A Referendum is a financially prudent method of rebuilding financial strength

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### Initial Recommendations

- Create a “**Culture of SAVINGS**” (build on the CFC ‘Spend’ Subcommittee work) = **Small dollars**, but is key for any district in any financial situation
- **Implement a Referendum** to increase tax levy (i.e. the “Limiting Rate”) = **More significant dollars**
- Consider Referendum as an opportunity to **improve the QUALITY of education** (e.g. examine past cuts, full day kindergarten, and smaller class sizes)
- Is it enough to just maintain the status quo?

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D64 Financial Situation

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D64 Financial Situation

- **Property Tax Caps** constrain annual property tax revenue growth to lesser of 5% or CPI \*
- Though D64's property values have risen faster than inflation, much of that is not available to D64 due to the Cap (PTELL).
- **Teardowns/New Property:** high Assessed Values, but D64 can only take 3 % (i.e. typical CPI Cap) after the first year due to the Cap rules
- D64 has been under its maximum taxing rates for the critical Operating Funds for 10+ years due to the Cap

\* **Two exceptions to the Tax Cap for D64:** New Property and Bond/Interest levies. The former adds approx. 1% of new revenue annually to D64, and the latter just pays down debt, like the Emerson bonds, or the 2005 Working Cash Bonds.

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#### Improving District 64 Financial Resources

### D64 Financial Situation

- While property tax revenue has generally increased at the rate of inflation, **expenses have risen faster**
- **Employee benefits costs rise significantly faster than CPI**  
(Consumer Price Index = inflation)
  - Salaries generally rise by at least CPI
  - **Salaries and benefits make up 80%** of D64's budget:  
D64's costs > CPI on average
- Thus, D64 has run a **deficit** (across all Funds ) for 4 of the last 5 fiscal years. Meanwhile, enrollments have declined only slightly.
- Schools experience normal, **highly oscillating cash flows** (due to semi-annual tax receipts and seasonality in costs): **D64 needs cash reserves, or else must borrow**

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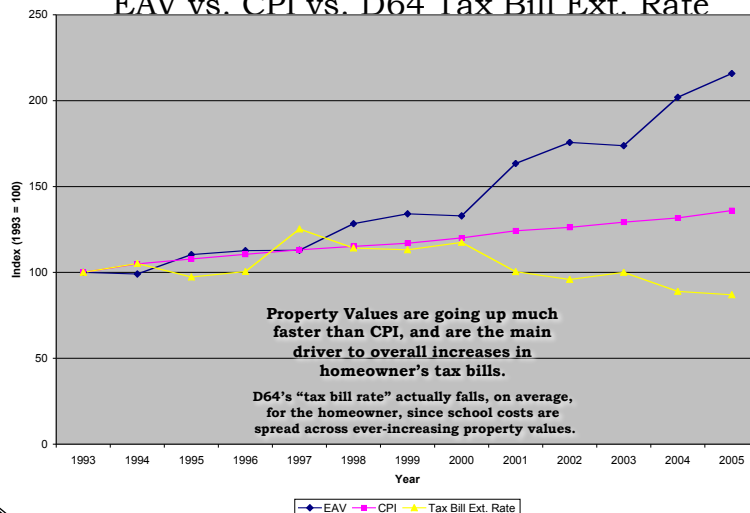
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#### Improving District 64 Financial Resources

### D64 Financial Situation

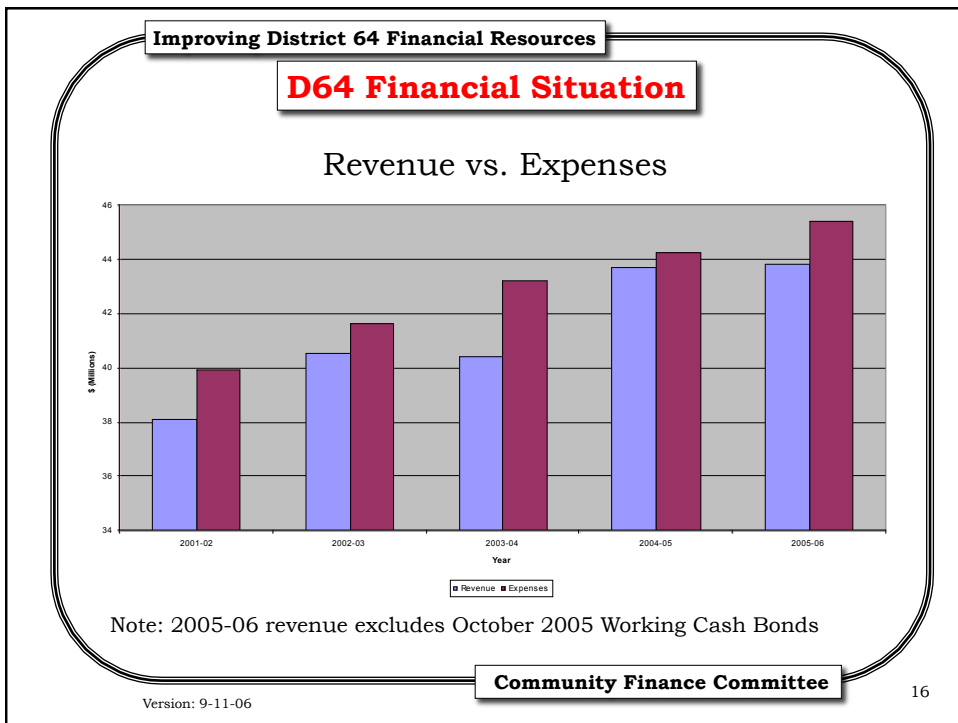
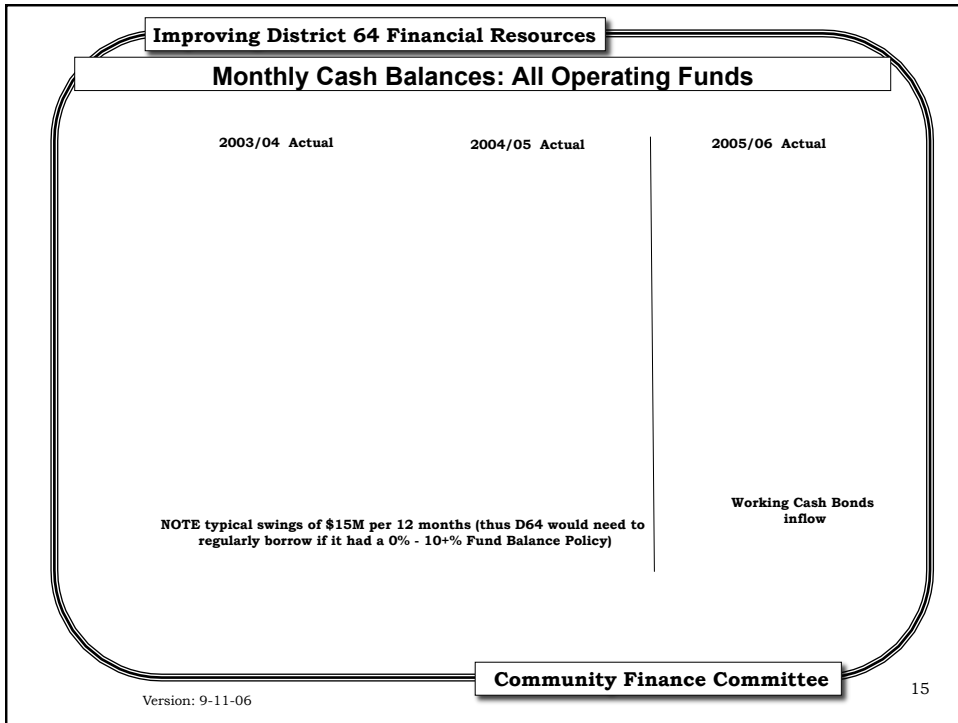
#### EAV vs. CPI vs. D64 Tax Bill Ext. Rate

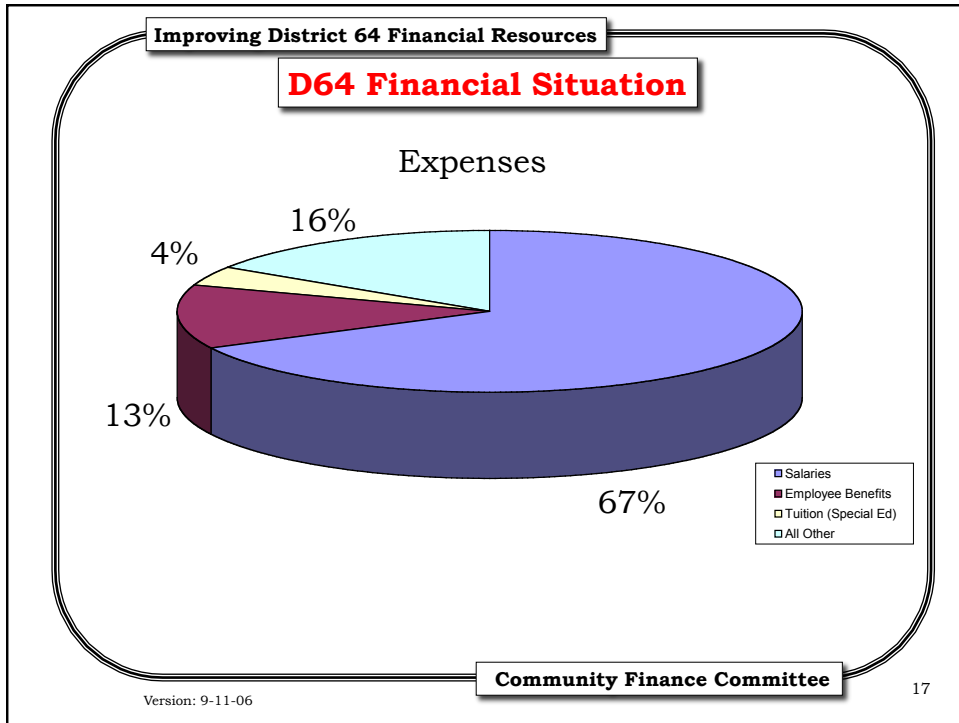


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### State Financial Report Cards

- Continued budget deficits have weakened D64's rating in State financial Report Cards:

District	2002	2003	2004	2005
<b>Park Ridge 64</b>	<b>Review</b> (worst: 1 of 4)	<b>Review</b>	<b>Watch</b> (poor: 2 of 4)	<b>Early Warning</b> (middle: 3 of 4)
East Maine 63	Review	Early Warning	Recognition (best: 4 of 4)	Recognition
Des Plaines 62	Recognition	Recognition	Recognition	Recognition
Niles 71	Recognition	Recognition	Recognition	Recognition
Glenview 34	Recognition	Recognition	Recognition	Recognition
Chicago 299	Review	Early Warning	Early Warning	Review

District 64's trend is of concern

Source: Illinois State Board of Education

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## D64 Financial Situation – Other Key Facts

Max debt allowed? It varies: 6.9% of current EAV (i.e. the total property value within D64). For tax year 2005, this was \$110M

Total Outstanding debt = \$ 28M (1997 & 2001 re-fi Emerson bonds of \$24M + 2005 Working Cash Bonds of \$4.9 million)

Limits to Debt: max allowable Principal & Interest payment:  
\$1.795M/yr for non-referendum bonds like Life-Safety and Working Cash

Referendum bonds (e.g. to build Emerson) are not limited to \$1.795M/yr, but usually are constrained to large capital projects

The Bond & Interest Fund is the only “uncapped” fund: by law, it receives tax revenue as needed in order to pay bondholders, regardless of CPI

## D64 Financial Situation – Other Key Facts

**Simplified:** D64's Revenue is  
(a CPI-related “Limiting Rate”) X (current EAV)  
+  
(Bond & Interest levy rate) X (current EAV)

- The “**Limiting Rate**” INCREASES in step with D64's prior year's Revenue (**“the Base”**), and with increases to New Property.
- So you **want a significant base**, and lots of New Property every year. A higher “Limiting Rate” means more D64 revenue, in general
- **A Referendum to increase the ‘Limiting Rate’ creates one-time increase to D64's BASE.** Why? ALL of D64's Funds approach their max levy rates, just like Bond & Interest. That causes a BIG influx of tax money.
- So...D64's BASE would go up the year AFTER the Referendum. The effect can be phased in. In due course, the Funds revert to more normal, CPI-related growth (the Funds get “Capped” again).
- A Referendum would increase the base faster than would have otherwise been possible.

### D64 Financial Situation – Debt Pros/Cons

- Using DEBT to pay day-to-day expenses can be expensive, and does not solve the basic Cost > Revenue structural problem.
- Debt is better matched to specific projects, or used for unscheduled events and emergency liabilities.
- Tax Anticipation Warrants (TAWs), common to a 0% Fund Balance Policy, take \$\$ out of Operating Funds, thus worsening a school's deficit.
- TAWs redirect scarce D64 cash to banks (as interest) thereby lessening the cash available to spend on students.
- So TAWs fit better to emergency cash shortfalls.

### Initial Conclusions

- **Imbalance** between Revenues and Expenditures is chronic and structural. It is common to Illinois “capped” school districts.
- Major source of imbalance is Property Tax Caps
- It is **unrealistic** for school districts to hold overall expenditures at or below CPI
- As a result, D64, like other districts, **should expect to need to fix its finances on a cyclical basis** (every 5 – 10 years) assuming EAV, CPI, and enrollment trends

## Financial Analysis: The Assumptions

## Spreadsheet Analysis

- Baseline and Policy Option FORECASTS through 2015
- Forecast used **three Baseline Scenarios:**
  - **Optimistic**
  - **Middle**
  - **Pessimistic**
- Forecasts examine both budget cuts and revenue enhancements
- We also show D64's own "Status Quo" cash flow Forecast (created independently from the CFC Committee)

### Assumptions for All Scenarios

- Program costs follow current 2006-2007 curricula & policies
- Enrollment projections are based on 2005 Demographic Report through 2010, and held constant beyond Report's forecasts.
- \$10 million Umbrella Insurance Policy is sufficient for:
  - Significant law suits and judgments
  - Property liabilities & damage (e.g. slips and falls)
- No catastrophic maintenance will be required through 2015:
  - budgeted Operations & Maintenance Fund "Capital Outlay" is sufficient
- No significant new "Unfunded Mandates"
- No District-owned real estate is bought or sold

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### Assumptions for All Scenarios, continued

- No Building changes or Construction – No building additions, significant remodeling, or closures
- No significant changes to the composition of the labor force (e.g. job classes, seniority).
- No TIF Revenue is assumed (City of Park Ridge forecasts possible revenue starting in 2009; estimates are still highly uncertain.)
- Past D64 salary & benefit trends, and Spec. Ed, and Transportation history are reasonable near term indicators
- D64's surrounding property will continue to increase in value, on average, per published Cook Co. Assessor EAV values

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### Spreadsheet Variables

Category	Optimistic	Middle	Pessimistic
<b>Enrollment</b> (through 2009 – 2010 )	“Below expectations” scenario in demographer’s report	Middle scenario in demographer’s report	“Above expectations” scenario in demographer’s report
<b>Inflation</b>	3.5%	3.0 %	2.5%
<b>Salaries</b>	3.5%	4.5%	5.0%
<b>Benefits</b>	8.0%	10.0%	13.0%
<b>Transportation</b> (“Purchased Services” only)	As projected	Increase of 6% per year for next 2 years, then as projected	Increase of 10% per year for next 2 years, then increase of 6% per year for next 2 years, then as projected

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## Improving District 64 Financial Resources

### Spreadsheet Variables, continued

Category	Optimistic	Middle	Pessimistic
<b>Special Education program costs</b>	As projected	As projected <u>plus an increase of 5% per year off of base of \$2M/year</u>	As projected <u>plus an increase of 10% per year off of base of \$2M /year</u>
<b>Tax appeal rate (\$\$ refunded by D64/Cook Co.)</b>	As projected for 2006-07, and thereafter indexed to EAV	As projected for 2006-07, and thereafter indexed to EAV	Highest of recent years, for 2006-07; thereafter, indexed to EAV
<b>New property, as a % of EAV</b> (Equalized Assessed Value) <b>beginning in 2006</b>	1.3%	1.15%	1.00%

#### Sources for inflation forecasts:

Council of Economic Advisors, Administration Economic Forecast  
[http://www.whitehouse.gov/cea/cea\\_forecast20060608.html](http://www.whitehouse.gov/cea/cea_forecast20060608.html) (June 2006).

Congressional Budget Office, *The Budget and Economic Outlook: An Update*  
[www.cbo.gov/budget/econproj.shtml](http://www.cbo.gov/budget/econproj.shtml) (August 17, 2006).

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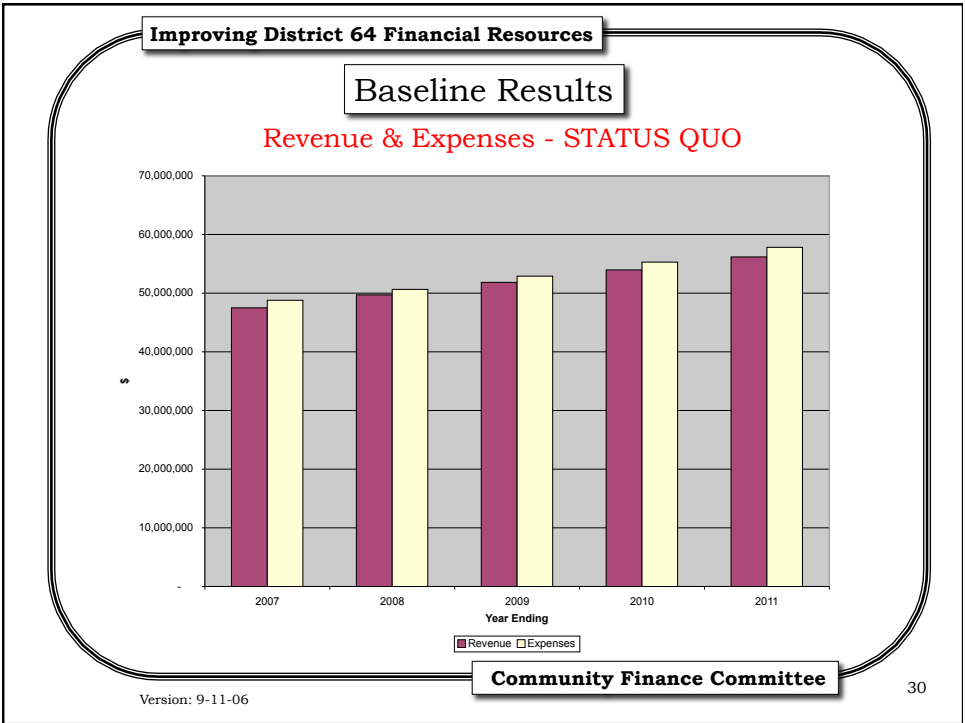
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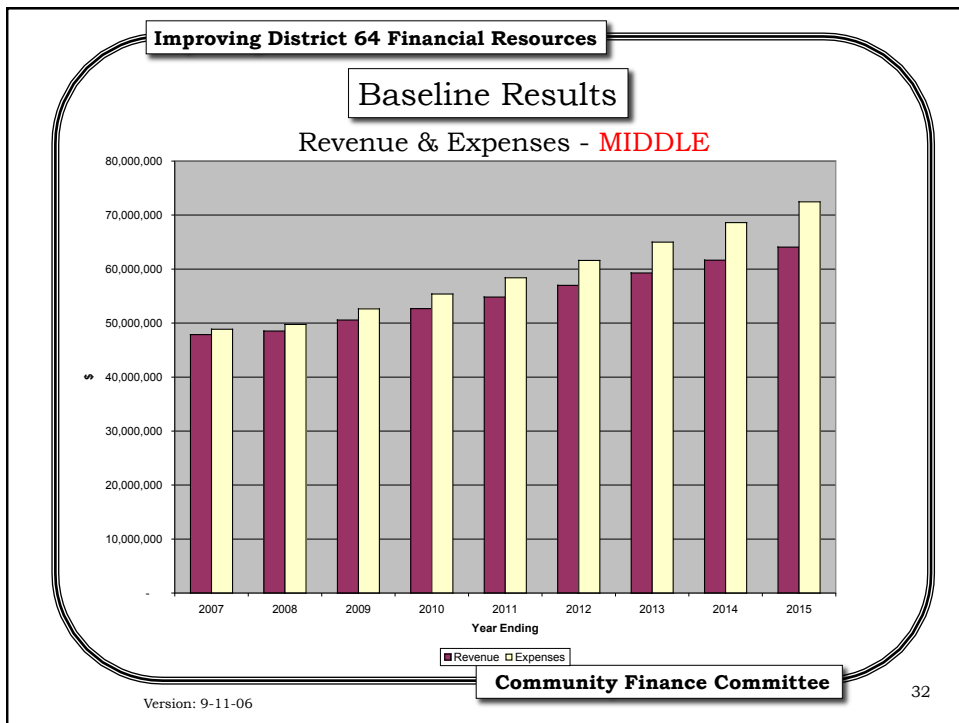
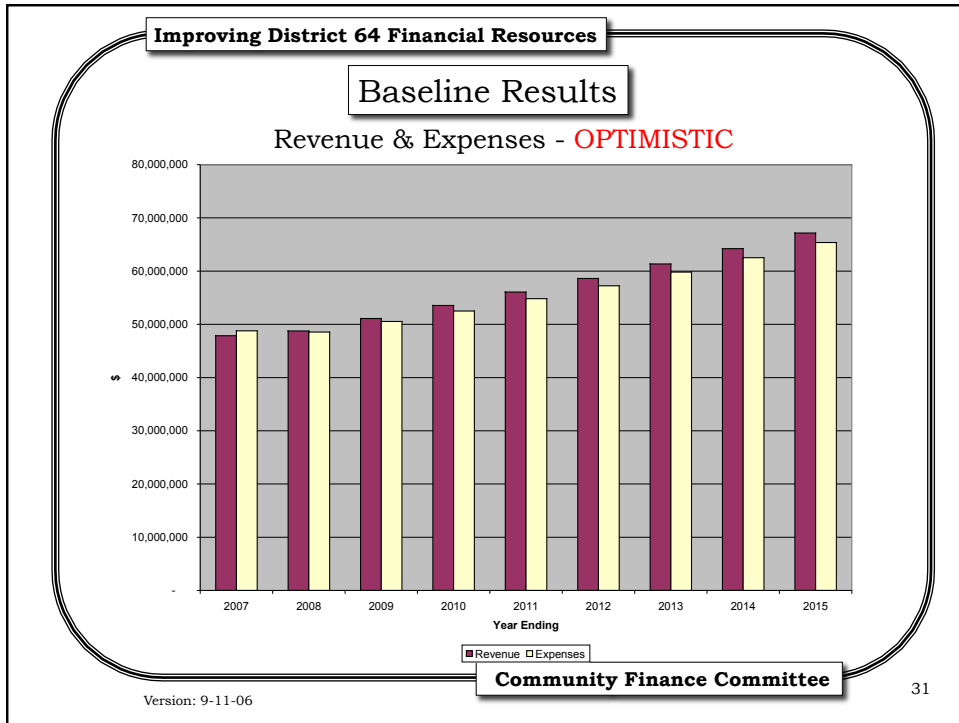
Financial Analysis:  
The Results

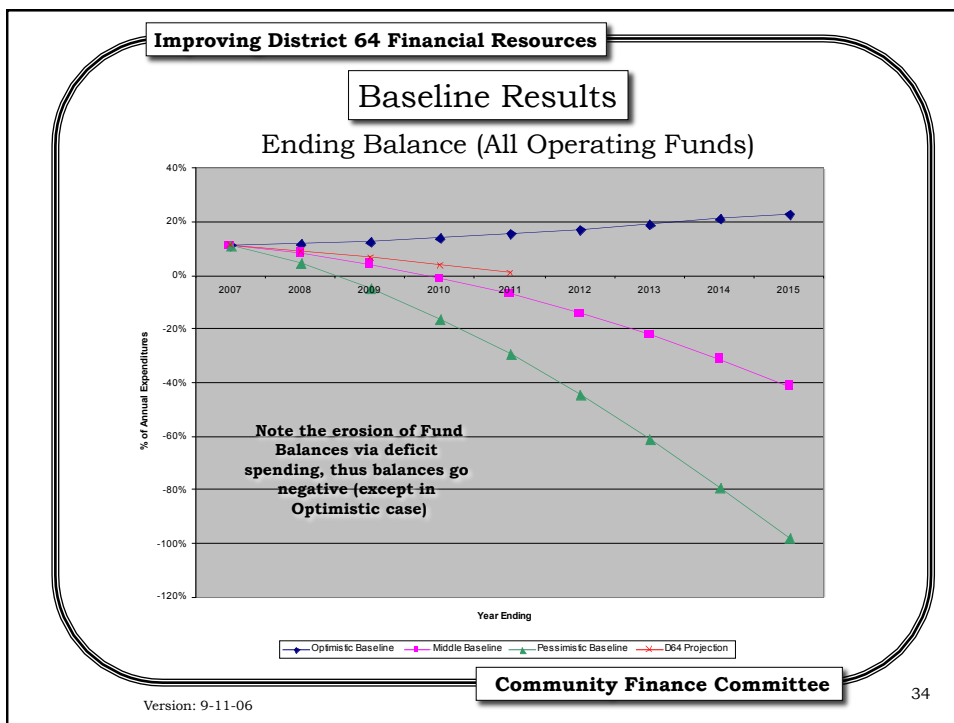
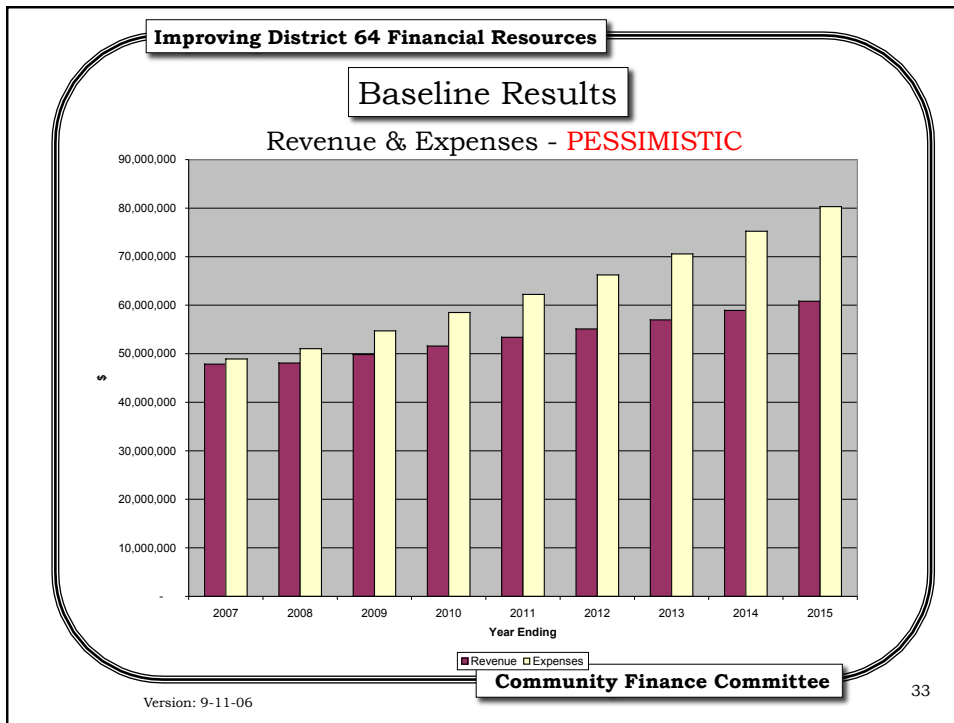
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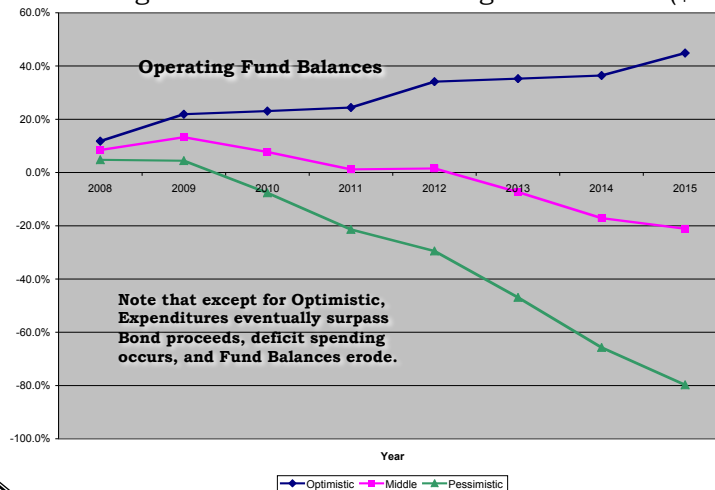


## Budget Cut Possibilities

- Substantial budget cuts are required to address the chronic structural imbalance of Costs and Revenues (assume cuts are made in 2007-08):
  - **Optimistic scenario** – cut \$2.1 million per year
  - **Middle scenario** – cut \$5.2 million per year
  - **Pessimistic scenario** -- cut \$8.5 million per year
- Cuts would not prevent budget from moving out of balance in future -- the “structural” imbalance problem.

## Working Cash Fund Bonds

Assuming Maximum Use of Working Cash Bonds (\$4.9M)

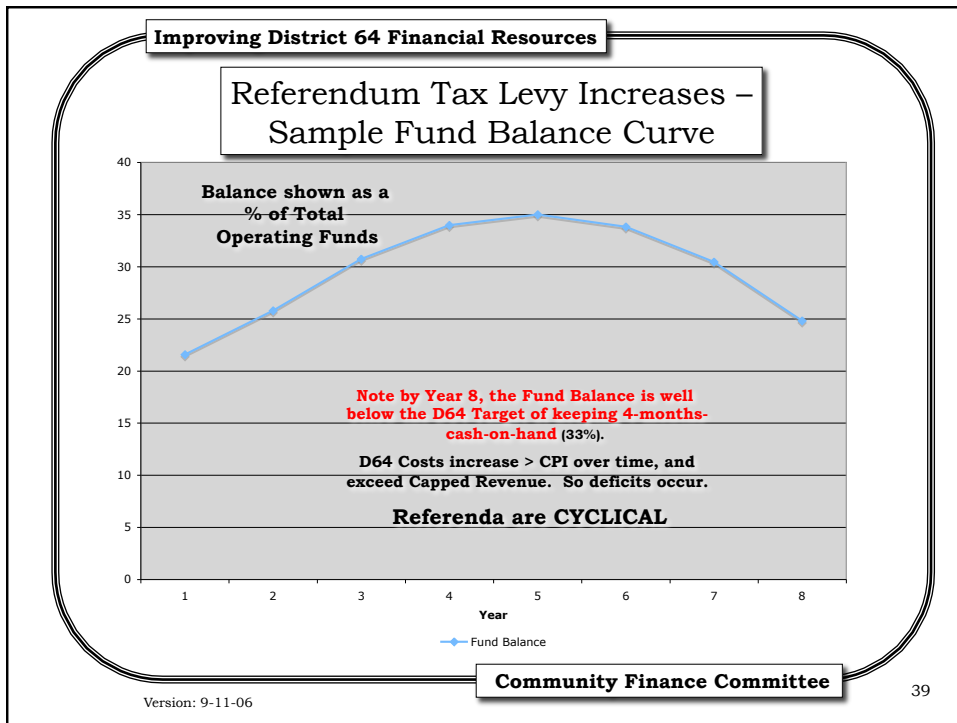


### Working Cash Fund Bonds

- Except in Optimistic scenario, Working Cash Bonds do not address the chronic structural imbalance problem in the long-term
  - The max annual payments for D64's W. Cash Bonds is \$1.759M, so the Bonds' revenue is limited. BUT Expenditures increase over time without limit, and can exceed annual allowed Bond revenue.
- But...Working Cash Bonds could buy the District time to arrive at a longer term solution

### Referendum Tax Levy Increases

- Tax revenue can be increased by Referendum without the strict limits of Working Cash Bonds.
  - As a result, Referendum tax increase provides a longer-term solution than working cash fund bonds
- Referendum results in increases to Revenues over several years, followed by eventual decline
  - As a result, even Referenda are cyclical in the long term



- Improving District 64 Financial Resources**
- ### Referendum Tax Levy Increases
- Used **Optimistic, Middle, and Baseline** scenarios
  - TWO approaches:
    - Referendum A:** address the fundamental imbalance problem ONLY with no program enhancements
    - Referendum B:** address the fundamental imbalance problem AND enhance program quality (e.g., restore selected past cuts, implement enhanced curricula, lower class sizes)
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### Next Steps

- 1. Further define the “Culture of Savings” idea and give examples**
- 2. Initial Board reaction on the Forecasting Model**
  - Change the Scenarios? the Assumptions?
  - Refine Model for Capital Spending scenario?
  - Refine Model for Budget Cut scenarios (e.g., \$\$ impact of certain cuts) or Class Size changes?
- 3. Further analyze Levy Rates effects for a Referendum**
- 4. Discuss financial options of Referenda**
  - Phase-in an increased “Limiting Rate”?
  - Pros & cons of a 1-Time “Cap Relief” Referendum?

### Next Steps, continued

- 5. Document the 58 Ideas** from Brainstorming
- 6. Describe any guidelines discovered for Debt decisions, D64 EAV forecasting, salary/benefit trending, Tax Appeal interventions**
- 7. Review D64 5+ yr Capital Project list**
- 8. Show “What-is-the-cost-to-a-Homeowner” of a Referendum?**  
(use actual Tax Bills from Subcommittee members?)

## Next Steps, continued

9. Input TIF Revenue forecast from City of PR
10. Closer explanation of the Spreadsheet model, its formulas (1-on-1 demos or reviews?)
11. Make a few interesting comparisons to D207 (we have their Budget and Tax Bill data)
12. Refine Model

## Ranking of Citizens' Brainstorming IDEAS

From the June 22 and June 29, 2006 public sessions  
at Emerson School

approximately 35 citizens participated  
(including some D64 teachers and staff)

## Improving District 64 Financial Resources

June 22/29, 2006: IDEAS from BRAINSTORM Session on D64 Financial Health

6/29/06 'Dot' VOTE by 24 Citizen Attendees, plus 6 CFC Subcommittee members	Brainstorming IDEA Title and # [quickly (!) generated, later ranked, some Ideas further researched]
24	4. TAX REFERENDUM
14	20. APPLY PRIVATE SECTOR SOLUTIONS TO HEALTH CARE
13	19. INCREASE STAFF CONTRIBUTIONS TO HEALTH CARE
11	11. HOW TO PAY FOR PERFORMANCE (Staff Incentives)
10	2. TARGETED ENDOWMENTS
10	16. EDUCATE COMMUNITY MORE RE: FINANCE
10	56. Privatize D64 unions; move to a non-union environment.
9	13. INCREASED EXTRACURRICULAR FEES
8	24. EXAMINE OUTSOURCING ALL NON-TEACHING LABOR
8	32. PURCHASING CO-OP [passed on the to CFC 'Spend' Subcommittee]
7	48. Cash Mgmt Practices (track all cash/checks, timely deposits)
6	12. SHUT DOWN BUILDINGS IN JULY
6	37. PROVIDE RECOGNITION FOR CHARITABLE GIFTS

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## Improving District 64 Financial Resources

June 22/29, 2006: IDEAS from BRAINSTORM Session on D64 Financial Health

6/29/06 'Dot' VOTE by 24 Citizen Attendees, plus 6 CFC Subcommittee members	Brainstorming IDEA Title and # [quickly (!) generated, later ranked, some Ideas further researched]
6	37. PROVIDE RECOGNITION FOR CHARITABLE GIFTS
5	1. CORPORATE SPONSORSHIPS
5	49. Gain revenue from a Cell Phone Tower
4	15. WHAT'S THE MINIMAL COST TO RUN THE DISTRICT?
4	27. TARGET REFERENDUM TO SPECIFICS (BE REVENUE - SPECIFIC)
4	55. Implement Gift cards w/vendor rebates
3	3. HEALTH INSURANCE CO-OP
3	6. DISTRICT-WIDE FUNDRAISING EFFORT
3	10. FACILITY RENTAL
3	35. Full-Time GRANT SEEKER
3	46. REDISTRICT AND BALANCE SCHOOLS FOR EFFICIENCY
3	52. Increase class sizes
2	36. IMPROVE FEE COLLECTION
2	38. ASK FOR DONATIONS UP FRONT (ex: of PTOs, parents)

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### Improving District 64 Financial Resources

6/29/06 'Dot' VOTE by 24 Citizen Attendees, plus 6 CFC Subcommittee members	Brainstorming <b>IDEA Title and #</b> [quickly (!) generated, later ranked, some Ideas further researched]
2	39. KIDS WRITE THANK YOU NOTES TO TAXPAYERS
2	44. RE-EXAMINE BUS PROGRAM [passed on the to CFC 'Spend' Subcommittee]
1	5. SPECIAL ASSESSMENT AGAINST NEW BUSINESS - TEARDOWNS-NEW CONSTRUCTION
1	14. FEE-BASED EDUCATION SYSTEM
1	17. UTILITY PURCHASE OUTSIDE OF AREA
1	21. RENT FACILITIES TO CHILDRENS' SERVICE PROVIDERS
1	22. IDENTIFY UNDERUTILIZED ASSETS TO SELL
1	23. ELIMINATE Foreign Language in K -5
1	30. MORE ON-LINE PURCHASING [EDITOR'S NOTE: This idea prompted many comments about Purchasing generally ; passed on the to CFC 'Spend' Subcommittee]
1	47. Perform 'Best Practices' Inventory Control
1	50. Review/cut some Middle school course Electives
1	57. Implement staff/faculty Performance Reviews with clear measures & merit incentives
1	58. Consolidate school buildings and re-staff accordingly
0	7. STREAMLINED FUNDRAISING
0	8. PAID LOBBYIST AT THE STATE LEVEL

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### Improving District 64 Financial Resources

June 22/29, 2006: IDEAS from BRAINSTORM Session on D64 Financial Health

6/29/06 'Dot' VOTE by 24 Citizen Attendees, plus 6 CFC Subcommittee members	Brainstorming <b>IDEA Title and #</b> [quickly (!) generated, later ranked, some Ideas further researched]
0	9. HOW TO USE KIDS TO HELP SOLVE, THROUGH WORK
0	18. EXAMINE ENERGY COSTS [passed on the to CFC 'Spend' Subcommittee]
0	25. ELIMINATE SPEC. ED. Teachers at PAROCHIAL SCHOOLS
0	26. MAKE REPLACEMENT OF MATERIALS MORE TECHNOLOGICALLY -BASED
0	28. GROUP KIDS by ability at younger age to eliminate difficulty of teaching, therefore increase class size
0	29. PUSH PTOs TO FUND LARGER AREAS
0	31. OFFER AND SELL ADVANCED CURRICULA (IN DISTRICT & OUT OF DISTRICT)
0	33. COMPETITIVE PURCHASING [passed on the to CFC 'Spend' Subcommittee]
0	34. PTO & ELF [Education Learning Foundation] GRANTS
0	40. TIERED CONTRIBUTIONS AND CONCOMITANT RECOGNITION

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June 22/29, 2006: IDEAS from BRAINSTORM Session on D64 Financial Health

6/29/06 'Dot' VOTE by 24 Citizen Attendees, plus 6 CFC Subcommittee members	Brainstorming <b>IDEA Title</b> and # <small>[quickly (!) generated, later ranked, some Ideas further researched]</small>
0	<b>41. MORE VOLUNTEER OPOORTUNITIES</b>
0	<b>42. EXAMINE COST -BENEFIT OF SOCIAL WORK</b>
0	<b>43. Metered (fee -based) STUDENT PICKUP</b>
0	<b>45. EXAMINE HEALTH SAVINGS ACCOUNTS...OTHER WAYS?</b>
0	<b>51. Perform rolling Working Cash Bonds/Back -door Referenda to cause tax rate increase &amp; add'l revenue</b>
0	<b>53. Hire only junior staff/faculty</b>
0	<b>54. Put instrumental music/extracurriculars into the school day</b>

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## “Financial Structure” Subcommittee

## Ranking

**Contrasted to the Vote Count of the CITIZENS group**

NOTE: Additional Commentary, per Idea, will be  
in the Subcommittee's 9/25/06 'Final Report'

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### Improving District 64 Financial Resources

"Financial Structure" Subcommittee RANKING & Commentary (July/August, 2006)

6/29/06 'Dot' VOTE by 24 Citizen Attendees (8 votes ea.)	July/August CFC 'Financial Structure' VOTE (20 votes ea.)	Brainstorming <b>IDEA Title and #</b>  [quickly (!) generated, later ranked , some Ideas further researched] -- CFC Subcommittee and Attendee COMMENTS to follow, Sept 25 Board meeting --
24	59	4. TAX REFERENDUM
11	11	11. HOW TO PAY FOR PERFORMANCE (Staff Incentives)
9	9	13. INCREASED EXTRACURRICULAR FEES
10	6	16. EDUCATE COMMUNITY MORE RE: FINANCE
5	4	1. CORPORATE SPONSORSHIPS
3	4	10. FACILITY RENTAL
5	3	49. Gain revenue from a Cell Phone Tower
3	3	3. HEALTH INSURANCE CO -OP
10	2	2. TARGETED ENDOWMENTS
6	2	37. PROVIDE RECOGNITION FOR CHARITABLE GIFTS
1	2	5. SPECIAL ASSESSMENT AGAINST NEW BUSINESS - TEARDOWNS-NEW CONSTRUCTION
14	1	20. APPLY PRIVATE SECTOR SOLUTIONS TO HEALTH CARE
13	1	19. INCREASE STAFF CONTRIBUTIONS TO HEALTH CARE
8	1	32. PURCHASING CO -OP [passed on the to CFC 'Spend' Subcommittee]

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### Improving District 64 Financial Resources

6/29/06 'Dot' VOTE by 24 Citizen Attendees (8 votes ea.)	July/August CFC 'Financial Structure' VOTE (20 votes ea.)	Brainstorming <b>IDEA Title and #</b>  [quickly (!) generated, later ranked , some Ideas further researched] -- CFC Subcommittee and Attendee COMMENTS to follow, Sept 25 Board meeting --
7	1	48. Cash Mgmt Practices (track all cash/checks, timely deposits)
4	1	55. Implement Gift cards w/vendor rebates
3	1	6. DISTRICT -WIDE FUNDRAISING EFFORT
3	1	35. Full-Time GRANT SEEKER
2	1	36. IMPROVE FEE COLLECTION
1	1	30. MORE ON -LINE PURCHASING [EDITOR'S NOTE: This idea prompted many comments about Purchasing generally; passed on the to CFC 'Spend' Subcommittee]
1	1	50. Review/cut some Middle school course Electives
1	1	57. Implement staff/faculty Performance Reviews with clear measures & merit incentives
0	1	8. PAID LOBBYIST AT THE STATE LEVEL
0	1	31. OFFER AND SELL ADVANCED CURRICULA (IN DISTRICT & OUT OF DISTRICT)
0	1	45. EXAMINE HEALTH SAVINGS ACCOUNTS...OTHER WAYS?
0	1	51. Perform rolling Working Cash Bonds/Back -door Referenda to cause tax rate increase & add'l revenue
10	0	56. Privatize D64 unions; move to a non -union environment.

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### Improving District 64 Financial Resources

6/29/06 'Dad' VOTE by 24 Citizen Attendees (8 votes ea.)	July/August CFC 'Financial Structure' VOTE (20 votes ea.)	Brainstorming <b>IDEA Title and #</b> [quickly (!) generated, later ranked, some Ideas further researched] -- CFC Subcommittee and Attendee COMMENT      S to follow, Sept 25 Board meeting --
8	0	24. EXAMINE OUTSOURCING ALL NON -TEACHING LABOR
6	0	12. SHUT DOWN BUILDINGS IN JULY
4	0	15. WHAT'S THE MINIMAL COST TO RUN THE DISTRICT?
4	0	27. TARGET REFERENDUM TO SPECIFICS (BE REVENUE - SPECIFIC)
3	0	46. REDISTRICT AND BALANCE SCHOOLS FOR EFFICIENCY
3	0	52. Inc rease class sizes
2	0	38. ASK FOR DONATIONS UP FRONT (ex: of PTOs, parents)
2	0	39. KIDS WRITE THANK YOU NOTES TO TAXPAYERS
2	0	44. RE-EXAMINE BUS PROGRAM [passed on the to CFC 'Spend' Subcommittee]
1	0	14. FEE -BASED EDUCATION SYSTEM
1	0	17. UTILITY PURCHASE OUTSIDE OF AREA
1	0	21. RENT FACILITIES TO CHILDRENS' SERVICE PROVIDERS
1	0	22. IDENTIFY UNDERUTILIZED ASSETS TO SELL
1	0	23. ELIMINATE Foreign Language in K -5
1	0	47. Perform 'Best Practices ' Inventory Control
1	0	58. Consolidate school buildings and re -staff accordingly
0	0	7. STREAMLINED FUNDRAISING

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### Improving District 64 Financial Resources

6/29/06 'Dad' VOTE by 24 Citizen Attendees (8 votes ea.)	July/August CFC 'Financial Structure' VOTE (20 votes ea.)	Brainstorming <b>IDEA Title and #</b> [quickly (!) generated, later ranked, some Ideas further researched] -- CFC Subcommittee and Attendee COMMENT      S to follow, Sept 25 Board meeting --
0	0	9. HOW TO USE KIDS TO HELP SOLVE, THROUGH WORK
0	0	18. EXAMINE ENERGY COSTS [passed on the to CFC 'Spend' Subc ommittee]
0	0	25. ELIMINATE SPEC. ED. Teachers at PAROCHIAL SCHOOLS
0	0	26. MAKE REPLACEMENT OF MATERIALS MORE TECHNOLOGICALLY -BASED
0	0	28. GROUP KIDS by ability at younger age to eliminate difficulty of teaching, therefore increase class size
0	0	29. PUSH PTOs TO FUND LARGER AREAS
0	0	33. COMPETITIVE PURCHASING [passed on the to CFC 'Spend' Subcommittee]
0	0	34. PTO & ELF [Education Learning Foundation] GRANTS
0	0	40. TIERED CONTRIBUTIONS AND CONCOMITANT RECOGNITION
0	0	41. MORE VOLUNTEER OPOORTUNITIES
0	0	42. EXAMINE COST -BENEFIT OF SOCIAL WORK
0	0	43. Metered (fee -based) STUDENT PICKUP
0	0	53. Hire only junior staff/faculty
0	0	54. Put instrumental music/extracurriculars into the school day

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