

**Ross School District
Financial Advisory Committee**

Members: Bob Jacobson, Chair
Marisol Bush
Jay Kern
Noel Lindsay
Seth Reicher
Stephanie Robinson
Steve Sutro

Board Liaison: Bob Dickinson
District Staff: Chi Kim, Superintendent
Debbie Wolfe, Business Manager

MEETING AGENDA

September 17, 2012

6:30-8:00 p.m.

Ross School Conference Room
9 Lagunitas Road, Ross, CA 94957

- | | |
|--|---------------------|
| 1. Welcome | (Discussion) |
| 2. Approval of Agenda | (Discussion/Action) |
| 3. Review/Approval of June 4, 2012 Meeting Minutes | (Discussion/Action) |
| 4. 2012-2013 Objectives | (Discussion) |
| 5. 2012-2013 Foundation Goal | (Discussion) |
| 6. Project Role Assignments and Timeline | (Discussion/Action) |
| 7. Future Meeting Dates | (Discussion/Action) |
| 8. Other Items Not on Agenda | (Discussion) |

FAC Meeting Minutes for September 17, 2012

Members Present: Bob Jacobson, Jay Kern, Chi Kim, Noel Lindsay, Seth Reicher, Stephanie Robinson, Steve Sutro and Debbie Wolfe

Members Absent: Bob Dickinson and Suzanne Skinner

- Approved September 17, 2012 Agenda: (Steve moved , Noel seconded, unanimously approved, 5-0-0)
- Approved June 4, 2012 Minutes: Approved draft minutes as presented (Steve moved, Noel seconded, unanimously approved, 5-0-0)
- 2012-2013 Foundation Goal
 - Steve presented his analysis of the current number of students and families and the historical averages for each of these groups. With this data he projected the total collection from school families to be between \$919,374 and \$1,006,317 with an additional \$110,000 coming from the golf tournament, alumni, grandparents etc. This would generate a range for the gross revenue between \$1,030,000 and \$1,116,000 with a delta of \$86,000.
 - Each of the committee members gave their input on where they thought next year's goal should be set. After discussion consensus was reached and Jay moved that the recommended goal for the Foundation's 2012-13 campaign be a gross of \$1,075,000 and a net of \$1,025,000. The motion was seconded by Seth and approved unanimously by the committee, 6-0-0.
- 2012-2013 Objectives: The members agreed with the project assignments for the 2012-2013 year. As Chi indicated, FAC priorities could change depending on the outcome of the November ballot initiatives.
- Project Role Assignments and Timeline: Bob proposed 3 to 4 more meetings this year with the next meeting in 4 – 6 weeks. Project work would be done intra-meeting. He would like the sub-committees to present final versions to FAC in April 2013. He would like to give the final Board presentation at the May 2013 School Board meeting.
- Set Next Meeting Date: Bob thanked Chi for offering to have Laura Talley help schedule the FAC meetings this year. Laura will schedule the next meeting in 4-6 weeks with an agreed upon 6:30pm to 8:00pm time frame.
- Adjournment at 8:10pm (Jay moved , Noel seconded, unanimously approved, 6-0-0)

**Ross School District
Financial Advisory Committee**

Members: Bob Jacobson, Chair Board Liaison: Bob Dickinson
 Jay Kern District Staff: Chi Kim, Superintendent
 Noel Lindsay Debbie Wolfe, Business Manager
 Seth Reicher
 Stephanie Robinson
 Susan Skinner
 Steve Sutro

MEETING AGENDA

November 13, 2012

5:00-7:00 p.m.

Ross School Conference Room
9 Lagunitas Road, Ross, CA 94957

1. Approval of Agenda (Discussion/Action)
2. Review/Approval of September 17, 2012 Meeting Minutes (Discussion/Action)
3. Budget Update/Election Implications (Chi Kim/Debbie Wolfe) (Info/Discussion)
4. Project Updates (Initial research, tentative thesis and work plan) (Info/Discussion)
 - a) Parcel Tax Research (Stephanie Robinson)
 - b) Property Tax Analysis (Noel Lindsay)
 - c) Core vs. Non-core Expense Analysis (J. Kern/S. Reicher)
 - d) Additional Areas Requiring Cost/Cost Reduction Analysis (Chi Kim)
6. Foundation Campaign and Distribution Timing (Info/Discussion)
6. Other Discussion Items/Updates (Discussion)
7. Next Meeting Date and Time (Discussion/Action)
8. Adjournment

FAC Meeting Minutes for November 13, 2012

Members Present: Bob Jacobson, Chair, Jay Kern, Chi Kim, Noel Lindsay, Seth Reicher (telephone), Stephanie Robinson, Steve

Sutro, Suzanne Skinner and Debbie Wolfe

Members Absent: Bob Dickinson

- Approved November 13, 2012 Agenda: (Stephanie moved , Jay seconded, unanimously approved, 6-0-0)
- Approved September 17, 2012 Minutes: Approved draft minutes as presented (Jay moved, Noel seconded, unanimously approved, 6-0-0)

- Budget Update/Election Implications

Debbie presented a brief overview of the School Services Post-Election Webinar and some possible impacts to the Ross School District.

- Project Updates:

Stephanie presented parcel tax history and comparables for other local districts. She will investigate best practices, timing, marketing analysis and strategies for our next campaign.

Noel presented a recap of his property tax analysis and his future plans to meet with Rick Benson from the County Assessor's Office to refine the modeling for property tax projections and forecasts from 3 – 5 years out. Debbie will join him when he meets with Rich Benson.

Jay explained his project with Seth will be looking at the district's budget and comparing core and non-core line items and placing a dollar value on each item.

Bob described the research he and Chi will conduct this year, creating a clean slate with a vision for the school and it's programs and then costing that ideal out.

- Foundation Campaign and Distribution Timing:

Steve discussed the timeline of the Foundations campaign and whether maybe next year the timeline might be shifted earlier or even compressed over a shorter period. The committee weighed in on these options and possible other fundraisers. The committee also discussed consolidating some of the various fundraising entities at the school.

Steve also offered to make last year's contributions to the district in one or several payments, whichever would be best to assist the district with cash flow.

- Set Next Meeting Date: Bob will have Laura Talley help schedule the next FAC meeting. Laura will schedule the next meeting around the third week in January 2013.
- Adjourned at 7:00pm (Steve moved , Chi seconded, unanimously approved, 6-0-0)

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Financial Advisory Committee**

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Seth Reicher
Stephanie Robinson
Susan Skinner
Steve Sutro

Board Liaison: Bob Dickinson
District Staff: Chi Kim, Superintendent
Debbie Wolfe, Business Manager

MEETING AGENDA

January 28, 2013

6:00-7:30 p.m.

Ross School Conference Room
9 Lagunitas Road, Ross, CA 94957

1. Approval of Agenda (Discussion/Action)
2. Review/Approval of November 13, 2012 Meeting Minutes (Discussion/Action)
3. Budget Update (Discussion)
4. Analysis/Project Reviews (Discussion)
 - a. Parcel Tax (Stephanie Robinson)
 - b. Core vs. Non-Core Costs (Seth Reicher/Jay Seth)
 - c. Property Tax Projection Model (Noel Lindsay)
5. Other Discussion Items (Discussion)
6. Next Meeting Date and Time: (Discussion/Action)

FAC Meeting Minutes for January 28th, 2013

Members Present: Bob Jacobson, Chair, Seth Reicher, Noel Lindsay, Stephanie Robinson, Suzanne Skinner, Bob Dickinson, Chi Kim and Debbie Wolfe

Members Absent: Jay Kern and Steve Sutro

- Approved January 28, 2013 Agenda: Approved draft minutes as presented (Seth moved, Noel seconded, unanimously approved, 4-0-0) 6:00pm start
- Approved November 13, 2012 Minutes: (Noel moved , Seth seconded, unanimously approved, 4-0-0)
- Budget Update

Debbie presented a brief overview of the School Services Governor's January Budget proposal and updates from the 1st Interim Report with the possible impacts to the Ross School District.

Chi presented a brief overview of her budget recommendations, proposals and a vision for the 2013-14 school year. Committee members provided feedback and support for the proposals.
- Project Updates:

Stephanie presented parcel tax information with comparables for other local districts. She had more information on the Ross Valley Parcel Tax campaign and sample of some of their marketing materials. She will investigate best practices, timing, market analysis and strategies for our next campaign. She will contact Mill Valley regarding their recent parcel tax campaign. She will present at the April Board meeting an executive summary with initial recommendations for the timing, tactics, and marketing strategies for our parcel tax renewal.

Seth presented their Core vs Non-Core analysis with dollar figures for the non-core donations. The donations portion of the budget is about \$1.8M (approx. 30% of the district's budget) including Foundation, PTA and the Parcel Tax. He recommends that the marketing materials be less specific about which programs they cover specifically. He agreed to send a draft of the core/non-core summary write-up to Bob in advance of the February 13, board meeting. He and Jay will present at the February Board meeting an executive summary of their findings.

Noel presented a recap of his property tax analysis and is still trying to meet with Rich Benson. He has spoken with his office and confirmed that the methodologies he is using are similar to what the county performs. In the future he plans to meet with Rick Benson from the County Assessor's Office to refine the modeling for property tax projections and forecasts from 3 – 5 years out. Debbie would like to join him when he meets with Rich Benson. He will present his property tax analysis at the April Board meeting with an executive summary and recommendations for MYP projections for the property taxes.

Bob is discussing with Chi "clean slate" program ideas and potential cost impact. He will also be working with Debbie to assist in and review the MYP projections for the 2nd Interim and the 2013-14 Budget.
- Set Next Meeting Date: Bob will have Laura Talley help schedule the next FAC meeting for the 2nd half of the March, so we will have time to review and finalize all before the April board meeting.
- Adjourned at 9:00pm (Stephanie moved , Seth seconded, unanimously approved, 5-0-0)

**Ross School District
Financial Advisory Committee**

Members: Bob Jacobson, Chair
Jay Kern
Noel Lindsay
Seth Reicher
Stephanie Robinson
Susan Skinner
Steve Sutro

Board Liaison: Bob Dickinson
District Staff: Chi Kim, Superintendent
Debbie Wolfe, Business Manager

MEETING AGENDA

March 18, 2013

6:00-8:00 p.m.

Ross School Conference Room
9 Lagunitas Road, Ross, CA 94957

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|--|---------------------|
| 1. Approval of Agenda | (Discussion/Action) |
| 2. Approve January 28, 2013 Minutes | (Discussion/Action) |
| 3. Review Multi-year Budget (Debbie) | (Discussion) |
| 4. Parcel Tax Research and Recommended Plan (Stephanie) | (Discussion) |
| 5. Review Property Tax Projection Model (Bob on Noel's behalf) | (Discussion) |
| 6. Fundraising Messaging and Coordination | (Discussion) |
| 7. Other Items Not on Agenda | (Discussion) |
| 8. Next Meeting Date | (Discussion/Action) |

FAC Meeting Minutes (draft) for March 18th, 2013

Members Present: Bob Jacobson, Chair, Stephanie Robinson, Steve Sutro, Jay Kern, Bob Dickinson by phone, Chi Kim and Debbie Wolfe

Members Absent: Noel Lindsay, Susan Skinner, and Seth Reicher

- Approved March 18, 2013 Agenda: Approve the Agenda as presented (Stephanie moved, Jay seconded, unanimously approved, 4-0-0) 6:05pm start
- Approved January 28, 2013 Minutes: Approve the Minutes as presented (Stephanie moved, Bob D. seconded, unanimously approved, 4-0-0)

- Budget Update

Debbie presented a brief overview of the district's multi-year projections for the 2nd Interim Report. It was proposed that the Budget MYP for 2013-14 include a 3.5% increase to property taxes for 2013-14 and the future years at a 2.5% increase. Committee members provided feedback and support for the proposal. A discussion was started about strategies for funding the Board's assigned reserve for economic uncertainties but was tabled until our next meeting.

- Project Updates:

Noel was not present but Bob Jacobson presented a recap of his property tax analysis. Noel and Debbie met with Rich Benson from the County Assessor's Office to refine Noel's modeling for property tax projections and forecasts from 3 – 5 years out. Rich confirmed that the methodologies we have been using are similar to the modeling the county performs. Noel will present his property tax analysis at the April Board meeting with an executive summary and recommendations for MYP projections for the property taxes.

Stephanie presented new parcel tax information. She had some preliminary recommendations for FAC about the timing, possible increased amounts and strategies for our next campaign. She will present at the April Board meeting an executive summary with initial recommendations for the timing, tactics, and marketing strategies for our parcel tax renewal. Bob Jacobson will, for the 5-year modeling (for parcel tax), show what the various total proceeds and per parcel amounts will be for first year thru fifth year under the new parcel tax (under different step up and annual escalator assumptions). Chi will add the various parcel tax timelines to the Board Calendar for next year.

Fundraising messaging and coordination were discussed and FAC will facilitate that. The Foundation's campaign will begin much earlier next year with their letter being one of the first families receive each year. The desired goal is to have the campaign completed by December next year. We will have Laura Talley set-up a meeting with Steve Sutro, Susan Skinner, Tallie Fishburne, Chi Kim and Bob Jacobson to begin this coordination.

- Set Next Meeting Date: Bob Jacobson will have Laura Talley schedule the next FAC meeting for June 2013.
- Future Agenda Items:
 - Reserves Policy/Funding Strategy
 - Foundation Preliminary Goal Set for 2013-14
 - New Membership
 - Final Discussion/Reporting on the 2012-13 Analyses and Projects
 - Potential "Clean Slate" Ideas from Bob/Chi
- Adjourned at 7:10pm (Stephanie moved, Seth seconded, unanimously approved, 5-0-0)

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Seth Reicher
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Susan Skinner
Steve Sutro

Board Liaison: Bob Dickinson
District Staff: Chi Kim, Superintendent
Debbie Wolfe, Business Manager

MEETING AGENDA

June 3, 2013

7:00-8:30 p.m.

Ross School Conference Room
9 Lagunitas Road, Ross, CA 94957

1. Approval of Agenda (Discussion/Action)
2. Review/Approval of March 18, 2013 Meeting Minutes (Discussion/Action)
3. Follow Up on Parcel Tax and Property Tax Reports (Discussion)
(Noel Lindsay and Stephanie Robinson)
4. Five-year Forecast (Bob Jacobson) (Discussion)
5. Foundation Preliminary Goal for 2013-2014 (Discussion)
(Susan Skinner and Steve Sutro)
6. Reserves Policy and Funding Strategy (Discussion)
7. 2013-2014 Membership (Discussion)
6. Next Meeting Date and Time: (Discussion/Action)

FAC Meeting Minutes (draft) for June 3rd, 2013

Members Present: Bob Jacobson, Chair, Noel Lindsay, Stephanie Robinson, Seth Reicher, Steve Sutro, Jay Kern, Bob Dickinson, Susan Skinner, Josh Fisher, Chi Kim and Debbie Wolfe

Members Absent: None

Meeting was called to order at 7:07pm by Chair, Bob Jacobson

- Approved June 3rd, 2013 Agenda: Approve the Agenda as presented (Stephanie moved, Steve Sutro seconded, unanimously approved)
- Approved March 18th, 2013 Minutes: Approve the Minutes as presented (Stephanie moved, Bob D. seconded, unanimously approved, 4-0-0)
- Follow up on Parcel Tax and Property Tax Reports:

Noel explained that his model is more long term and that the County of Marin does do more long term projections, but does not provide them to the Districts. Noel confirmed that the methodologies we have been using are similar to the modeling the county performs. Noel will refine and transition the model to Debbie next fiscal year.

Stephanie presented parcel tax information. She had some recommendations for FAC about the timing starting one year before the actual election. We can continue with the current amount with the escalator clause or adjust either the amount or the escalator. Another option instead of having a set term, the parcel tax can be in perpetuity. Bob Dickinson thanked Stephanie and Noel, mentioning how helpful both reports were to the Board of Trustees.

Seth asked about commercial taxes, grant writing and possible other revenue sources. Steve mentioned possibly the Lucas Foundation.

- Five Year Forecast: Bob Jacobson presented his 5-year Multi Year Projection and its use for negotiations and our settlement this year with the bargaining unit.
- Foundation Preliminary Goal for 2013-14: Steve suggested we keep the preliminary give flat for 2013-14, wait and see if we get more kids and particularly more families. Susan concurred to keep the number at \$3,400 per child and we'll have a boost if more children or families come. Bob Dickinson recommended we budget conservatively based on the current number of students. Bob Dickinson also thanked Steve Sutro for all his work on the Foundation Campaign this year. Chi recommended starting the Foundation's campaign earlier next year and the group concurred.
- Reserves Policy and Funding Strategy: Bob Jacobson mentioned we need to be saving more to achieve our current 40% reserve goal. Bob Dickinson likes that we have a policy and goal. After some discussion it was decided that how much of a reserve is needed and how it might be funded, should be topics of discussion for next year's FAC committee.

- 2013-14 Membership

Bob Jacobson (final year as chair 2013-14)

Jay Kern

Noel Lindsey

Seth Reicher

Stephanie Robinson

Chi Kim, ex-officio (Superintendent)

Debbie Wolfe, ex-officio (Chief Business Officer)

Susan Skinner, ex-officio (Foundation President)

Charles Hoeveler, ex-officio (Foundation Vice President)

Bob Dickinson, Board Liaison thru Dec 2013

- Set Next Meeting Date: Bob Jacobson will have Laura Talley schedule the next FAC meeting for Fall 2013.
- Adjourned at 9:00pm