



---

To: Members, Board of Education  
Dr. Carol Kelley, Superintendent of Schools

From: Gina Herrmann, Senior Director of Human Resources

RE: District Office Restructure

Date: April 7, 2020

---

### **Part A: District Office Restructure**

The administration is recommending that we reorganize our current administrative structure rather than seeking a new Assistant Superintendent of Finance and Operations. The proposed organizational changes are outlined on the following pages. At the heart of this recommendation is a shift in how we conduct our business. If approved by the board of education on April 7, 2020, these changes would go into effect on July 1, 2020. Annually (beginning July 2021), we will gather input from the staff to monitor and evaluate the impact of these changes.

### **Reorganization Recommendation**

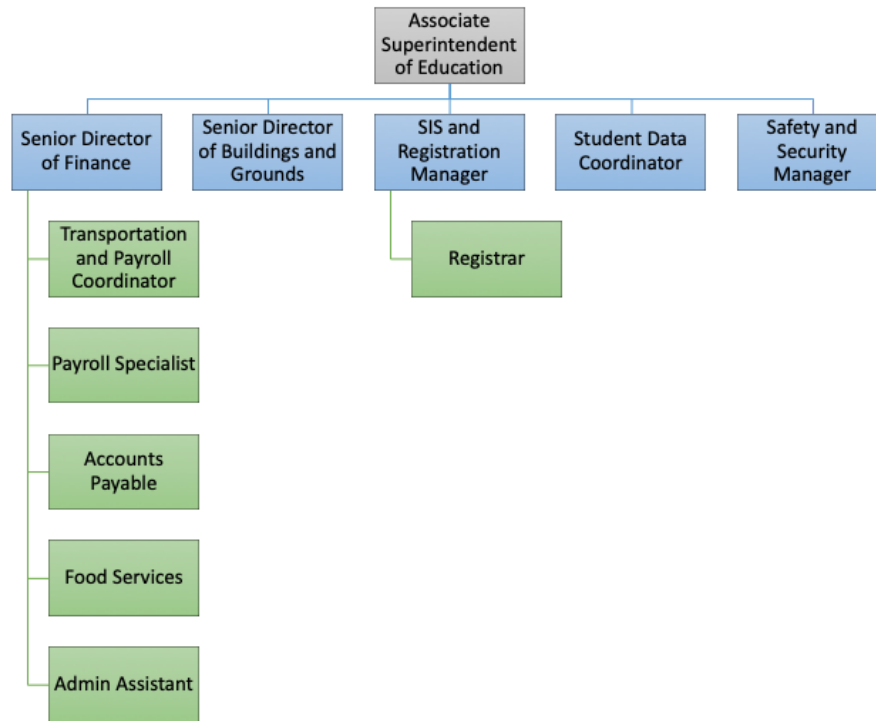
#### **Business Office/Student and Administrative Services Department**

Patrick King, Director of Finance, began his role on June 1, 2019. Patrick has significant financial experience and is currently completing courses at Northern Illinois University to earn his Chief School Business Officer endorsement. We recommend promoting Mr. King from Director of Finance to Senior Director of Finance when he obtains his Chief School Business Official endorsement. In addition, it is recommended to cut the role of Assistant Superintendent of Finance and Operations and to create a new role, Associate Superintendent of Education. The role of Associate Superintendent of Education shall be assigned to Dr. Felicia Starks-Turner. This role would combine the Business Office and Student & Administrative Services Department and employ Dr. Starks-Turner as the leader for both departments.

Dr. Starks-Turner has the necessary leadership skills to oversee both departments and to establish a positive working environment in the Business Office. The Business Office has had significant turnover, and Dr. Starks-Turner will be able to build a solid team to ensure the stability and success of the Department.

Title of Position	Turnover since SY 2015-16
Assistant Superintendent of Finance & Operations	3
Payroll Specialist	2
Accounts Payable Specialist	4

*Exhibit 1 below* displays the proposed organization changes, including the following direct reports



Currently, we employ one (1) payroll specialist. It is our recommendation to hire a Transportation and Payroll Coordinator. 70% of our annual operating funds pass through payroll; one employee for all of our staff members is insufficient. Our district has paid huge sums in penalties and interest to taxing and pension authorities for mistakes made as a result of the inappropriate staffing levels in this area. In addition, 35% of this salary will be reimbursed by the state through transportation funding.

The district’s auditor (January 15) identified deficiencies in our internal controls:

*“...we identified a certain deficiency in internal control that we consider to be a material weakness (internal control over financial reporting) and another deficiency that we consider to be a significant deficiency (segregation of duties).”*

Finally, our interim ASFO, Mark Sheahan, and financial consultant, Rob Grossi, have identified the following situations with payroll that we are working to address in the business office.

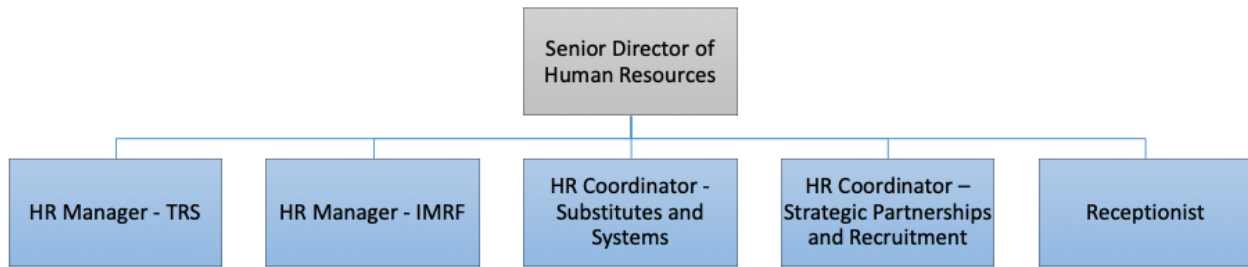
*“External to the district, Illinois is requiring more accounting by school. We are not in a good position due to our current business/fiscal management system. Our special education staff is not allocated to schools. Without a new fiscal/HR management system in place, personnel in business have to use paper and pencil practices to verify that staff is correctly attributed to a school. Currently, our position codes and account numbers are generic for our special education teachers, nurses, psychologists, and social workers. This accounting is also important for Medicaid and other special education reports. Finally, this accounting is necessary to compare our Blue Cross Blue Shield (BCBS) bill to what payroll is charging the employee for premium share. When we use paper and pencil processes (e.g., Excel spreadsheets, manual entries), things are often missed due to human error.”*

## **Human Resources**

A second part of the restructure includes Human Resources. This proposal includes a number of changes.

1. Shifting the current HR Coordinator roles to HR Manager roles to encompass the additional work assigned due to the restructure of the positions below. These positions will also be responsible for benefits and retirement planning.
2. Cathy Hamilton, Administrator of Substitutes and Teacher Assistants, retired as of January 31, 2020. It is our recommendation to cut that position and add the new role of HR Coordinator - Substitutes and Systems. The remaining job responsibilities of the Administrator of Substitutes and Teacher Assistants will be spread amongst the Senior Director of Human Resources and the two HR Managers..
3. A new HR position, HR Coordinator - Strategic Partnerships and Recruitment, would be added to assist in the development of a Human Capital Management Plan that includes utilizing student teachers and current educators to develop a diverse pipeline of teachers and administrators. Strategic university partnerships and focused recruitment efforts will improve the diversity of our current workforce, specifically targeted at increasing our candidates and new hires of color.
4. HR currently has three (3) administrative assistants. One of these positions will be cut, and the other will move to Student Administrative Services.
  - a. Sherrie Green, Registrar, resigned as of January 17, 2020. This position will move to Student Administrative Services. The Student Information System Coordinator position would shift to a Student Information and Registration Manager to oversee the student registration process and technical operations of the registration process. The registrar position will work with the Student Information and Registration Manager to ensure an efficient and effective student registration process.
  - b. One (1) of the administrative assistant positions would be cut and the work would be distributed to all HR personnel.
  - c. The remaining administrative assistant will be the receptionist.

*Exhibit 2 below* displays the proposed organization changes in Human Resources, including the following direct reports.



### Financial Implications

New Costs		
Staff Additions	Cost	Total
Associate Superintendent of Education	\$160,000.00	
Senior Director of Finance	\$130,000.00	
HR Manager - TRS	\$76,228.00	
HR Manager - IMRF	\$76,228.00	
SIS and Registrar Manager	\$76,228.00	
HR Coordinator - Substitutes, Systems and Reporting	\$63,205.00	
HR Coordinator - Recruitment and Strategic Partnerships	\$63,205.00	
Coordinator - Transportation and Payroll	\$63,205.00	
<b>Total Cost</b>		<b>\$708,299.00</b>
Cost Reductions		
Staff Reduction/State Reimbursements	Cost Reduction	Total
Senior Director of Student and Administrative Services	\$153,495.00	
Assistant Superintendent of Finance and Operations	\$157,586.00	
Director of Finance	\$108,041.00	
HR Admin Assistant	\$48,587.00	
HR Coordinator - TRS	\$70,228.00	
HR Coordinator - IMRF	\$70,228.00	
Information Systems Coordinator	\$70,228.00	
Administrator of Substitutes and TAs	\$86,353.00	
Business Office Consulting	\$10,000.00	
Overtime (print shop, payroll, registrar)	\$19,000.00	
State Reimbursement for Transportation Position	\$22,122.00	
<b>Total Cost Reductions</b>		<b>\$815,868.00</b>
<b>COST (SAVINGS)</b>		<b>(\$107,569.00)</b>

