

THE CITY OF LAKE FOREST SCHOOL DISTRICT 67 & 115

Title: Compensation Committee Meeting
Date: Monday, November 11, 2019
Time: The meeting was called to order at 8:10 am
Location: West Campus, Seminar Room A
Committee Members present: District 67: Mr. Folker Folker, Suzanne Sands, Justin Engelland,
District 115: Dewey Winebrenner, Jenny Zinser, Tom Nemickas (via phone)
Administration: Mike Simeck, Mrs. Jenkins Jenkins
Staff/Invitees Present: None
Approval of Minutes: A motion was made by Justin Engelland, and seconded by Dewey Winebrenner to approve the minutes from the October 3, 2019 meeting. The motion carried.
Public Comment: None

On Monday, November 11, 2019, the joint District 67/District 115 Compensation Committee met to 1) discuss/review criteria used in determining Shared Service compensation benchmark districts, 2) review Shared Service redundant tasks/activities (and subsequent workload implications) for the Superintendent role, 3) review the revised Project Work plan, and 4) discuss next steps/activities going forward.

DISCUSSIONS/PRESENTATIONS:

Discussion/review of criteria for determining Shared Service compensation benchmark districts

Mr. Folker shared a memo from 2014 that initially established compensation benchmark districts for both District 67 and Shared Service personnel. The Shared Service benchmark districts were established at that time using the following criteria:

- High School districts only
- Avg. daily attendance in excess of 500 students
- Districts located within 25 miles of Lake Forest/Lake Bluff
- Avg. District ACT score equal to or greater than 25

Using these criteria, the 2014 benchmark districts were:

New Trier 203, Stevenson 125, Deerfield/Highland Park 113, Libertyville/Vernon Hills 128, Glenbrook 225.

The committee discussed this data set and agreed that Unit districts (K-12) should also be included. The committee also agreed to expand the geographical criteria to include schools in the Chicagoland area (and not just 25 miles from Lake Forest/Lake Bluff) that share similar demographics and performance expectations with District 115. Making these changes could add the following districts to the potential Shared Service benchmark set:

Unit Districts: Barrington 220, Lake Zurich 95, Geneva 304, Elmhurst 205, Batavia 101
High School Districts: Hinsdale 86

The committee also asked that the Administration potentially include Mundelein 120 to the data set, as that district recently began a Shared Service relationship with one of their feeder elementary districts (District 75). Further, the committee requested that "District Expenditures per Student" be added to the list of criteria.

Mr. Folker will add this information to the "Criteria for Shared Service Compensation Benchmark Districts" matrix and share with the committee. The committee will then finalize the recommended Shared Service benchmark district list at our December meeting.

Review of redundant tasks/activities for specific Shared Service roles

Mr. Folker met with Mr. Simeck on Friday, October 25 to discuss the Superintendent's role in a Shared Service environment. The objective of this discussion was to begin to identify the amount of redundant activities and tasks required as a result of working for two separate districts/Boards. Following this meeting, Mr. Simeck reviewed his October calendar and determined the specific, redundant activities he engaged in during that month, as well as the estimated time spent on such activity. Mr. Folker then took that information and filled out the "Shared Service Time Redundancy Matrix" for the Superintendent role and shared this with the committee.

After reviewing the data/matrix, the committee discussed the following:

- The real benefit of this exercise is in understanding the specific, redundant activities that working in a Shared Services environment imposes on each Shared Service role. Getting this right will help the committee (and the Boards) gain a clearer understanding of the complexity of Shared Services and the inherent inefficiencies it creates for our Administrators (at least in its current form).
- A lesser benefit of this exercise is determining the amount of time that is required for each Shared Service role to perform within the Shared Service environment. While the committee agreed that gathering this information was insightful, the consensus was that asking Administrators to estimate workload using a "look back at your calendar over the past several months and guesstimate" approach was extremely inefficient, and could significantly underestimate the actual amount of time needed to manage a specific activity/task. This could skew the outputs of this committee's work.
- There was continued concern expressed that the Boards "are putting the cart before the horse" in that we are looking to establish a compensation philosophy for an inefficient, potentially outdated organizational design. In other words, before we spend too much time coming up with a Shared Service compensation philosophy, should we first look at the Shared Service organizational structure in general? Might the Boards just end up paying more than we should for the inherent inefficiencies of our Shared Service design? Shouldn't we focus first on eliminating (or significantly reducing) the inefficiencies of Shared Service and then determine if/how a different Shared Service Administrator compensation philosophy needs to be established?

The result of this discussion was to continue working down parallel paths:

- Mrs Jenkins and Mr. Folker will continue to interview Shared Service employees to collect job-specific, redundant activity/task data using the "Shared Service Time Redundancy Matrix" template. Shared Service employees will be asked to review their calendars for the past 6-12 months and capture any redundant activities/tasks performed. If they can also estimate the time spent on each activity, that would be encouraged.
- Mr. Folker will reach out to Nate Eklund of Eklund Consulting to determine the potential cost (and timeline) of engaging a 3rd party consultant in a more robust, expansive project designed to review the current Shared Service organizational structure, recommend any changes to that structure to improve efficiency, and establish more accurate compensation expectations for Shared Service roles.

The committee will review the learnings from each of these paths/activities at our December meeting.

Next meeting:

The next joint meeting is scheduled for Monday, December 16 at 8:00 a.m. at the West Campus in Seminar Room A.

Adjournment:

The meeting was adjourned at 9:23 am. Mrs. Sands made the motion, seconded by Mr. Engelland, to adjourn the District 67 meeting. Ms. Zinser made the motion, seconded by Mr. Winebrenner, to adjourn the District 115 meeting

