

NORTHERN YORK COUNTY SCHOOL DISTRICT  
BOARD OF SCHOOL DIRECTORS

Ad hoc Staffing Committee  
Minutes

1. **Date:** Tuesday, December 11, 2017
2. **Time:** 5:30 p.m.
3. **Location:** NYCSD Administration Building, 650 S. Baltimore Street, Dillsburg, PA 17019
4. **Board Members Present:**
  - a. Ken Sechrist
  - b. Mike Barndt
5. **Administration Present:**
  - a. Dr. Eric Eshbach, Superintendent
  - b. Vangie Unti, Director of Human Resources
  - c. Shelly Thomas, Supervisor of Student Services
6. **Discussion:**
  - a. Dr. Eshbach opened the meeting with a discussion of the purpose of the ad hoc committees. These committees will be in place through the development and adoption of the 2019-2020 General Operating Budget. Four ad hoc committees have been established in areas that the Administration anticipates will be impact areas in the upcoming budget and in subsequent budgets. The four areas will also have a major impact on operational efficiency of the District and, ultimately, the education of our students.
  - b. Historically, over two-thirds of the District's General Operating Budget has been devoted to personnel costs. This is not unusual as educational institutions are generally "people-heavy." Recent issues with an improved economy, a shrinking workforce, and measures to reduce costs for the District have resulted in gaping holes in our workforce, including impossible-to-fill positions.
  - c. **Goals for the Future:** Dr. Eshbach conveyed the importance of "starting with the end in mind" and shared thoughts on "Future Perfect Planning".
    - i. Operating with a full contingent of staff for current and future needs
    - ii. Retaining high-quality staff in all areas through economic, climate, and staff development efforts
    - iii. In accordance with the Budget Filters set for the 2019-2020 Budget, reduce personnel costs
  - d. **Main Issues of Concern:** Ms. Unti shared four main areas of concern that need to be addressed immediately for the goals to be accomplished.
    - i. We have no applicants for part time paraprofessional positions

- ii. Nationwide, and in our state, there is a shortage of quality candidates for all positions: support, professional, and administrative.
  - iii. The “revolving door” in the food service department has resulted in an under-staffed and inexperienced department
  - iv. The District’s practices for granting leave for professional employees is both expensive and detrimental to the academic experience of our students.
- e. Path to the Future: The committee discussed steps for moving from our existing state to our “Future Perfect State.”
- i. Examination of data, including surveys, to gather clear information on the causes of turnover. What should we ask?
  - ii. Review of options for staffing difficult-to-fill positions:
    - 1. Contracting for services
      - a. What does that look like from a budget perspective?
    - 2. Increase benefits
    - 3. Increase salary
  - iii. Examine current staffing models in all departments and look for ways to adjust through attrition.