



Clay County District Schools Superintendent's Update

September 5th, 2019

District Update



CLAY COUNTY DISTRICT SCHOOLS

O P E N

Friday, September 6th!





Presentation Objectives:

- ❖ Identify the Purpose for Performance Audit
- ❖ Review Executive Summary from OPPAGA Audit
- ❖ Review District Management Letter Response
- ❖ Discuss Next Steps for Clay County Schools
- ❖ Identify Champions of Change



Overall Purpose for OPPAGA Performance Audit



Performance Audit for Surtax

Chapter 1: Program Economy, Efficiency, & Effectiveness

Chapter 2: Program Design and Structure

Chapter 3: Alternative Delivery Methods

Chapter 4: Goals, Objectives, & Performance Measures

Chapter 5: Reporting Accuracy & Adequacy

Chapter 6: Program Compliance

Key Areas Reviewed During Audit

- ❖ Potential and Projected Construction of New Schools
- ❖ Reconstruction and Renovation of Existing Schools
- ❖ Acquisition of Equipment and Land
- ❖ Acquisition of Safety and Security Equipment
- ❖ Acquisition of Technology in Schools





Ressel and Associates, LLC. Performance Audit Findings

Chapter 1: Program Economy, Efficiency, & Effectiveness

Purpose and Areas Examined in Chapter 1:

- ❖ Focused on internal monitoring structures including:
 - ❖ Management Reporting
 - ❖ Results of Internal and External Audits Conducted Prior to Performance Audit
 - ❖ Operational Performance Reviews
 - ❖ Program Performance and Costs for Past Projects
 - ❖ Identified Strengths and Areas of Opportunities with Past Projects

Chapter 1 Performance Audit Findings



Overall Findings in Chapter 1:

- ❖ Ressel and Associates found that **PAST** growth-management strategies for building core facilities surrounded by portable classrooms have resulted in the district not being able to comply with the State's Portable Reduction Act.
- ❖ Ressel and Associates found that Board policies and procedures are outdated.
- ❖ Ressel and Associates found that under new leadership, facility projects are being brought **in on time and within budget**.
- ❖ Ressel and Associates found that if a Surtax was passed, the additional monitoring and internal controls will be required to maintain current performance level.

Chapter 1 Performance Audit Findings



Finding	Observations & Recommendations	District Stance
1.1	Managed Reports to the Board are detailed for Board Action	Agreed
1.2	School Board Policy Manual is outdated.	Currently Under Revision
1.2.1	Construction Projects found On Time and Within Budget	Agreed
1.2.2	CCSD complies with State Reporting Requirements for Facilities and Review of Internal Assessment of Facility Conditions	Agreed
1.2.3	Past Growth Strategies included Portable Structures which Caused inability to Comply with Portable Reduction Act	Agreed and New Revenue needed for Portable Reduction
1.2.4	District's Process for handling Deferred Maintenance is not Keeping with Growth Needs.	Agreed and New Revenue Stream is Needed

Chapter 1 Performance Audit Findings



Finding	Observations & Recommendations	District Stance
1.3.1	CCSD Conducted a Well-Documented Cost-Benefit Analysis to Determine Cost Efficiency with Hiring Own Police Department	Agreed
1.4.1	IT staff Applied for E-Rate Funding to Increase Technology	Agreed
1.51.	CCSD has the Capacity to New Debt	Not Attractive Solution

Chapter 2: Program Design and Structure

Purpose and Areas Examined in Chapter 2:

- ❖ Focused on Organization and Management Structures:
 - ❖ Reviewed Contracted & External Services
 - ❖ Assessed Procedures and Contracting Functions
 - ❖ Assessed Capacity for Handling Volume of Work

Chapter 2 Performance Audit Findings



Overall Findings in Chapter 2:

- ❖ Ressel and Associates found that current design and structures of the program areas under review are **Effective** and overall CCSD has **adequate** staffing.
- ❖ Ressel and Associates found that staffing levels need to be reviewed as Administration and Professional levels have grown and Maintenance and Facility Planning and Construction has not.
- ❖ Ressel and Associates found that if the Surtax is passed, that **additional staff** and expertise will be needed to manage new projects.

Chapter 2 Performance Audit Findings



Finding	Observations & Recommendations	District Stance
2.1.1	FLDOE indicate Adequate Staffing, but Admin and Professional Staffing has increased 5% with 6.8% in Enrollment	<p>Disagree with Admin and Professions. Admin has increased by 8 due to requirement:</p> <ol style="list-style-type: none">1. Chief of Police2. Principal at DOE3. AP at DOE4. Coordinator of Mental Health5. Coordinator of Nursing6. Coordinator of School Coun.7. Coordinator of SEDNET8. Coordinator of School Choice & Charter <p>Agree with need to Expand Facilities and Maintenance</p>

Chapter 2 Performance Audit Findings



Finding	Observations & Recommendations	District Stance
2.1.2	Board Continues to Incur Significant Legal Expenses	This has reduced over the last three years from prior years.
2.2.1	CCSD Maintenance Department Staffing Levels are Low	Agreed
2.2.2	CCSD Job Descriptions for Maintenance are Not Current	Presented and Being Approved this Evening
2.2.3	Maintenance Salaries for CCSD are not Competitive with Private Sectors	Agreed and this is linked to Collective Bargaining
2.2.4	School Tours Confirm Need for Surtax Needs	Agreed
2.2.5	Facility Planning and Construction Area is Understaffed to Handle Surtax	Agreed

Chapter 2 Performance Audit Findings



Finding	Observations & Recommendations	District Stance
2.3.1	CCSD has Comprehensive Staffing in Place for Compliance with Marjory Stoneman Douglas Act	Agreed
2.4.1	Organization Structures for IT are Adequately Staffed	Agreed
2.5.1	Business Services is Adequately Staffed	Agreed
2.5.2	CCSD has Established Relationship with Local Government through Concurrence Process	Agreed

Chapter 3: Alternative Delivery

Purpose and Areas Examined in Chapter 3:

- ❖ Focused on shared service and outsourced contracts:
 - ❖ Reviewed Management of Contracts
 - ❖ Assess Alternative Delivery Methods
 - ❖ Reviewed Contract Services

Chapter 3 Performance Audit Findings



Overall Findings in Chapter 3:

- ❖ Ressel and Associates found that CCSD is actively pursuing delivery methods to meet the District's growing needs.
- ❖ Ressel and Associates found that processes for the costs and benefits, and feasibility of such decisions were **Reasonable and Adequate**.
- ❖ Ressel and Associates found that formal documenting the required criteria and justification process would provide decision makers a consistent, organized method for future evaluations.

Chapter 3 Performance Audit Findings



Finding	Observations & Recommendations	District Stance
3.1.1	CCSD has made Extensive use of Contract Services, Outsourcing and other Alternative Delivery Methods by Analyzing benefits.	Agreed
3.21.	District's use of Outsourcing is the Result of Staffing Constraints	Agreed
3.3.1	District inter-local Agreement for SRO with OP & GC are in place	Agreed
3.3.2	District Sought and Used State and Local Sources to Address Immediate Safety Needed when Operating Funds were not Sufficient.	Agreed
3.4.1	IT Outsources Work to Vendors Where it Makes Sense Financially or from a Capacity Perspective.	Agreed

Chapter 3 Performance Audit Findings



Finding	Observations & Recommendations	District Stance
1.3.1	CCSD Conducted a Well-Documented Cost-Benefit Analysis to Determine Cost Efficiency with Hiring Own Police Department	Agreed
1.4.1	IT staff Applied for E-Rate Funding to Increase Technology	Agreed
1.51.	CCSD has the Capacity to New Debt	Not Attractive Solution

Chapter 4: Goals, Objectives, & Performance Measures

Purpose and Areas Examined in Chapter 4:

- ❖ Focused on District-wide Planning Efforts:
 - ❖ Measures Day-to-Day Operations in Facilities
 - ❖ Measures Facilities Budgets
 - ❖ Reviews Internal Controls for Meeting Objectives

Chapter 4 Performance Audit Findings



Overall Findings in Chapter 4:

- ❖ Ressel and Associates found that Planning Efforts of the District are **TAKING** Shape Under the **Leadership of Superintendent**.
- ❖ Ressel and Associates found that there is a need to Link Various Plans, Strategies, and Objectives to Goals in Operations.
- ❖ Ressel and Associates found that Board Policies are Outdated.
- ❖ Ressel and Associates found that Bid and Contract Documentation examined were in **Compliance** with State and Local Purchasing Guidelines.

Chapter 4 Performance Audit Findings



Finding	Observations & Recommendations	District Stance
4.1.1	Strategic Plan is Embraced by Staff, but needs Measurable Objectives	Disagree with Measurable Objectives. All annual initiatives, goals, and projects were provided to team members. Annual updates are provided via State of School Address.
4.1.2	CCSD has Plan for First 5 Years of Surtax, but Financial Strategies need to be adopted for long-term needs.	Agreed
4.2.1	CCSD Educational Facility Plan complies with State's reporting but needs to be linked to Educational Goals.	Will Align
4.2.2	CCSD has a Coordinated Energy Management Plan.	Agreed

Chapter 4 Performance Audit Findings



Finding	Observations & Recommendations	District Stance
4.2.3	Maintenance Manual has not been Updated Since 2012 but Revisions are Currently Underway.	Agreed
4.2.4	Maintenance Department has Implemented New Work Order System in the Last few Months for Efficiency.	Agreed
4.2.5	District drafted Facility Planning & Construction Manual in Response to General Audit's Findings, however document needs to be used to enhance practice.	Agreed
4.3.2	District is Using Tracking Tool to Monitor Compliance with SB 7030	Agreed
4.4.1	IT Provided Numerous Documents for IT's Plan, however there is a need for IT Master Plan. During the course of this study a more comprehensive plan was drafted.	ITS Master Plan will be presented in October for adoption.
4.51.	Fund Balance Meets Minimal Requirements, But Needs Policy	

Chapter 5: Reporting Accuracy & Adequacy

Purpose and Areas Examined in Chapter 5:

- ❖ Focused on District information systems:
 - ❖ Review Open Records Processes
 - ❖ Audit District Website
 - ❖ Examine Information Systems

Chapter 5 Performance Audit Findings



Overall Findings in Chapter 5:

- ❖ Ressel and Associates found that **no instances on Non-Compliance.**
- ❖ Ressel and Associates found that Open Records Requests should be review and updated.
- ❖ Ressel and Associates found that information being provided to the Public is **Accurate and Complete.**
- ❖ Ressel and Associates found that enhancements on the website are recommended to further improve communication for vendors and contractors.

Chapter 5 Performance Audit Findings



Finding	Observations & Recommendations	District Stance
5.1.1	CCSD has a 2012 Board Policy for Open Records Requests.	Agreed
5.1.2	District Website is Up-to-date and Easy to Navigate.	Agreed
5.1.3	CCSD has not been successful in use of Citizen Advisory Board.	Agreed, but Not Required by Law and District Uses SACs
5.2.1	Terminology for Surtax needs to be Consistent for All Stakeholders.	Agreed
5.2.2	Vendors and Contractors must go through Prequalification Process before Submitting a Bid. Need to make available on web.	Agreed and remains our current practice.
5.31	CCSD has systems for Sharing Information, however the program could be enhanced for All by Displaying Local numbers on web.	Disagree and this has been accomplished and provided.
5.4.1	Business Technology is Improving with Business Plus.	Agreed

Chapter 6: Program Compliance

Purpose and Areas Examined in Chapter 6:

- ❖ Focused on Compliance with sales surtaxes & intent:
 - ❖ Assessed Adequacy of Processes & Internal Controls
 - ❖ Assessed Compliance of State Laws, Rules, & Grants
 - ❖ Reviewed Local Policies and Procedures

Chapter 6 Performance Audit Findings



Overall Findings in Chapter 6:

- ❖ Ressel and Associates found that **No Area of Non-Compliance** with Federal, State, Local Laws, Local Rules and Regulations, Contracts, Grant Agreements, and Local Policies related to **General Operations**.
- ❖ Ressel and Associates found that Controls will need to be Enhanced in order to handle volume of projects with Surtax.
- ❖ Ressel and Associates found that Administration has taken **reasonable steps** to increase needs in terms of Building Officials and Project Managers.
- ❖ Ressel and Associates found that further efforts require Additional Oversight and Monitoring of Competitive bidding and Construction Management.

Chapter 6 Performance Audit Findings



Finding	Observations & Recommendations	District Stance
6.1.1	CCSD passed a Discretionary Sales Tax Resolution that complies with all requirements in Title XIV, 212.055.	Agreed
6.1.2	District has not yet published detailed information on the use of Surtax funds for review of public.	Agreed. Plan in Place and waiting for BCC and SB approval.
6.2.1	CM for Major Projects is carried out by Facility Planning Construction Group.	Agreed
6.2.2	Facility Planning & Construction Department relies heavy on Code Enforcement Department to conduct all Compliance Inspections relating to fire code and State Requirements, if Surtax is passed there is a need for delineation of Building Officials and Projects Managers responsibilities.	Agreed
6.3.1	CCSD has adequate Safety & Security complies with FL Law.	Agreed

Chapter 6 Performance Audit Findings



Finding	Observations & Recommendations	District Stance
6.4.1	IT Department has documented core Operating Procedures and is in the process of updating its procedures, the procedures available to the auditors at the time of the study were not complete.	Agreed and currently under revision
6.5.1	CCSD uses the financial advisory services of Ford & Associates to ensure that the District remains in compliance with Bonding, Principal, and Interest Payments.	Agreed



Clay County District Schools
www.claycountyschools.org

CHAMPIONS OF CHANGE
Little Deeds. Huge Impact!

Champions of Change - Service Awards

Employees that have completed 40 years of service to Clay County District Schools

Employee	School/Department
Michael Batten	Clay High School
Marilyn Miller	Oakleaf Junior High
Ivan Williams	District Office



Champions of Change - Service Awards

Employees that have completed 30 years of service to Clay County District Schools.

Employee	School/ Department	Employee	School/ Department	Employee	School/ Department
Donna Ayers	District Office	Judith Hill	LES	Lori Ricks	OHS
Joan Bressler	District Office	Beth Jeffers	ROE	Arthur Rivers	District Office
Kary Bruce	WES	Joy Justus	CHS	Tessie Saksa	MBE
Nittie Coleman	GPE	Patricia Kirkland	CHS	Elizabeth Salt	DOE
Tamara Cox	RHS	Margaret Lawshe	Adult Community Ed	Annie Smith	BLC
Alice Crews	LAJ	Deborah Loudy	RHS	Annette Webb	DOE
Walter Donley	MRE	Faye Mandel	RHS	Wendy Whitehead	FIH
Debra Glass	District Office	Lisa Miller	FIE	Ryan Widdowson	District Office
Lucille Halifko	LES	Karla Nachtsheim	OHS	Robbin Williams	MCE
Gwen Higginbotham	WJH	Paul Osteen	District Office	Sheryl Wisor	WJH