



## **Quality Assurance and Compliance Monitoring**

Career and Technical Education

Dixie County School District

**Final Report**  
**December 28, 2010**

# FLORIDA DEPARTMENT OF EDUCATION



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December 29, 2010

Mr. Mark A. Rains, Superintendent  
Dixie County School District  
16077 Northeast Highway 19  
Cross City, Florida 32628

Dear Mr. Rains:

We are pleased to provide you with the Final Report of Monitoring of the Career and Technical Education programs from our visit on September 22-23, 2010. The report will also be placed on our website at <http://www.fldoe.org/workforce/compliance.asp>.

We appreciate the leadership and professionalism demonstrated by your staff during the review process. If we can be of any assistance, please contact Eileen L. Amy, Director of Quality Assurance and Compliance. Ms. Amy may be reached at 850/245-9033, or via electronic mail at [Eileen.Amy@fldoe.org](mailto:Eileen.Amy@fldoe.org).

Thank you for your continuing commitment to improve services for Florida's students.

Sincerely,

A handwritten signature in cursive script that reads "Loretta Costin".

Loretta Costin

LBC/ela

Enclosure

CC: Charlotte Lord  
Eileen L. Amy  
Shahrokh Massoudi

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Florida Department of Education  
Division of Career and Adult Education

**Dixie County School District  
Career and Technical Education  
Quality Assurance Monitoring Report**

## **I. INTRODUCTION**

The Florida Department of Education (FDOE), Division of Career and Adult Education (Division), in carrying out its roles of leadership, resource allocation, technical assistance, monitoring and evaluation, is required to oversee the performance and regulatory compliance of recipients of federal and state funding. The Quality Assurance section of the Bureau of Grants Administration and Compliance (Bureau) is responsible for the design, development, implementation and evaluation of a comprehensive system of quality assurance including monitoring. The role of the Quality Assurance System is to assure financial accountability, program quality and regulatory compliance. As stewards of federal and state funds, it is incumbent upon the Division to monitor the use of workforce education funds and regulatory compliance of providers on a regular basis.

## **II. AUTHORITY**

The Florida Department of Education receives federal funding from the U.S. Department of Education for Career and Technical Education (CTE) under the Carl D. Perkins Career and Technical Education Act of 2006 and for Adult Education and Family Literacy under the Adult Education (AE) and Family Literacy Act of 1998. FDOE awards sub grants to eligible providers to administer local programs. FDOE must monitor providers to ensure compliance with federal requirements, including Florida's approved state plans for CTE and adult education/family literacy. Each State shall have procedures for reviewing and approving applications for sub grants and amendments to those applications, for providing technical assistance, for evaluating projects, and for performing other administrative responsibilities the State has determined are necessary to ensure compliance with applicable statutes and regulations (34 CFR 76.770). The Florida Department of Education, Division of Career and Adult Education is required to oversee the performance of district school boards in the enforcement of all laws and rules (Sections 1001.03(8) and 1008.32, Florida Statutes (F.S.)).

Additional cites noting authority to monitor and pertinent laws and regulations are located in the 2010-11 *Quality Assurance Policies, Procedures, and Protocols*, Module A, Section 1.

## **III. QUALITY ASSURANCE POLICIES, PROCEDURES, AND PROTOCOLS**

The *Quality Assurance Policies, Procedures, and Protocols* (Manual) was revised in the 2010-11 program year. The draft Manual was provided to each provider prior to the monitoring visit. The final Manual provides a summary of each facet of the monitoring design and the process. It also contains protocols that may be used as agencies are monitored or reviewed. References may be made to the Manual in this document; it will be located on the Division's website at <http://www.fldoe.org/workforce/cte1011.asp>.

## **IV. PROVIDER SELECTION**

Various sources of data are used throughout the implementation of the Quality Assurance System. The monitoring component of the system is risk-based. Risk Assessment is a process used to evaluate variables associated with the grants and assign a rating for the level of risk to the Florida Department of Education and the Division of Career and Adult Education. A Risk Matrix, identifying certain operational risk factors, is completed for each provider. The Risk Matrix for each program monitored is located in

Appendix A. The results of the Risk Assessment process and consideration of available resources are used to determine one or more appropriate monitoring strategy(ies) to be implemented.

The monitoring strategy for Dixie County School District was determined to be an on-site visit of its Career and Technical Education programs. Notification was sent to Mark A. Rains, Dixie County School District Superintendent, on July 28, 2010. The designated representative for the District was Mrs. Charlotte C. Lord, Director of Career and Technical Education Programs, Safety, Facilities and Special Projects.

The on-site visit to the District was conducted on September 22-23, 2010, by two representatives of the Quality Assurance Section of the Division: Ms. Eileen L. Amy, Director of Quality Assurance and Compliance, and Program Specialist Dr. Shahrokh Massoudi.

## **V. Dixie County School District**

**The total student enrollment for 2008-09 was:**

CTE Secondary	CTE Postsecondary	Adult General Education	Total
1,005	33	87	1,125

**The provider was awarded the following grants for FY 2008-09 and 2009-10:**

### 2008-2010 Adult General Education (AGE) Grants

<u>Grant</u>	<u>Number</u>	<u>Total</u>	<u>Unexpended Funds</u>
AGE	150-1919A-9CG01	\$47,364.00	\$23,689.44
AGE	150-1910A-0CG01	\$46,978.00	

### 2008-2010 Perkins Grants

<u>Grant</u>	<u>Number</u>	<u>Total</u>	<u>Unexpended Funds</u>
PERKINS	150-1619A-9CS01	\$37,271.00	
PERKINS	150-1610A-0CS01	\$38,228.00	\$6,775.50
PERKINS	150-1619A-9CR01	\$41,960.00	\$12,912.58
PERKINS	150-1610A-0CR01	\$41,432.00	\$10,788.73

Additional information about the provider may be found at the following Web address:

<http://www.dixie.k12.fl.us>

## **VI. MONITORING ACTIVITIES**

The monitoring activities included pre-visit planning conference calls; entrance conference; interviews with administrators, teachers, and students; observations; record reviews; and an exit conference.

### On-site Visits

Members of the team made on-site visits to the following locations:

- Dixie High School – Cross City
- Old Town Adult Education Center – Old Town
- Dixie County School District Office – Cross City

### Entrance Conference

The entrance conference for the Dixie County School District was conducted on September 22, 2010, and included: Charlotte C. Lord, Director of Career Technical Education Programs, Safety, Facilities, and Special Projects; Diana Locke, Principal, Dixie County High School; Paula Fugal, Educational Consultant; Laura Wigglesworth, Bookkeeper; Ms. Eileen L. Amy, Director of Quality Assurance and Compliance; and Dr. Shahrokh Massoudi, Program Specialist.

### Interviews/Observations

Interviews were conducted with the administrative staff, teachers and students. Six individual interviews, one group interview (administrators and educational consultant), and six observations including GED prep class in Old Town were conducted. All interviews and observations were held during the course of the visit.

### Records Review

Administrative, Financial, Program and Student records were reviewed. A complete list is provided in Section VIII, Section G. Some policies and procedures were reviewed.

### Exit Conference

The exit interview for the Dixie County School District was conducted by conference call on October 19, 2010. In attendance: Mr. Mark Rains, Dixie County School Superintendent; Charlotte C. Lord, Director of Career and Technical Education programs, Safety, Facilities, and Special Projects; Diana Locke, Principal, Dixie County High School; Laura Wigglesworth, Bookkeeper; James Harvey, Welding Technology Teacher; Betty Davison, Health Science Teacher; Toma Sue Davis, Agriculture Teacher; Carol Patrone, Business Technology Teacher; Ms. Eileen L. Amy, Director of Quality Assurance and Compliance, and Dr. Shahrokh Massoudi, Program Specialist.

## **VII. RESULTS**

### **A. ADMINISTRATION** refers to the management and/or supervision of programs, grant oversight, access and equity and other administrative areas.

- District has a new CTE program administrator who attended the FACTE new administrators' workshop.
- A consultant was hired to provide foundations training for Career Academies.
- CTE programs have articulation agreements with Santa Fe College and Florida Gateway College.
- A staff development plan is in place for teachers and administrators.
- District has an advisory committee for all the programs.
- Five CTE programs are offered in the district.
- Teachers have attended the FACTE conference.

### FINDINGS

No findings of non-compliance were noted at this time.

### CONCERNS AND RECOMMENDATIONS

None

### **B. DATA** refers to all the components of the data system, including data collection, entry, and reporting. The use of data in program decision-making is also explored and commented upon.

- CTE programs met state targets.
- Skyward software is used by the district for data collection.
- CTE teachers use this Skyward software for grading system, attendance, and student demographic information.

### FINDINGS

No findings of non-compliance were noted at this time.

### CONCERNS AND RECOMMENDATIONS

None.

C. **CURRICULUM AND INSTRUCTION** refers to those elements which contribute to student learning and skill acquisition. It also addresses student and instructor observations.

- The District offers Welding Technology, Automotive Service Technology, Health Science, Business Technology, and Agriculture.
- The Automotive Service Technology program is NATEF (National Automotive Technician Education Foundation) and ASE (Automotive Service Excellence) certified.
- The Applied Welding Technology program is NCCER (National Center for Construction Education and Research) certified.
- The Applied Welding Technology Program has partnership with Progress Energy Company to employ graduates from the program.
- CTE programs follow the state curriculum frameworks, in addition to NATEF-ASE and NCCER curricula.
- The majority of the teachers were experienced and qualified.
- The Agriculture Technology program has a new teacher.

#### **FINDINGS**

No findings of non-compliance were noted at this time.

#### **CONCERNS AND RECOMMENDATIONS**

- The district has advertised in its brochure, *Dixie District Schools, Career and Technical Education Programs*, that it offers an Agricultural Program. The monitoring team found the need to establish additional structure and focus for this program. Observations and interviews indicated a need for improvement. Additional training, technical assistance, and/or program intervention will be of benefit to the director and instructor in this area.
- The program requires comprehensive improvement

*Recommendation: Develop an plan to implement a structured and focused agricultural program for Dixie County Schools; determine a written course of action to develop the program:*

- a. Identify specific actions to implement the program.*
- b. Include benchmarks, dates of completion, and person(s) responsible.*
- c. Form an Industry Advisory Committee with knowledgeable participants (local industry and employers represented) in order to ensure a rigorous program that meets the needs of the industry.*

*A Draft Plan to implement a structured and focused agricultural program is included as Appendix B.*

*District response: The district submitted initial corrective actions being implemented to address this concern.*

#### **CONCERNS AND RECOMMENDATIONS**

1. Concern: While the district hired a consultant and developed a notebook on Academies, during the site visit it became evident that there was no communication or planning time between CTE and academic teachers.

*Recommendation: Consider ways to increase communications between and among academic and CTE teachers such as mutual planning time, joint meetings and training. Review the criteria for Academies and the integration of academics and CTE content.*

**D. TECHNOLOGY AND EQUIPMENT** Technology and Equipment refers to a review of the technology and equipment used by students and teachers in the classroom; addresses access, availability, innovation, use and condition.

- The district has an inventory system in place for equipment purchased over \$1,000 and they are identified with permanent markers.
- Appropriate procedures for missing equipment are followed and police reports were available for review.
- Inventory was conducted; all listed items were located.
- Technology was available and accessible to students.

**FINDINGS**

No findings of non-compliance were noted at this time.

**CONCERNS AND RECOMMENDATIONS**

1. Concern: Equipment is identified with permanent markers.

*Recommendation: Consider a more efficient and updated system for inventory of equipment.*

**E. LEARNING ENVIRONMENT** encompasses all aspects of the physical environment where classes are held. Describing the learning environment may also attempt to capture the vision, philosophy, and character that is observed on the campus or in the classroom.

- With the exception of Agriculture Technology, the program quality for the remaining programs was intact despite the lack of adequate space and updated furnishings and equipment.
- Instructors provided motivation for students despite the age and condition of the facilities.

**FINDINGS**

No findings of non-compliance were noted at this time.

**CONCERNS AND RECOMMENDATIONS**

1. Concern: No classroom rules or safety procedures were posted in *Automotive Service Technology* classroom/shop.

*Recommendation: Post classroom, shop rules, and safety procedures in Automotive Service Technology as needed.*

2. Concern: There are significant issues with the physical facilities that house the high school and career and technical education programs; the facilities were built in 1955. Current lack of funding prohibits construction/renovation at this time.

*Recommendation: Continue to pursue funding for construction of new facilities.*



**F. ACCESS AND EQUITY** refers to compliance with the requirements of federal non-discrimination laws as relating to recruitment, enrollment, participation, and completion of programs.

- Non-discrimination statements were noted in the CTE publications and posted in the classrooms.
- Evidence of accommodations provided was evident in both class and in student records.
- Teachers could identify appropriate contacts if issues arose.

FINDINGS

No findings of non-compliance were noted at this time.

CONCERNS AND RECOMMENDATIONS

None

**G. RECORDS REVIEW** refers to a review of the records and documents that evidence compliance with federal and state rules and regulations. Both financial and programmatic records are reviewed including the following:

- Brochures on five Academy programs
- Articulation Agreements between Santa Fe College and Florida Gateway College
- Equipment Inventory Records
- Student records (sample)
- Travel records (sample)
- Inventory records (sample)
- Equipment purchases
- District Professional Development Plan
- Advisory Committee minutes
- Non-Discrimination statement

FINDINGS

No findings of non-compliance were noted at this time.

CONCERNS AND RECOMMENDATIONS

None.

**H. FINANCIAL** refers to aspects of the federal fiscal requirements that providers must meet when expending federal funds, including a financial management system, a procurement system, and an inventory management system.

- Reimbursement and procurement policies are being followed.
- Purchasing procedures and verification of documented expenses were in place.
- Certifications statements are completed.
- Bookkeeper was very well-organized and responsive; access to all records was given to monitor.
- Discussed reasons for, and effects of, large unexpended funds.
- Regular reports of expenditures are now given to the Director on a regular basis to minimize unexpended funds.

FINDINGS

No findings of non-compliance were noted at this time.

CONCERNS AND RECOMMENDATIONS

None.

## **VIII. REQUIRED RESOLUTION ACTIVITIES**

### Adult Education and Career and Technical Education

Action Plan - The School District must provide an Action Plan (Appendix C) to address the findings noted in the focus areas of Curriculum and Instruction, Technology/Equipment, and Learning Environment.

## **IX. TARGETED TECHNICAL ASSISTANCE**

Targeted technical assistance may be provided to support full compliance and systemic change for program improvement. Staff is encouraged to contact Division staff to assist their efforts toward systemic change. Specifically, Mrs. Belinda Chason Interim Director; Career and Technical Education Section will communicate with the District to support development and implementation of quality agriculture program.

## **X. REMARKS or POSITIVE PRACTICES**

The following are additional comments made by the Quality Assurance Team in regard to the monitoring visits:

1. Mrs. Davison, the Health Science teacher must be recognized for her time and effort beyond the call of duty. In the Health Science program six students signed up for the electrocardiographic course at the Gateway College. To ensure that students get to Gateway College safely she drove students once a week in the evening for at least 15 weeks using the school van.
2. The five CTE programs are very active in CTSOs (Career and Technical Students Organizations) and conduct aggressive fund raising to ensure the students attend the competitions.

## **XI. SUMMARY**

Once the field work, including receipt of requested information is completed, a draft report is forwarded to the provider for review. Comments are accepted and considered. The final report is completed and forwarded to the Agency Head with a copy to the appropriate parties. The Bureau's site visit co-leader monitors and conducts follow-up activities to assure issues have been satisfactorily completed within the stated timelines. Finally, the Bureau issues a Closure Notice to the Agency Head and designated contact person. This notice indicates all outstanding items have been completed.

We want to acknowledge all of the participants in the Dixie County School District on-site monitoring visit. Special appreciation is extended to Mr. Mark Rains, Dixie County School Superintendent and Mrs. Charlotte C. Lord for their participation and leadership in this process.

**Appendix A**  
**Dixie County School District**  
**Risk Matrix for Career and Technical Education**

<b>Risk Factor</b>	<b>Criteria Scale</b>	<b>Value</b>	<b>Risk Factor Weight</b>	<b>Total Points</b>
Total amount of agency funding from grants (2008-09)	\$ 2,000,001+	8	X 6	24
	700,001 - 2 million	6		
	300,001 - 700,000	5		
	< 300,000	4		
Number of grants per agency (2008-09)	Per grant (2)	2	X 6	24
Number of grants with <b>10%</b> or more of unexpended funds (2008-09)	Per grant (1)	5	X 4	20
Audit findings relevant to internal control weaknesses during three (3) previous years for targeted agency.	16 + findings	10	X10	100
	11-15 findings	8		
	5-10 findings (5)	6		
	1-4 findings	4		
Key organizational Change within the last two (2) years.	Director(#) Yes=1 No=0	10	X 4	40
<b>TOTAL Level of Risk Score</b>				<b>208</b>

**APPENDIX B**  
**Dixie County School District**  
**Draft Development, Implementation, and Evaluation Plan for Agriculture Program**

1. *Provide/seek technical assistance for the instructor and any other applicable district staff*
  - a. *Contact with Belinda Chason, Interim Director, Career and Technical Education Programs at Florida DOE at 850-245-9017.*
  - b. *Arrange visits to successful programs for instructor and other applicable staff to observe teaching strategies for agriculture programs.*
  - c. *Review standards and curriculum frameworks established by DOE.*
  - d. *Teacher participation in classes specific to teaching agriculture education such as: Techniques in Teaching Agriculture, Special Methods of Teaching Agriculture or Curriculum and Assessment in Agriculture Education.*
2. *Implement the program effectively*
  - a. *Provide current textbooks and technology.*
  - b. *Plan class work that supports the curriculum.*
  - c. *Identify specific hands-on activities; identify locations.*
  - d. *Identify what resources will be used to enhance learning (for example, use of the land and structures next to the school building (laboratory fields).*
3. *Evaluate the program*
  - a. *Identify goals and measurements for student and program success.*
  - b. *Director meets with teacher on a regular basis to review accomplishments.*
  - c. *Provide a quarterly report to DOE on actions implemented.*

*At the same time, the District may want to determine whether or not to continue offering the agricultural program. The following actions may assist with this process:*

- d. *Consult with the Advisory Committee with knowledgeable participants (industry and employers represented) in order to seek guidance for the focus of a quality program.*
- e. *Conduct an employer/community needs assessment for the surrounding community.*
- f. *Identify the primary focus of the program, agritechnology vs. bio-technology, etcetera.*
- g. *Consider a review of the need for the program.*

**APPENDIX C**  
**School District of Dixie County**  
**Resolution Plans**

☒ Career and Technical Education

☒ Corrective Action Plan

☐ Adult Education

☐ Action Plan

	<b>Strategies</b>	<b>Person Responsible</b>	<b>Projected Date of Completion</b>
<b>CORRECTIVE ACTION PLAN</b> Citation/Finding(s):	.	Administrative Staff	7/7/2010
<b>ACTION PLAN</b> Concerns:			
Technical Assistance Needed and/or Provided:			
Date and Status of Action:			
Plan submitted by:		Date:	
Plan accepted by:		Date:	