



## **Quality Assurance and Compliance Monitoring**

Career and Technical Education

Flagler County School District

**Final Report**  
**May 19, 2010**

# FLORIDA DEPARTMENT OF EDUCATION



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May 19, 2010

Mr. Bill Delbrugge, Superintendent  
Flagler County School District  
1769 East Moody Boulevard  
Bunnell, Florida 32110-0755

Dear Mr. Delbrugge:

We are pleased to provide you with the Final Report of Monitoring of the Career and Technical Education programs from our visit on January 20-22, 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 you and your colleagues during the review process. If my staff can be of any assistance, please contact Eileen L. Amy, Director of Quality Assurance and Compliance. Mrs. Amy may be reached at 850/245-9031, 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,

Loretta Costin  
Interim Chancellor

LBC/ela

Enclosure

Cc: Robert Nocella  
Susan Nocella  
Eileen L. Amy  
Shahrokh Massoudi

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Florida Department of Education  
Division of Career and Adult Education

Flagler County School District  
Career and Adult Education  
Quality Assurance Monitoring Draft 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 career and adult 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 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 2009-10 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 2009-10 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 is located on the Division's website at <http://www.fldoe.org/workforce/cte0910.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 that is used to evaluate variables associated with the grants for the purpose of assigning 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 then 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 Flagler County School District (FLCSD) was determined to be an on-site visit to FLCSD. Notification was sent to Mr. Bill Delbrugge, FLCSD superintendent, on July 27, 2009. The designated representatives for the agency are Mr. Robert Nocella, Director of Flagler Technical Institute and Mrs. Susan Nocella, Curriculum Specialist for Secondary Career Technical Education Programs. The on-site visit to the agency was conducted on January 20-22, 2009, by three DOE Bureau staff members, Ms. Eileen L. Amy, Director of Quality Assurance and Compliance, and Program Specialists, Dr. Shahrokh Massoudi co-leader, and Rick Lockenbach, J. D.

## V. FLAGLER COUNTY SCHOOL DISTRICT

According to the U.S. Census Bureau, Flagler County has a population of over 80,000 residents, with Palm Coast containing the majority of that population. The balance of the county continues to be either rural or small town in nature, and a substantial part of the county is somewhat isolated due to transportation issues. Flagler County was ranked the fastest-growing county in the nation by the U.S. Census Bureau from 2000 to 2005, a 53.3% increase, with a July 1, 2005 population estimate at 76,410.

### Flagler County Public Schools

The district office is located in the county seat of Bunnell at Government Services Building at 1769 E. Moody Blvd. Enrollment is about 13,000 students. It includes two public high schools, Flagler Palm Coast and Matanzas High School in addition to Flagler Technical Institute (FTI). The county also has five elementary schools and two middle schools. All elementary schools are K-6 and middle schools 7-8. Additional information is available on the District's website: [www.flagler.k12.fl.us](http://www.flagler.k12.fl.us).

### Career and Adult Education

The district offers programs in Adult General Education, and Secondary and Postsecondary Career and Technical Education Programs. FTI also sponsors the Flagler County Home Show & Service Fair, which brings together the community and over 500 businesses, organizations, and agencies. In 2009 the Career and Technical program at FTI was granted accreditation by the Council on Occupational Education (COE).

The total student enrollment for Career and Adult Education in 2007-08 was:

CTE Secondary	4,728
CTE Postsecondary	<u>868</u>
Total	5,596
Adult Basic	367
Adult Secondary	195
English for Speakers of Other Languages	<u>286</u>
Total	848

FLCSD was awarded the following grants for FY 2007-08 and 2008-09:

### **2007-2008 ADULT EDUCATION GRANTS**

Grant Number	Type	Total	Unexpended
180-1918A-8CG02	AEFL, Adult General	\$78,085.00	0.00
180-1939A-8CE01	AEFL, English Literacy	\$28,658.00	0.00

### **2007-2008 PERKINS GRANTS**

Grant Number	Type	Total	Unexpended
180-1528A-8CR01	Perkins, Rural	\$172,395.00	0.00
180-1528A-8CS01	Perkins, Secondary	\$ 79,897.00	\$16,451.55

**2008-2009 ADULT EDUCATION GRANTS**

Grant Number	Type	Total	Unexpended
180-19119A-9CG01	AEFL, Adult General	\$68,925.00	0.00
180-1913A-9CE01	AEFL, English Literacy	\$28,658.00	0.00

**2008-2009 PERKINS GRANTS**

Grant Number	Type	Total	Unexpended
180-1619A-9CR01	Perkins, Rural	\$117,467.00	0.00
180-1619A-9CS01	Perkins, Secondary	\$ 83,247.00	\$5,824.87
180-1619A-9CP01	Perkins, Postsecondary	\$ 57,431.00	0.00

**VI. MONITORING ACTIVITIES**

The monitoring activities included pre-visit planning conference calls; a pre-staffing meeting; entrance conference; interviews with administrators; record reviews; and exit conference. Members of the DOE team made the on-site visits to the District office in Bunnell, Palm Coast High School, Matanzas High School, Flagler Technical Institute and the FTI graduation ceremony.

Entrance Conference

The entrance conference for the FLCSD was conducted on January 20, 2010, in Bunnell with the following district representatives:

Bob Nocella, Director of FTI;  
 Susan Nocella, Career Technical Education Curriculum Specialist for secondary programs;  
 Tom Tant, Chief Financial Officer;  
 Meg Brown, Director of Management Information Systems (MIS);  
 Tammy Dassance, Grants Manager;  
 Geraldine Mc Adams, MIS/Adult and Career Technical Education Specialist; and  
 Virginia Giaramita, Supervisor, Adult Education.

Interviews

Administrative interviews were conducted with administrators for Adult and Career and Technical Education programs (3). Interviews were also conducted with the Director of Finance, guidance counselors, the district MIS Director, Assistant Principals (2), Teachers (12), and students (8). All interviews were conducted during the course of the visit.

Records Review

The following records were reviewed during the FLCSD visit:

- Policies and procedures for CTE and ABE programs
- Data Collection and Reporting
- FLCSD Policies and Procedures
- Expenditure Reports
- Equipment inventories
- Invoices
- Travel
- List of staff paid from the funded grants
- Student records
- Student handbook
- CTE program brochures

#### Exit Conference

The exit conference for the Flagler County School District was conducted on January 22, 2010, and included:

Janet Valentine, Assistant Superintendent  
Robert Nocella, Director, Flagler Technical Institute  
Geraldine McAdams, MIS, Adult and Career Technical Education Specialist  
Barbara Kemp, Bookkeeper, Flagler Technical Institute  
Susan Nocella, Curriculum Specialist for Secondary Career and Technical Education  
Virginia Giaramita, Supervisor, Adult Education, Flagler Technical Institute  
Tammy Dassance, Grants Manager, Flagler Technical Institute

### **VII. RESULTS**

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

- Local needs are evaluated regularly to determine impact of programs; programs may be suspended or closed based on a review of needs and demographics.
- The directors of the secondary and postsecondary programs are experienced administrators and have initiated positive and constructive changes.
- A Consortium with Volusia County Schools and Daytona State College is in place to develop articulation agreements and career pathways for CTE programs.
- Program managers are marketing their programs.
- FTI was accredited by the Council on Occupation Education (COE) in 2009.
- Staff participated in FACTE and ACE of Florida Annual Conference.

#### FINDINGS

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

#### CONCERNS AND RECOMMENDATIONS

1. Concern: The organizational structure is in transition.

*Recommendation:* Work with staff and other leaders to finalize organizational structure and job responsibilities.

*Agency Action:* A new organizational chart was developed and provided prior to the publishing of this report.

2. Concern: Although there are various activities and community involvement, FTI lacks a marketing plan.

*Recommendation:* Developing a marketing plan will assist administrators and faculty to focus energies and activities; improving the Web site to include program availability and schedules will also contribute to this effort.

*Agency Action:* A Marketing Plan was developed and provided prior to the publishing of this report.

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

### Adult Education

- FTI provides testing for the General Educational Development (GED).
- English for Speakers of Other Languages (ESOL) instruction is offered with experienced teachers.
- FTI is the training center for CASAS and TABE.
- An Early Learning Center of Excellence is located in Bunnell.
- Resources are available for students including textbooks, computers and other educational resources.
- Money raised from the Annual Career Fair was used as scholarships for adult education students to pursue CTE coursework.
- Child care is available in Bunnell for Adult Education students
- An adult education counselor facilitates entry into adult education programs, assists with needed support services, and provides other student supports.
- FTI conducts follow-up on students six months after program completion.

### FINDINGS

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

### CONCERNS AND RECOMMENDATIONS

Concern: There seem to be few, if any, classes accessible to rural students.

*Recommendation:* Consider the need for adult education classes in Bunnell or other locations to meet the needs of residents in rural Flagler County.

*Agency Action:* The agency is exploring the use of the Make it/Take it bus for reaching out to other community areas. The agency is moving some adult classes to Flagler Palm Coast High School which will put programs in the needy parts of the county and make them more accessible.

### Career and Technical Education Programs

- Secondary programs include Landscape Operations, Culinary Arts, Construction Technology, Drafting, and Diversified Cooperative Training, Web Design, PC Support, Cosmetology and Business Management.
- Over 400 students are enrolled in the secondary CTE programs in the district.
- Four-year Programs of Study are available for each program.
- An articulation agreement between FTI and both high schools is in place.
- Over 100 students are enrolled in Automotive Technology.
- The Business Academy plans field trips and guest speakers.
- Academics are integrated with students' skill areas; and monthly meetings scheduled between Academic and CTE teachers.
- General public is invited to use services provided by the students in the Cosmetology program at FTI by donating \$5.00 to the program.
- Matanzas High School has a DCT program for the first time, currently 46 students are enrolled in the program.
- Students interviewed were not aware of public school postsecondary options and the Florida's CHOICES career development program.
- Secondary and postsecondary programs receive community support and in-kind services such as plants from the city and Hammock Gardens Nursery and Landscaping.
- Teachers at one high school reported that they were unable to attend out of district staff development due to limited funding.
- A limited number of Career and Technical Students Organizations (CTSOs) were noted at the two high schools; one high school has local clubs such as the Culinary Club which provides participation opportunities for students.
- The district is moving toward developing industry certification at the secondary level
- The Business Enterprise program is developing a business incubator program on Saturdays using the skills of retired business persons.



## FINDINGS

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

## CONCERNS AND RECOMMENDATIONS

1. Concern: While a number of the programs of FTI have a substantial number of students, there is low enrollment in some CTE postsecondary courses.

*Recommendation:* FTI assess marketing or other efforts to increase enrollment in CTE courses that are less than capacity.

*Agency Action:* FTI submitted a marketing plan and has also begun to reevaluate class offerings with involvement of advisory councils in this effort.

2. Concern: There are a limited number of Career and Technical Student Organizations (CTSOs).

*Recommendation:* Consider contacting the Division's designated person for CTSOs to pursue the development of chapters of various organizations and interests. CTSOs actively pursue student participation and are motivators for involvement in choice fields.

*Agency Action:* Expanding the number of CTSOs is in our strategic plan for CTE. In preparation for next school year, as a part of our curriculum, we have sent CTE teachers to the annual conference and student competitions of the CTSOs we plan to implement next year so that they could see what activities are available for their students and to network with other teachers who are already involved in CTSOs at their schools. We plan to expand the offerings each year.

3. Concern: Some students and several teachers were unaware of Programs of Study, including articulated credit.

*Recommendation:* Consider providing training for teachers, students and guidance counselors regarding Programs of Study and the opportunities for articulated credit.

*Agency Action:* Agency will include this area in professional development. We have planned training for guidance counselors and teachers as well as marketing information and parent events to be sure that the information is available to all.

**C. 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.

- The MIS director provides training to data entry staff.
- Data submitted is reviewed regularly with managers.
- Data Director attends NRS training and WEDDAC.
- MIS director meets with leadership to provide data updates once a month.
- Focus software is used to collect data on student progress, grades, attendance (including notifying parents of non-attendance), and demographics.
- Assistant principal at one high school indicated that he reviews data for quality control.
- Data entry staff and instructors interviewed were knowledgeable on data collection.

## FINDINGS

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

## CONCERNS AND RECOMMENDATIONS

None

**D. 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.

- An inventory was conducted and found all items to be in place.
- Palm Coast High School, Matanzas High School, and FTI provide state-of-the-art computer technology to their students.
- Automotive Technology program at the Palm Coast High School is very popular; safety glasses need to be replaced due to repeated usage.
- Appropriate procedures for missing equipment are followed and police reports were available for review.

#### FINDINGS

No findings of non-compliance were noted at this time

#### CONCERNS AND RECOMMENDATIONS

1. Concern: Safety glasses need to be replaced due to repeated usage.

*Recommendation:* Replace the old safety glasses for the Automotive Technology program immediately. This issue was shared at the exit conference with administrator.

*Agency Action:* This matter was corrected immediately by the District upon notification.

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

- Non-discrimination notices were in a number of publications, including the student planner book at Matanzas High School.

#### FINDINGS

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

#### CONCERNS AND RECOMMENDATIONS

1. Concern: Lack of non-discrimination posted notices in both high schools and FTI.

*Recommendation:* Post notices throughout the campuses. Such notices must be broadly posted to be accessible to students, families, and faculty.

*Agency Action:* Notices regarding non-discrimination have been posted throughout all campuses.

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

Records reviewed included:

- Electronic Students Records include student attendance, student grades, test taken, test dates, and test results
- Equipment and inventory lists
- Programs of study
- Brochures and publications
- Policy and procedures

#### FINDINGS

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

#### CONCERNS AND RECOMMENDATIONS

None

**G. 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.

- Each school has a financial accountant.
- Monthly expenditure reports are provided for the ABE and CTE grants.
- Policies and procedures dealing with issuance of purchase orders, receipt, and billing are available.
- Appropriate approval signatures are in place and implemented.
- Programs are receiving monthly expenditure reports.
- P-Cards have not been issued to managers or directors; staff assistants have P-Cards to make approved purchases.

#### FINDINGS

No findings of non-compliance were noted at this time

#### CONCERNS AND RECOMMENDATIONS

None

**H. COLLABORATION** refers to the collaborative agreements, partnerships, or memoranda of understanding to benefit an agency's programs and students.

- A Collaborative work group with FCSD administrators for CTE programs and Daytona State College recently reviewed the occupational clusters and targeted occupations lists and determined appropriate program offerings
- FTI is in a consortium with Daytona State College to identify course offerings that meet student needs
- Cosmetology program has a partnership with a local beauty salon; each year the top three students are hired by the salon.
- DOE Team attended FTI graduation ceremony that was a collaborative effort by the public and private sector

#### 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

1. Corrective Action Plan – Not Applicable
2. Action Plan – The District addressed all concerns prior to the distribution of this report. No further actions are required.

### **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.

Margaret (Peggy) Land, Program Specialist, is the Division's contact for Florida CHOICES programs. Ms. Land may be reached at [Margaret.Land@fldoe.org](mailto:Margaret.Land@fldoe.org) or 850-245-0913 if additional resources are needed. The Division has created a website at [www.flchoices.org](http://www.flchoices.org).

Belinda Chason, Program Specialist, is the Division's contact for CTSOs. Ms. Chason may be reached at [Belinda.Chason@fldoe.org](mailto:Belinda.Chason@fldoe.org) or 850-245-9017.

## **X. REMARKS**

The Quality Assurance Team recognizes the following:

- Palm Coast High School Assistant Principal resource notebook is commendable.
- FTI's third CTE postsecondary graduation ceremony was inspiring.
- "Visionaries of Adult Education" A publication compiled by 2008-2009 ESOL students in the Adult Education program. This publication includes articles, original art and pictures from Adult High School, the GED classes, and the various ESOL classes. The production of this book was possible through a mini-grant from the Flagler County Educational Foundation for equipment to be used in final production of this book. Mrs. Gloria Sward, ESOL teacher in FTI and her students should be commended for this accomplishment.

## **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 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 that have been completed.

We want to extend our appreciation to all of the participants in the Flagler County School District on-site monitoring visit, especially Mr. Robert Nocella and Mrs. Susan Nocella for their participation and leadership in this process. There were no findings and all concerns were addressed prior to the distribution of this report.

# APPENDIX A

## Flagler County School District Adult Education Risk Matrix 2007-2008

Risk Factor	Criteria Scale	Value	Risk Factor Weight	Total Points
Total amount of agency funding from grants (2007-08)	\$ 2,000,001+	8	X6	24
	700,001 - 2 million	6		
	300,001 - 700,000	5		
	< 300,000	4		
Number of grants per agency (2007-08)	Per grant	2	X 6	24
Number of grants with 10% or more of unexpended funds (2007-08)	Per grant	5	X4	0
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	6		
	1-4 findings	4		
Key organizational change within the last two (2) years.	Director	10	X 4	0
TOTAL Level of Risk Score				148

Flagler County School District  
C T E Risk Matrix  
2007-2008

Risk Factor	Criteria Scale	Value	Risk Factor Weight	Total Points
Total amount of agency funding from grants (2007-08)	\$ 2,000,001+	8	6	24
	700,001 - 2 million	6		
	300,001 - 700,000	5		
	< 300,000	4		
Number of grants per agency (2007-08)	Per grant	2	6	24
Number of grants with 10% or more of unexpended funds (2007-08)	Per grant	5	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	6		
	1-4 findings	4		
Key organizational change within the last two (2) years.	Director	10	X 4	40
TOTAL Level of Risk Score				208