



## **Quality Assurance and Compliance Monitoring**

**Adult Education and Family Literacy and  
Career and Technical Education**

**Hendry County School District**

**Final Report  
April 19, 2012**

# FLORIDA DEPARTMENT OF EDUCATION



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April 19, 2012

Mr. Richard A. Murphy, Superintendent  
Hendry County School District  
P.O. Box 1980  
Labelle, Florida 33975

Dear Superintendent Murphy:

We are pleased to provide you with the Final Report of Monitoring of the Career and Technical and Adult Education programs from our visit on February 16, 2012. 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 black ink, appearing to read "Rod Duckworth".

Rod Duckworth

RD/ela

Enclosure

C: Gary Breakfield  
Tashi Williams

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Department of Education  
Division of Career and Adult Education

**Hendry County School District  
Adult Education and Family Literacy and  
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 2011-12 *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 2011-12 program year. The Manual was provided to each provider prior to the monitoring visit. The 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/compliance.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 and B. 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 Hendry County School District was determined to be an onsite visit of its Adult Education and CTE programs. Notification was sent to Mr. Richard A. Murphy, Superintendent, on November 4, 2011. The designated representative for the Hendry County School District was Mr. Gary Breakfield, Director, Adult and Community Education/GED and Career and Technical Education.

The onsite visit to the District was conducted on February 16, 2012, by three representatives of the Quality Assurance Section of the Division: Ms. Eileen L. Amy, Director of Quality Assurance and Compliance, and Program Specialists Ms. Sheryl Walden and Mr. Tashi Williams.

## V. HENDRY COUNTY SCHOOL DISTRICT

Program sites:

- CTE sites (2) – Clewiston and Labelle High School
- AE sites (2) – Clewiston Adult School and Labelle Adult School

The provider was awarded the following grants:

### 2009-2010

AE

<u>Grant Number</u>	<u>Type</u>	<u>Total</u>	<u>Unexpended Funds</u>
260-1910A-0CG01	AGE	\$ 114,702	\$ 15,824*
260-1930A-0CE01	EL/Civics	\$ 48,048	\$ 13,836*

CTE

<u>Grant Number</u>	<u>Type</u>	<u>Total</u>	<u>Unexpended Funds</u>
260-1610A-0CR01	Rural	\$ 77,614	\$ 184
260-1610A-0CS01	Perkins Secondary	\$ 128,031	\$ 4,624

### 2010-2011

AE

<u>Grant Number</u>	<u>Type</u>	<u>Total</u>	<u>Unexpended</u>
260-1911A-1CG01	AGE	\$ 114,702	\$ 2,903
260-1931A-1CE01	EL/Civics	\$ 48,048	\$ 3,342

CTE

<u>Grant Number</u>	<u>Type</u>	<u>Total</u>	<u>Unexpended Funds</u>
260-1611A-1CR01	Rural	\$ 73,284	\$ 795
260-1611A-1CS01	Perkins Secondary	\$ 119,585	\$ 0

### 2011-2012

AE

<u>Grant Number</u>	<u>Type</u>	<u>Total</u>
260-1912A-2CG01	AGE	\$ 139,917

CTE

<u>Grant Number</u>	<u>Type</u>	<u>Total</u>
260-1612A-2CR01	Rural	\$ 66,692
260-1612A-2CS01	Perkins Secondary	\$ 95,420

\*Denotes greater than ten percent in unexpended funds

Additional information about the provider may be found at the following Web address:  
[www.hendry-schools.org](http://www.hendry-schools.org).

## VI. MONITORING ACTIVITIES

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

### Onsite Visits

Members of the team made an onsite visit to the following locations:

- Hendry County School District office
- Clewiston High School
- Labelle Adult School/Learning Center

### Entrance and Exit Conference

The entrance and exit conferences for the Hendry County School District were attended by the following individuals:

<i>Name</i>	<i>Title</i>	<i>Entrance 2/16/12</i>	<i>Exit (by phone) 3/29/12</i>
Amy, Eileen	Director of Quality Assurance and Compliance, FDOE	•	•
Breakfield, Gary	Director, Adult and Community Education/GED and CTE	•	•
Ryan, Robin	Administrative Assistant, FDOE		•
Tovar, Mileidys	Secretary, AE and CTE	•	
Walden, Sheryl	Program Specialist, FDOE	•	•
Williams, Tashi	Program Specialist, FDOE	•	•

### Interviews/Observations

Interviews were conducted with the administration and instructional staff. All interviews and observations were held during the course of the visit.

## VII. RESULTS

### HENDRY COUNTY SCHOOL DISTRICT

February 16, 2012

The Quality Assurance and Compliance team from the Florida Department of Education conducted an onsite visit to the Hendry County School Board office on February 16, 2012. The purpose of the visit was to review programs and services within the Career and Technical and Adult Education programs.

The Director, Gary Breakfield, was available to the team on February 16, 2012, and has been in the position for approximately six months. Mr. Breakfield reports to Gordon Swaggerty, Assistant Superintendent. There are a total of eight positions that report directly to the Director.

The team visited one of two high schools and one of two community sites for Adult Education. The high school that the team visited has a developing Criminal Justice Operations program in which qualified students can receive a Class D security officer certificate.

At Clewiston High School we met a group of dynamic faculty, each with multiple roles in the school environment. We visited CTE programs on the campus. According to observations and interviews, it seemed as if little training and support was provided by CTE and AE leadership. There was a sharp contrast between active and experienced teachers with interested and focused students and some classrooms where numerous uninterested and unmotivated students were observed.

The site visited for Adult Education had one student. Enrollment has been dramatically reduced by the tuition and proof of residency required by the State. The teacher was well-qualified and experienced. He was also planning to retire in the near future.

According to the 2009-2010 Perkins IV Consolidated Annual Report (CAR), the agency performance for the secondary level reached and exceeded local agreed-upon targets for all secondary measures other than performance indicators 1S2, 2S1, 5S1 and 6S1. An improvement plan was required and is included in the 2010-2011 grant. The 2010-2011 Perkins IV CAR indicates that improvement plans are required for the following measures: 1S1, 2S1, 3S1, 4S1, 5S1 and 6S1. (Source: *Perkins IV Data Verification Tool* at <https://app1.fldoe.org/workforce/perkinsSearch/DataTool.aspx>)

Clewiston High School is an Identified Persistently Low Performing School and thus receives a Race To The Top (RTTT) grant to implement improvement strategies for the CTE programs. The Region 4 CTE Specialist is working closely with District CTE staff and the CTE teachers at Clewiston High School to assist with the implementation of the strategies identified in Clewiston High School's RTTT CTE grant Improvement Strategies.

It is not the intent of the Division's monitoring process to require duplicative strategies. The team will monitor the plans and progress reports that are required with the RTTT grant. However, it is expected that significant changes and improvement will be in place during the next onsite monitoring visit.

Note: Several of the Clewiston High School CTE teachers participated in CIS (Comprehension Instructional Strategies and Components of a Quality Program and Effective Teaching Strategies) workshops over the last two weeks in March of 2012. In addition, intensive professional development for the implementation of the Agriculture bio-technology program will take place with University of Florida professors during the summer of 2012.

## VIII. RESOLUTION ACTIVITIES

We recommend, at a minimum, the following items to be addressed:

- 1) Utilize the *Quality Assurance Policies, Procedures and Protocols*, available at <http://www.fldoe.org/workforce/compliance.asp>, to review all aspects of the CTE and AE programs.
- 2) Engage in a strategic planning process to identify those programs that will meet the needs of students and the community and involve local businesses.
  - a) Conduct a needs assessment to determine appropriate programs to be offered.
  - b) Establish relationships with local businesses.
  - c) Strengthen Advisory Committees.
- 3) Ensure use of the FDOE's Curriculum Frameworks.
- 4) Provide evidence of onsite leadership and communication from the District office and Director.
- 5) Develop a marketing strategy for AE and CTE classes for instructors and students.
- 6) Provide staff development for instructors; carve out planning time for staff development.
  - a) Consider visiting successful programs in neighboring school districts, which would not require extensive travel and expense.

The monitoring team will re-visit the District in the next program year between July 1, 2012 and June 30, 2013.

## **IX. TECHNICAL ASSISTANCE**

The FDOE Adult Education and Career and Technical Education staff are available as resources to provide technical assistance.

## **X. SUMMARY**

Once the field work is completed, including receipt of requested information, 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.

The team wishes to thank the Director and the instructors for their support and participation in this process.



**Appendix A  
Hendry County School District  
Risk Matrix for Adult Education**

<b>Risk Factor</b>	<b>Criteria Scale</b>	<b>Value (V)</b>	<b>Risk Factor Weight</b>	<b>Total Points</b>
Total amount of agency funding from grants (2009-10)	\$ 2,000,001+	8	(4) x 6	24
	700,001 - 2 million	6		
	300,001 - 700,000	5		
	< 300,000	<b>4</b>		
Number of grants per agency (2009-10)	Number of grants (2)	(2) x 2	(4) x 6	24
Number of grants with <b>10%</b> or more of unexpended funds (2009-10)	Number of grants (2)	(2) x 5	(10) x 4	40
Audit findings relevant to internal control weaknesses during three (3) previous years for targeted agency.	16 + findings	<b>10</b>	(10) x 10	100
	11-15 findings	8		
	5-10 findings	6		
	1-4 findings	4		
Key organizational change within the last two (2) years.	Director (0) Yes = 1 No = 0	(0) x 10	(0) x 4	0
<b>TOTAL Level of Risk Score</b>				<b>188</b>

**Appendix B**  
**Hendry County School District**  
**Risk Matrix for Career and Technical Education**

<b>Risk Factor</b>	<b>Criteria Scale</b>	<b>Value (V)</b>	<b>Risk Factor Weight</b>	<b>Total Points</b>
Total amount of agency funding from grants (2009-10)	\$ 2,000,001+	8	(4) x 6	24
	700,001 - 2 million	6		
	300,001 - 700,000	5		
	< 300,000	<b>4</b>		
Number of grants per agency (2009-10)	Number of grants (2)	(2) x 2	(4) x 6	24
Number of grants with <b>10%</b> or more of unexpended funds (2009-10)	Number of grants (0)	(0) x 5	(0) x 4	0
Audit findings relevant to internal control weaknesses during three (3) previous years for targeted agency.	16 + findings	<b>10</b>	(10) x 10	100
	11-15 findings	8		
	5-10 findings	6		
	1-4 findings	4		
Key organizational change within the last two (2) years.	Director (0) Yes = 1 No = 0	(0) x 10	(0) x 4	0
<b>TOTAL Level of Risk Score</b>				<b>148</b>