



Quality Assurance and Compliance Monitoring

Career and Technical Education

Okaloosa County School District

Final Report
May 11, 2011

FLORIDA DEPARTMENT OF EDUCATION



STATE BOARD OF EDUCATION

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May 11, 2011

Dr. Alexis Tibbetts, Superintendent
Okaloosa County School District
120 Lowery Place Southeast
Ft. Walton Beach, Florida 32548-5595

Dear Dr. Tibbetts:

We are pleased to provide you with the Final Report of Monitoring of the Career and Technical Education programs from our visit on February 23-25, 2011. 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.

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: Mary Beth Jackson
Shahrokh Massoudi

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Florida Department of Education
Division of Career and Adult Education

**Okaloosa 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 co-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. FDOE awards sub grants to eligible providers to administer local programs. FDOE must monitor providers to ensure compliance with federal requirements. 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 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 draft *Quality Assurance Policies, Procedures, and Protocols* (Manual) was provided to agencies during September 2010 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 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 Okaloosa County School District (OCSD) was determined to be an on-site visit. Notification was sent to Dr. Alexis Tibbetts, Superintendent, on November 16, 2010. The designated representative for the agency was Mrs. Beth Jackson, Director, Career and Technical Education.

The on-site visit to the agency was conducted on February 23-25, 2011, by three representatives of the Quality Assurance Section of the Division: Ms. Eileen L. Amy, Director of Quality Assurance and Compliance; Mr. Kenneth Plummer, Senior Educational Program Director; and Dr. Shahrokh Massoudi, Program Specialist.

V. OKALOOSA COUNTY SCHOOL DISTRICT

The Okaloosa County School District (OCSD) serves approximately 30,000 students. District membership by ethnicity is approximately 12% Black, 71% White, 3% Hispanic, and 14% "other."

- OCSD operates 33 public schools including: a school with two locations for severely cognitively disabled students; a performing arts academy in cooperation with the Northwest Florida Ballet; a Department of Juvenile Justice system with five facilities; an alternative education high school; two K-12 schools; one K-8 school; and a Pre-K center.

Career and Technical Education Programs

OCSD offers secondary and postsecondary Career and Technical Education Programs in five (5) high schools, six (6) middle schools, two (2) K-12 schools, and one (1) K-8 school.

CHOICE (Community High Okaloosa Institutes for Career Education)

The CHOICE Program is an original CTE program initiated in Okaloosa County. Elementary schools partner with high school level CHOICE Institutes to familiarize students with various careers. Teachers in CHOICE partner schools use the theme of selected careers across the curriculum to help students understand how the subjects they are learning relate to "real life." The goal is to allow them to learn about different careers to expand their interests and their knowledge. CHOICE partners include: Antioch Elementary, Longwood Elementary, and Kenwood Elementary.

The provider was awarded the following grants for FY 2008-09, 2009-10 and 2010-11:

2008-09 CAREER AND TECHNICAL EDUCATION GRANTS

<u>Grant Number</u>	<u>Type</u>	<u>Total</u>	<u>Unexpended Funds</u>
460-1619A-9CS01	Perkins Secondary	\$291,356	\$19,008.44
460-1619A-9CJJ1	Perkins DJJ	\$53,660	\$ 5,364.83
460-1619A-9CJJ2	Perkins DJJ	\$49,531	\$ 1,320.93

2009-10 CAREER AND TECHNICAL EDUCATION GRANTS

<u>Grant Number</u>	<u>Type</u>	<u>Total</u>	<u>Unexpended Funds</u>
460-1610A-0CS01	Perkins Secondary	\$295,990	\$4,812.37

2010 -11 CAREER AND TECHNICAL EDUCATION GRANTS

<u>Grant Number</u>	<u>Type</u>	<u>Total</u>	<u>Unexpended Funds</u>
460-1611A-1CS01	Perkins Secondary	\$232,093	\$ 0
460-1611A-1CP01	Perkins Postsecondary	\$99,890	
460-1611A-1CJJ1	Perkins DJJ	\$67,550	

Additional information about the provider may be found at the following Web address:
www.Okaloosa.k12.fl.us

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.

On-site Visits

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

- Fort Walton Beach High School
- CHOICE High School
- Choctawhatchee High School
- Niceville High School
- Okaloosa County School District Administrative Complex
- CHOICE Technical Center

Entrance and Exit Conferences

The entrance conference for the Okaloosa School District was conducted on February 23, 2011; the exit conference was conducted February 25, 2011. Participants included:

	<u>Entrance</u>	<u>Exit</u>
• Dr. Alexis Tibbetts, Superintendent	x	x
• Cindy Frakes, School Board Member	x	
• Kaye McKinley, Deputy Superintendent	x	x
• Mary Beth Jackson, Director, Career and Technical Education Program	x	x
• Rita Scallan, Chief Financial Officer	x	x
• Al Gardner, Principal	x	x
• Wendy Meserve, Program Director	x	x
• Gayla Hendricks, Chief Officer Quality Assurance	x	x
• Ken Macdonald, Accountant	x	x
• Nancy Takacs, Bookkeeper	x	x
• Patti Bonezzi, IT Specialist	x	x
• Eric Mitchell, Technology Director	x	x
• Dort Boltes, Grant Writer	x	x
• Tammy Shop, Accountant		x
• Debbi Buchanan, Webmaster		x
• Cindy Gates, Principal		x
• Linda Smith, Principal		x
• FDOE monitoring team	x	x

Interviews/Observations

Interviews were conducted with two (2) administrative staff, twelve (12) instructional staff, and twelve (12) students. Fourteen (14) class observations were conducted. All interviews and observations took place during the course of the visit.

Records Review

Program, financial, and administrative records were reviewed. A complete list of reviewed programs is provided in Section VIII, G. Some policies and procedures were reviewed at the agency's website and discussed during the on-site visit.

VII. RESULTS

Okaloosa County School District
February, 23-25, 2011

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

- A positive relationship between the director and staff was evident.
- Superintendent Alexis Tibbetts, Deputy Superintendent Kaye McKinley, and School Board Member Cindy Frakes attended the entrance meeting and shared comments with the monitoring team.
- Each principal was welcoming and spent time with the team to discuss their programs and services.
- The District has site-based management; the responsibilities of the principals are many and varied.
- The staff development processes are in place and provide numerous opportunities for teachers and staff to participate.
- The District has an Advisory Committee.

FINDINGS

None

CONCERNS AND RECOMMENDATIONS

Concern: The District website needs updating. It also needs to include the postsecondary career and technical education programs at the Technical Center.

Recommendation: Update the website; revise locations, including the Technical Center, times of programs and additional available services.

OTHER CONCERN

The District seems to contract out for many services, while many resources exist within their own system. For example, a video is being made regarding CTE classes, yet the school has a very talented video production class.

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.

- Teachers are using Gradebook software for student attendance and grading.
- 692 students were enrolled in postsecondary CTE programs.
- 9,143 students were enrolled in secondary CTE programs.
- Staff attended a meeting and training conducted by FDOE for use of data.
- The Management Information System director provides training for staff on data collection procedures.

FINDINGS

None

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.

- Curriculum frameworks are used in all areas; one teacher used frameworks for students to self-assess skill acquisition, with review by the instructor.
- Focus of the CHOICE Institute is industry certification for the students. Students can earn certifications from Adobe, Cisco, and Microsoft at the Technology Institute.
- Many subject areas offer advanced levels of classes.
- The District tracks industry certifications.
- Joint planning time for teachers contributes to consistency for students.
- In some areas portfolios are developed by students, and a number of these are digital.
- Current textbooks and software are available and used by teachers and students.
- Innovative use of the CHOICE High School to meet the needs of some special populations (i.e., struggling students, pregnant teens, etc.) is evident.
- Individualized and group instruction was observed; varied teaching strategies were implemented by instructors.
- Unique projects demonstrate the practical use of learned skills including:
 - Carpentry – building homes
 - Welding – Welding Rodeo
 - Cosmetology – Spa and Salon
 - Horticulture – landscaping schools and plants for sale
 - Aviation – ground school and flight experiences at Eglin Air Force Base
 - Culinary – providing products for special school events
- Institutes are in place on high school campuses:
 - Information Technology Institute
 - Culinary Institute
 - Aviation Institute with Embry-Riddle Aeronautical University – Worldwide
 - Engineering Program, a joint program with the University of West Florida
 - Each institute has a four-year Plan of Study

FINDINGS

None

CONCERNS AND RECOMMENDATIONS

Concern: Culinary programs appear similar to the old Home Economics classes as compared to a job preparation culinary program. Ventilation of stoves is an issue at one facility.

Recommendation: Develop and expand collaboration with Food Services and Culinary programs; address ventilation issue.

Agency Response: More collaboration is in process and should result in some shared facilities to benefit their programs.

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

- The District capital threshold is \$1,000.00.
- Items not capitalized are not tagged or included in the inventory system.
- Staff was familiar with the process of reporting missing equipment.
- Technology and equipment is current.
- Most computer technology is leased. The contract is \$5.2 million for five years.
- Technology courses are advanced and teachers are extremely well-qualified and experienced.
- Purchasing policies for equipment and technology are in place.

- Inventory is contracted to an outside vendor to be conducted twice a year; in-house staff also conducts inventory searches.
- All equipment was appropriately tagged.

FINDINGS

None

CONCERNS AND RECOMMENDATIONS

Concern: A Personal Computer support class at Niceville High School needs computer hardware to use to practice skills in repair and programming.

Recommendation: Consider options to supply hardware for hands-on student instruction.

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.

- Physical sites were in good order; older buildings were well-kept. Kudos to the custodian and maintenance teams.
- Instructors were extremely well-qualified; many years in the chosen field of expertise were reflected; all were industry-certified in their chosen field.
- Career and Technical Education (CTE) is being introduced at the elementary and middle school levels.
- Students in the aviation program have the chance to fly at Eglin Air Force Base twice a year.

FINDINGS

None

CONCERNS AND RECOMMENDATIONS

1. Concern: Some classrooms lacked visual aids of any kind; there seemed to be a stark contrast for classroom environments across schools; safety reminders or posters were not always seen where needed.

Recommendation: Conduct a walk-through to review classroom environments.

2. Concern: Some classrooms have very large enrollments and lack comfortable space for teachers and students; some areas lacked storage space.

Recommendation: Conduct a walk-through to review classroom environments.

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

- Students with disabilities are provided access to services.
- Teachers and administrators are aware of the process for addressing complaints of discrimination.
- The District has an equity program director.

FINDINGS

None

CONCERNS AND RECOMMENDATIONS

Concern: Although non-discrimination notices were found in three of the locations we visited, they were not broadly posted, nor were they in a number of published brochures.

Recommendation: Review postings and publications to ensure that non-discrimination statements are posted and included.

- 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.

The following records were reviewed:

- OCSD Policies and Procedures
- Expenditure reports
- Equipment inventories
- Invoices
- Travel
- Student records
- 2010-2011 Curriculum Catalog
- CHOICE brochures
- Contracts for services with different vendors

FINDINGS

None

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

- Board and Financial Policies and Procedures are in place and available.
- Documentation for sample expenditures was organized, reviewed, and complete.
- Financial forecasts are provided by the facility to principals and administration for planning purposes.
- Site-based management is used in the District.
- Travel expenditures were complete for the sample reviewed.
- Approvals for expenditures follow the policy guidelines.
- Financial policies and procedures are also available on the District website.
- The CFO and finance staff were knowledgeable, organized and informative.

FINDINGS

None

CONCERNS AND RECOMMENDATIONS

Concern: On the grant awards, reported expenditures exceeded the budget provided in the grant, without amendments.

Recommendation: The Chief Financial Officer will review the grants and subsequent expenditures and provide a report to the monitoring team within 20 business days.

Agency Response: The District worked with the monitoring team to develop the action plan; a response and acceptable strategy to address the concern was submitted by the district prior to the final report.

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

- The District has numerous collaboration agreements including agreements with the University of West Florida, Northwest Florida State College and the University of Florida.
- Collaboration with area businesses is evident throughout various classes.
- The District has a collaborative agreement with Eglin Air Force Base.
- For the CHOICE Aviation Institute, the District has partnered with Embry-Riddle Aeronautical University – Worldwide to provide students with opportunities to earn free college credit and weighted high school credit.
- Johnson and Wales Culinary School has a cooperative agreement with OCSD.
- The Marine Technology program is associated with Mercury University and Yamaha University.
- Collaboration with Boeing resulted in a \$24,000 grant to purchase needed curriculum materials for the aviation course at Niceville High School.

FINDINGS

None.

CONCERNS AND RECOMMENDATIONS

Concern: The Marion Technology Program at CHOICE Technical Center does not have updated real-time technology from Mercury and Yamaha University.

Recommendation: Consider obtaining the designation of “Dealer Training Center” in order to obtain real-time technology updates.

J. STUDENT INTERVIEWS

- Students were well-mannered, polite and courteous; students interviewed were focused on their goals to pursue industry certifications and higher education or training.
- Some students had moved from other states to participate in specific opportunities such as the aviation program.
- Students with unique learning needs participated in many CTE programs such as IT, culinary and custodial training.
- Students liked the flexibility of night courses which allowed them to work around their employment hours to put in the required hours for training.

FINDINGS

None.

CONCERNS AND RECOMMENDATIONS

1. Concern: The lack of non-traditional students was evident in the classes observed.

Recommendation: Review recruitment strategies and increase awareness to increase enrollment of non-traditional students in current programs.

2. Concern: Career and Technical Student Organizations (CTSOs) were not present in any of the schools.

Recommendation: The District should consider having CTSOs to enhance student involvement and leadership skills.

VIII. REQUIRED RESOLUTION ACTIVITIES

CAREER AND TECHNICAL EDUCATION

1. Corrective Action Plan – No Corrective Action Plan is required.

2. Action Plan – The District must provide an Action Plan (Appendix B) to address the concerns noted in the focus areas: Administration, Data, Curriculum and Instruction, Learning Environment, Access and Equity, Collaboration, Financial, Students and Other Concerns in Section VII. of this report.

IX. TARGETED TECHNICAL ASSISTANCE

Targeted technical assistance may be provided to support full compliance and systemic change for program improvement. There has been consultation with the Division’s program staff regarding specific technical assistance needs. Staff is encouraged to contact Division staff to assist their efforts toward systemic change.

X. 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 extend our appreciation to the participants in the OCSD monitoring visit.

Appendix A
Okaloosa County School District Risk Matrix
Career and Technical Education

Risk Factor	Criteria Scale	Value (V)	Risk Factor Weight	Total Points
Total amount of agency funding from grants (2008-09)	\$ 2,000,001+	8	V x 6	30
	700,001 - 2 million	6		
	300,001 - 700,000	5		
	< 300,000	4		
Number of grants per agency (2008-09)	Number of grants (#)	(#) x 2 = V	6 x 6	36
Number of grants with 10% or more of unexpended funds (2008-09)	Number of grants (#)	(#) x 5 = V	0 x 4	0
Audit findings relevant to internal control weaknesses during three (3) previous years for targeted agency.	16 + findings	10	10x10	100
	11-15 findings	8		
	5-10 findings	6		
	1-4 findings	4		
Key organizational change within the last two (2) years.	Director (#) Yes = 1 No = 0	10 x (#) = V	10 x 4	40
TOTAL Level of Risk Score				206

**APPENDIX B
Okaloosa County School District Resolution Plans**

Career and Technical Education

Corrective Action Plan

Adult Education

Corrective Action Plan

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