



**Quality Assurance and Compliance  
Onsite Monitoring Visit  
for**

**Adult Education and Career and Technical Education**

First Coast Technical College/St. Johns County School District

**October 3-5 & October 31-November 1, 2016**

Final Report



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January 3, 2017

Dr. Joseph Joyner, Superintendent  
St. Johns County School District  
40 Orange Street  
St. Augustine, FL 32084

Dear Dr. Joyner:

We are pleased to provide you with the final monitoring report for the adult education and career and technical education programs at the St. Johns County School District. The final report will also be placed on the Quality Assurance and Compliance website at <http://fldoe.org/academics/career-adult-edu/compliance>.

We appreciate the leadership and professionalism demonstrated by your staff during our visit. If we can be of any assistance, please contact Tashi D. Williams, director of Quality Assurance and Compliance, at 850-245-9033 or [Tashi.Williams@fldoe.org](mailto:Tashi.Williams@fldoe.org).

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

Sincerely,

Rod Duckworth

RD/lis

Enclosure

cc: Chris Force, director, First Coast Technical College  
Beryl Roger, Adult Education Administrator, First Coast Technical College  
Gloria Spradley-Brown, bureau chief, Grants Administration and Compliance  
Tashi D. Williams, director, Quality Assurance and Compliance  
LaStacia Spencer, program specialist, Quality Assurance and Compliance

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**First Coast Technical College/St. Johns County School District  
Adult Education and Career and Technical Education  
Quality Assurance and Compliance Monitoring Report**

**I. INTRODUCTION**

The Florida Department of Education (FLDOE), 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 and Compliance section 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 FLDOE receives federal funding from the U.S. Department of Education (USDOE) for Career and Technical Education (CTE) under the Carl D. Perkins (Perkins) Career and Technical Education Act of 2006, and for Adult Education (AE) under the Workforce Innovation and Opportunity Act (WIOA) of 2014. FLDOE awards sub-grants to eligible providers to administer local programs. FLDOE 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 pursuant to 34 CFR 76.770, Education Department General Administrative Regulations (EDGAR) and the Uniform Grant Guidance (UGG) for grant awards issued on or after December 26, 2014. The Florida Department of Education, Division of Career and Adult Education, is required to oversee the performance of sub-grantees in the enforcement of all laws and rules (Sections 1001.03(8) and 1008.32, Florida Statutes).

Additional citations noting pertinent laws and regulations and authority to monitor are located in the 2016-2017 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 2016-17 program year. The manual is 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://fldoe.org/academics/career-adult-edu/compliance>.

**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 department and the division. 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 Quality Assurance and Compliance section may apply any specific monitoring strategy to any federal or state-funded provider at any time. There may be circumstances that may warrant onsite monitoring, desk monitoring review or other strategies regardless of a provider’s risk matrix score.

The monitoring strategy for First Coast Technical College (FCTC)/St. Johns County School District (SJCSO) was determined to be an onsite visit. Notification was sent to Dr. Joseph G. Joyner, superintendent, St. Johns County School District, on August 5, 2016. The designated representatives for the agency were Ms. Chris Force, director, Career and Technical Education and Ms. Beryl Rogers, director, Curriculum and Professional Development.

The onsite visit to the agency was scheduled to be conducted October 3, 2016 through October 7, 2016. Due to inclement weather, the initial trip was shortened to October 5, 2016 and resumed October 31, 2016 through November 1, 2016. The two representatives of the division present during the visits were team lead, Ms. LaStacia Spencer, program specialist, and Mr. Tashi Williams, director of the Quality Assurance and Compliance section.

**V. FIRST COAST TECHNICAL COLLEGE/ST. JOHNS COUNTY SCHOOL DISTRICT**

**ENROLLMENT:**

Fiscal Year (FY) 2014-15

Adult Education	CTE (possible duplication at program level)
FCTC – 194	1,322
SJCSO – 632	8,433

The provider was awarded the following grants for FY’s 2014-15, 2015-16 and 2016-17:

**FY 2014-15**

<u>Grants</u>	<u>Grant Number</u>	<u>Grant Amount</u>	<u>Unexpended</u>
Adult General Education	93I-1915A-5PG01	\$ 105,629.00	\$ 56,145.28
English Literacy/ Civics Education	93I-1935A-5PE01	\$ 26,936.00	\$ 17,957.31
English Literacy/ Civics Education	93I-1935A-5PE02	\$ 17,842.00	\$ 8,451.52
Adult General Education	550-1915A-5CG01	\$ 153,257.00	\$ 0.00
English Literacy/ Civics Education	550-1935A-5CE01	\$ 27,118.00	\$ 0.00
Corrections Education	550-1915A-5CC01	\$ 99,598.00	\$ 0.00
CTE Perkins Secondary	550-1615A-5CS01	\$ 200,566.00	\$ 801.27
CTE Postsecondary	550-1615A-5CP01	\$ 194,905.00	\$ 0.00

**FY 2015-16**

<u>Grants</u>	<u>Grant Number</u>	<u>Grant Amount</u>	<u>Unexpended</u>
Adult General Education	93I-1916B-6PG01	\$ 105,629.00	\$ 64,709.77
English Literacy/ Civics Education	93I-1936B-6PE01	\$ 26,936.00	\$ 16,967.98
English Literacy/ Civics Education	93I-1936B-6PE02	\$ 17,842.00	\$ 6,573.40
Adult General Education	550-1916B-6CG01	\$ 153,257.00	\$ 22,318.23
English Literacy/ Civics Education	550-1936B-6CE01	\$ 27,118.00	\$ 7,587.04
Corrections Education	550-1916B-6CC01	\$ 99,598.00	\$ 18,405.37

CTE Perkins Secondary	550-1616A-6CS01	\$ 221,589.00	\$ 16,826.60
CTE Perkins Postsecondary	550-1616A-6CP01	\$ 192,631.00	\$ 29,368.78

**FY 2016-17**

<u>Grants</u>	<u>Grant Number</u>	<u>Grant Amount</u>	<u>Unexpended</u>
Adult General Education	550-1917B-7CG01	\$ 153,257.00	\$ N/A
English Literacy/ Civics Education	550-1937B-7CE01	\$ 27,118.00	\$ N/A
Corrections Education	550-1917B-7CC01	\$ 99,598.00	\$ N/A
CTE Perkins Secondary	550-1617A-7CS01	\$ 210,235.00	\$ N/A
CTE Perkins Postsecondary	550-1617A-7CP01	\$ 183,780.00	\$ N/A

Additional information about the provider may be found at the following web address:  
<http://www.fctc.edu>

**VI. MONITORING ACTIVITIES**

The monitoring activities included pre and post visit planning, an entrance and exit conference, classroom observations, records review, inventory review and interviews with administrators, teachers and students.

Onsite Visits

Members of the team made onsite visits to the following locations:

- FCTC St. Augustine Campus
- St. Johns County Schools District Office

Entrance and Exit Conferences

The entrance conference for the FCTC/SJCSD was conducted on October 3, 2016. The exit conference for both programs was conducted by phone on November 10, 2016. The participants are listed below:

<b>Name</b>	<b>Title</b>	<b>Entrance Conference</b>	<b>Exit Conference</b>
Chris Force	Director, CTE	X	X
Beryl Rogers	Adult Education Administrator	X	X
Patrick Snodgrass	Interim Assistant Principal, FCTC	X	X
Dawn Posey	Director, Accounting and Payroll	X	
Frank McElroy	Administrator, FCTC	X	X
Amod Pyakuryal	Marketing	X	X
Gregory Lulkoski	Grant Writer	X	X
Tammy Rogers	Supervisor, Student Services	X	X
Shawna Young	Supervisor, Reports	X	X
<b>FLDOE Monitoring Team</b>			
LaStacia Spencer	Program Specialist, FLDOE	X	X
Tashi Williams	Director, Quality Assurance and Compliance, FLDOE	X	X

### Interviews/Observations

Interviews were conducted with the administrative staff, instructional staff, program assessment specialists and students. A minimum of one interview and/or observation was completed at each site. All interviews and observations were held during the course of the visit.

### Records Review

Program, financial, administrative and student records were reviewed. A complete list is provided in section VII, item G. A minimum of 75 student records were reviewed. Policies and procedures were reviewed and discussed at various times during the visit.

## **VII. RESULTS**

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

- Prior to July 1, 2016, FCTC operated as a charter school with a governing board of directors, independent of the SJCSO. Since the termination of the charter, the SJCSO has taken over the operations of FCTC.
- SJCSO was awarded grants where the funds were passed through to FCTC in 2014-15, 2015-16 and 2016-17. SJCSO was responsible for monitoring FCTC's activities and spending for these grants.
- FCTC has had significant changes to administration staff, including the resignation of the Principal, Assistant Principal and Chief Financial Officer (CFO) and the dissolution of the business office.
- The Postsecondary CTE Director and the AE Administrator are new to their positions.
- FCTC has four campuses in St. Johns and Putnam counties and additional satellite locations.
- SJCSO and FCTC have shown a lack of internal control in regards to the review of inventory, tracking of personnel activity reports and grant expenditure reporting. Administration and staff are aware of these deficiencies and are committed to improving these areas.

### FINDING AND RECOMMENDATION

- Finding A1: Lack of general oversight concerning federal funds. (UGG 2 CFR 200.303, Internal Controls)
  - Recommendation A1: Agency should assign grant management responsibility to an individual person/section to ensure that all federal requirements are being followed. All grant related records should be maintained in a single file for monitoring purposes.

**B. DATA AND ASSESSMENT:** refers to all the components of the data and assessment system, including test administration, test security, data collection and entry and reporting, as well as procedures. The use of data in program decision-making is also explored and commented upon.

- In 2016, SJCSO was placed on a Corrective Action Plan (CAP) for achieving less than 90% of the AE 2014-15 state target performance level on several measures. The agency has since met all requirements of the CAP.
- FCTC has an electronic system, FOCUS, for the collection of various student data, such as demographic information, TABE and CASAS test scores, student registration, class enrollment and industry certification completion.
- In 2014-15 and 2015-16, FCTC used the TERMS software for student and program data collection. Since July 1, 2016, FCTC has transitioned to FOCUS software, which is also utilized by SJCSO.
- Certification/licensure results are submitted to the Placement Specialist, who is responsible for entering the results into the system and verifying student certification. The Report

Supervisor submits results through the FLDOE Workforce Development Information System (WDIS).

- There are ongoing training sessions being conducted with teachers and data clerks to improve the accuracy of data collection.
- Instructors, staff and administration monitors the data reports on a regular basis to ensure accuracy and completion of records.
- Verification of AE and CTE student data (including program completers and industry certifications) was verified during the course of the visit.
- The Data Reporting staff attends FLDOE Management Information Systems Advisory Task Force (MISATFOR)/Workforce Education and District Data Advisory Council (WEDDAC) workshops.
- FCTC has a set schedule for TABE and CASAS testing to ensure that students are tested within the required timeframe.
- Written policies and procedures for data collection and reporting were implemented in the 2015-16 grant year and are being followed.

#### FINDING AND RECOMMENDATION

- Finding B1: FCTC did not have written policies and procedures for data collection in 2014-15 as required in the FLDOE 2014-15 Adult Education and Family Literacy Request for Proposal (Narrative Components And Scoring Criteria - Section 3(k)). There have been errors in the data that has been reported to the FLDOE. (UGG 200.331(a)(3) Requirements for pass-through entities)
  - Recommendation B1: FCTC should continue to follow the current policies and procedures for data collection that have been established and monitor the information for accuracy.

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

- FCTC is accredited by the Council on Occupational Education (COE) and offers 28 CTE programs to postsecondary students.
- Secondary students from St. Augustine High School and St. Johns Technical High School attend classes at FCTC and can earn industry certifications in Culinary Arts, Early Childhood Education, Cosmetology, Agriscience and Automotive Service Technology.
- Each CTE program at FCTC has a Steering Committee to assist with the development, maintenance and general operation of the program. Steering Committee meetings are held at least twice during the year.
- The FLDOE curriculum standards and frameworks are being followed in the classrooms.
- Students have the option of taking AE, English for Speakers of Other Languages (ESOL) and General Educational Development® (GED) classes at the St. Augustine Campus, satellite campuses in St. Augustine and Palatka and online. Courses are also offered at the St. Johns County Jail.
- Technology is integrated into the teaching process.
- FCTC was awarded AE grants to assist in providing ESOL classes to Clay and Putnam counties. However, due to an inability to find a location to hold classes and the transient nature of students in the area, these locations were terminated.

#### CONCERNS AND RECOMMENDATIONS

- Concern C1: FCTC has had difficulty with ensuring regular hours of the AE program at the St. Johns County Jail due to lockout situations, which prevents the instructor from gaining access to the facility.



- Recommendation C1: The agency should maintain open lines of communication with the administration at the jail in order to ensure that classes can be held as regularly as possible.

**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.

- All equipment purchased over the \$1,000 threshold receives both a FCTC Asset ID number and a SJCSO property number.
- Computers costing less than \$1,000 also receive a FCTC Asset ID number and are maintained within SJCSO's inventory system.
- Inventory is maintained within FCTC's SAGE Inventory Database and also the SJCSO inventory system.
- The agency has an established protocol for disposing of old equipment.
- The equipment and teaching materials used in the classrooms are current and adequate for the number of students.

#### FINDING AND RECOMMENDATION

- Finding D1: The equipment inventory listing did not follow the rules and guidelines as specified in EDGAR (34 CFR 80.32 (d)(1)).
  - Recommendation D1: The agency should ensure that the policies and procedures for inventory includes all elements of EDGAR rules and guidelines and that they are being followed.

#### CONCERNS AND RECOMMENDATIONS

- Concern D1: As a part of the inventory process, instructors are required to certify that equipment is present. However, it is not verified by a second source, resulting in inaccuracies within the inventory database.
  - Recommendation D1: The agency should develop dual control procedures to verify and monitor equipment purchased with federal funds to ensure the equipment is updated within the inventory system on a regular basis.
- Concern D2: There are two different inventory systems that are in use at FCTC and SJCSO, which do not contain the same information.
  - Recommendation D2: The agency should conduct regular inventory reviews of the FCTC and SJCSO systems.
- Concern D3: It was reported that in the past, grant funded equipment has been moved to different campuses in surrounding counties due to an inability to readily identify the funding source.
  - Recommendation D3: The agency indicated that they intend to tag items with an additional sticker to indicate that there may be restrictions on usage.
- Concern D4: Three diesel engines (Cummins, Navistar and Durmax) did not have Asset ID/District numbers on the actual item. Several items had incorrect room numbers documented on the inventory list.
  - Recommendation D4: The monitoring team was informed during the visit that the agency would engrave the Asset ID/District numbers on the engines to ensure that they adhere to EDGAR rules and guidelines. The agency should also update the inventory listing to reflect the changes made to the location of items since the beginning of the school year.

**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.

- Accommodations are readily available for students with self-declared disabilities.
- Students from the Florida School for the Deaf and Blind attend classes at FCTC. Interpreters were observed providing assistance to these students in the classrooms.
- Classrooms are inviting and have adequate space and up to date equipment.
- Students have the opportunity to gain work experience through the Cosmo Salon, The Hidden Nursery and the Walter's Reef Cafe.

**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.

- The Office of Equal Educational Opportunity (OEEEO) for school districts is responsible for monitoring and overseeing civil rights compliance obligations. Should you have any questions or concerns, please contact the OEEEO at 850-245-9556.

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

- Agency/District Policies and Procedures
- Student Registration and Enrollment Forms
- Student Handbook and Code of Conduct
- Faculty and Staff Handbook
- Professional Development Schedule
- Internal Data Review Procedures
- Program Course Catalog
- Schedule of Classes
- Auditor General report
- Promotional Program Material
- CTE Perkins Inventory
- Steering Committee Handbooks, Meeting Agendas and Minutes
- Student Records
- Financial Records
- Travel Records
- Purchasing Records
- Verification of a sample of Student Industry Certifications
- Verification of a sample of Occupational Completion Points (OCP)
- Verification of a sample of AGE Completers
- Verification of TABE and CASAS Administrator Certifications
- Verification of valid teacher certifications
- Employee Personnel Activity Reports/Semi-Annual Certifications

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

- Prior to the dissolution of FCTC's charter, expenditures were tracked in the TERMS database and had a three-person approval process, which included the CFO and Principal. On a monthly basis, a Project Budget Summary and Expenditure Report was sent to SJCSO for reimbursement from grant awards.

- As of July 1, 2016, FCTC utilizes the SunGard system, used by the district, for all accounting, procurement and inventory management. Through this system, program coordinators and fiscal managers will have the ability to review funds allocated, encumbered, spent and remaining for their grant at any time.
- The monitoring team reviewed requisition data, purchase orders and reimbursement request documents.
- The monitoring team reviewed travel records that verified the agency follows an approval process and tracks staff travel.
- It was reported that administration had issues with obtaining records of grant expenditures, which led to problems with reconciling funds at the end of the grant period, resulting in unexpended funds.
- FCTC/SJCSD purchasing policy requires that quotes be submitted for items purchased above the \$5,000 threshold and that purchases over \$50,000 receive board approval and are subject to a competitive bid process.
- The monitoring team was unable to clearly track the financial process in which purchases and salaries were invoiced and reimbursed between FCTC and the school district.

#### FINDINGS AND RECOMMENDATIONS

- Finding H1: Several employee personnel activity reports/semi-annual certifications were not signed and/or dated by the employee and supervisor. UGG (2 CFR 200.430 Compensation – Personal Services), FLDOE Green Book (Personnel Cost – Time Distribution, Section C-19)
  - Recommendation H1: A corrective action must be identified and implemented to address the finding.
- Finding H2: The acquisition date for grant purchased equipment (Heavy Duty Diesel Brake Lathe, Truck Air Brake Trainer) is before the effective date of the amendment submitted to FLDOE. FLDOE Green Book (Project Amendments, Section B-1)
  - Recommendation H2: A corrective action must be identified and implemented to address the finding.
- Finding H3: Agency was unable to provide adequate documentation that the purchasing policy is being followed. UGG (2 CFR 200.320 Methods of Procurement To Be Followed), First Coast Technical College Policy Manual – Business Services, Chapter 17 Purchasing Policies and Bidding)
  - Recommendation H3: The agency should maintain copies of financial documents housed within the files specific to the grant that they pertain to, in addition to the agency’s regular filing process.
- Finding H4: The agency failed to maintain accurate, clear and concise financial records for federal funds. UGG (2 CFR 200.302 Financial Management)
  - Recommendation H4: A corrective action must be identified and implemented to address the finding.

#### CONCERNS AND RECOMMENDATIONS

- Concern H1: The monitoring team was unable to track the financial process in which purchases and salaries were invoiced and reimbursed between FCTC and the school district.
  - Recommendation H1: The agency should assign grant management responsibility to an individual person/section to ensure that grant related expenditures are tracked properly.
- Concern H2: It was reported that some employee salaries were not properly charged to the grant, which will differ from what is documented on the semi-annual certifications. Additionally, records show that employee benefits were paid from a different funding source despite being included in the grant budget.
  - Recommendation H2: The agency should closely monitor employee hours and ensure that the information received correlates with grant expenditures.

- Concern H3: Equipment was budgeted in grant and purchased but unable to confirm that they were charged to the grant and did not appear on the inventory.
  - Recommendation H3: The agency should closely monitor grant expenditures and inventory records to ensure that financial records are correct.
- Concern H4: In reviewing the agency purchase orders, it was noted that the amount indicated for purchase order generated in the FCTC database (PO 22648) does not match the invoice received from the vendor.
  - Recommendation H4: The agency should closely monitor grant expenditures to ensure that financial records are correct.

**I. COLLABORATION:** refers to the collaborative agreements, partnerships or memoranda of understanding (MOU) that are in place to benefit an agency's programs and students.

- FCTC has a number of collaboration agreements throughout the community, including:
  - Dee Callum Memorial Scholarship Cosmetology
  - St. Augustine Sertoma
  - St. Augustine Dental Society
  - Technical Workmanship Scholarship for HVAC
  - Volkswagen of St. Augustine Scholarship for Automotive Service Technology
  - The Woman's Exchange of St. Augustine
  - Ancient City Auto Club
  - Mary Garnett High School Scholarship
  - Fresh Starts for Homeless Students
  - Horatio Alger Scholarships
- FCTC/SJCSD has an agreement with First Coast Workforce Development, Inc. in order to assist in enrolling qualified students for additional career and technical education and training.
- FCTC utilizes partners, such as the Career Navigators program and the Family Integrity Program of St. Johns County, to provide counseling, referrals, childcare, transportation assistance and other support services to students.

**J. PERKINS LOCAL PROGRAM IMPROVEMENT PLAN:** A Perkins local PIP is required when an agency does not meet 90% of its agreed-upon goals for individual performance measures.

- In 2014-15, SJCSD met or exceeded secondary and postsecondary measures. Therefore, a PIP was not required.

**K. STUDENT PERSPECTIVE:** The team met with groups of students; their perspective is presented as a portion of this report.

- Students were enthusiastic about their instructional programs and the opportunities for either careers or continuing their education.
- Students are aware of the various services that are available to help them meet their education and career goals.
- Secondary students stated that their interest in the program began their freshman year and believe that the CTE program should be open to younger grade levels to ensure that they are prepared to sit for certification upon graduation.

**L. PROGRAMS OF STUDY:** As part of the new DCAE assistance process, all agencies selected for a monitoring visit each project year will receive special technical assistance on Programs of Study (POS) and their development and implementation. The section of the monitoring protocol concerning POS has been expanded and the narrative and supporting materials for this section

were collected prior to the onsite visit. During the monitoring visit to FCTC, Cathy Hammond, Heather Conley and Erin Sampson from the Federal and State Initiatives (FSI) section of DCAE discussed via a conference call, submitted narrative and materials on Programs of Study with FCTC staff on Monday, October 3, 2016. A summary of the conference call discussion compiled by the FSI team appears below.

### **Medical Assisting Program of Study**

The Medical Assisting POS at FCTC developed out of request of a St. Johns district high school for an EKG program for their health science career academy. Many of these secondary students transition to the Medical Assisting program at FCTC. This articulation grew to include other health-related programs as other secondary academy programs looked to link to postsecondary programs at FCTC.

### **Secondary to Postsecondary Linkages**

- There is a Career Pathways Consortium in the region that is very active and allows for collaboration across secondary and postsecondary institutions, agencies and businesses in the region, helping to bring regional resources together. The Consortium includes representatives from St. Johns State College, Chamber of Commerce, Economic Development, SJCSO, FCTC, and two other districts. It meets bi-monthly to share challenges and collaborate on solutions, work on clarifying local articulation agreements, and pool regional resources.
- Local articulation agreements are developed by the Career Pathways Consortium.
- Staff reported that for health programs, a high school student who successfully completes the secondary Health Science core courses would receive automatic credit with FCTC. The amount of credit received at FCTC is determined once they enroll at FCTC and dependent on the level they have achieved.
- Health core courses are the only courses that transition into the Medical Assisting program. Dual enrollment is available in Medical Assisting and Pharmacy Tech at FCTC. There are written articulation agreements for Practical Nursing (LPN) and Nursing Assistant (CNA).

### **Program Outcomes**

- Enrollment in the Medical Assisting program dropped dramatically between 2014-15 and 2016-17, from 69 to 18 students and completion and retention rates are relatively low. Staff interviewed indicated that the main issue causing these trends was the change in program format over that time period. The program went from a full-time day program, to a full-time night program, then to a hybrid in-seat and online program, and finally to a full-time in-seat program to meet requirements for students to receive financial aid. These changes in the program format conflicted with many students' schedules, causing enrollment to drop and retention and completion rates to decline.
- FCTC staff reported that secondary students are entering the Medical Assisting POS with good subject area level of knowledge, but there is concern with the CNA secondary students that come into various FCTC health programs due to their lack of hands-on experiences in the field. The district is finding it difficult to find hospitals or other local healthcare facilities that will allow secondary students to do more than just observe.
- Technical Skill attainment for students in the Medical Assisting POS in 2014-15 was 100%.
- Placement data are continually collected for postsecondary students, as required by COE, three months after graduation/completion. The follow-up is conducted by the Placement and Intervention Specialist who assists the students in finding job placement. Job placement is often at the business site where the student completed their externship. The placement rate in the 2014-15 Perkins data for the Medical Assisting students was 78%.
- Secondary students are asked at the time of graduation what they are planning to do in the future, but there is no continuous follow-up after graduation. The secondary coordinator has requested suggestions on methods to track secondary students after they exit or graduate from

programs. FLDOE staff will provide them information on some strategies that have worked in other districts.

### Satisfaction with Program

#### Students

- All FCTC students must take a satisfaction survey to complete their program requirements. They take a paper survey that includes 11 items, which students rate on a scale from Strongly Agree to Strongly Disagree. Satisfaction is calculated by combining the percentage of those who agree or strongly agree with each survey item. Staff reported that overall, 100% of FCTC students surveyed were satisfied with the Medical Assisting program.
- At the secondary level, there is an online satisfaction survey for parents, students, businesses and teachers. For secondary students, completion of the survey is not a requirement for graduation. Staff estimated a 20% return rate for parents, 50% for students, 10% for businesses and 90% for teachers. Return rates and results vary by school and program.

#### Employers

- For FCTC, employers surveyed are those that students did externships with or businesses that have met with students in classes. The survey is similar to that given to graduates. Seventy percent of these businesses are on their Advisory Board. FCTC reports that overall, 100% of these employers were satisfied with the students' performance and preparation.

### Programs of Study in General

- Due to local economic and development trends, the Career Pathways Consortium is working to meet regional needs by focusing on recruitment and expansion in the following areas: Medical, Information Technology, Manufacturing, Aerospace, Financial Services and Logistics.
- In addition to a number of articulation agreements in Health Sciences, staff reported articulation agreements in other career clusters: Culinary, Automotive, and Horticulture.

### Review Process for POS

- The Career Pathways Consortium conducts reviews across programs. The Consortium team reviews programs with the highest enrollment and those shared by the three district partners, which were the Health Science programs. Items that are reviewed include data on enrollment, licensures, placement, articulation and alignment among secondary and postsecondary levels. The Consortium also identifies areas that need more involvement from business partners and assess regional workforce needs to ensure secondary and postsecondary programs being offered are meeting those needs.
- Staff and faculty review FCTC programs annually in August, including results from the student and employer satisfaction surveys, to identify problems to address.
- Secondary Programs are reviewed by teachers and staff in June at the Career Specialist retreat. Often issues identified at this retreat are resolved by the start of the new school year. Secondary Program Advisory Boards and teachers review the results of satisfaction surveys to assist in review of programs.

### Definition of Program of Study

- Staff responses indicated some understanding that Programs of Study are pathways and include linkages between secondary and postsecondary levels in a program area and contain multiple exit points. Articulation agreements were seen as important to help students move on to the next level.
- Staff also reported that teachers talk to students about their stories and the pathway they took and also stress the need to do well in academic courses to be successful in various fields and specify which courses for which programs.
- POS forms are used as guidance tools for secondary classrooms, are shared at high school showcases of programs, and academy nights with parents, passed out to students and posted on the FCTC website.

- There did appear to be some confusion, however, between the POS form and converting programs to Programs of Study. When asked why only one of their programs had been converted to a Program of Study, as reported on their RFA, staff reported that they had converted nine of their 31 programs and expected to have all programs converted by January. However, it was not clear if they meant that only POS forms had been developed for these programs or that programs would include all eight state-required elements. Staff mentioned that the wording of the question on the Request for Applications about “converting” programs was confusing. FLDOE staff will clarify this with the Secondary and FCTC CTE directors.

## **VIII. REQUIRED RESOLUTION ACTIVITIES**

### **ADULT EDUCATION**

1. Corrective Action Plan – First Coast Technical College/St. Johns County School District is required to complete an AE Corrective Action Plan.
2. Action Plan – First Coast Technical College/St. Johns County School District is required to complete an AE Action Plan.

### **CAREER AND TECHNICAL EDUCATION**

1. Corrective Action Plan – First Coast Technical College/St. Johns County School District is required to complete a CTE Corrective Action Plan.
2. Action Plan – First Coast Technical College/St. Johns County School District is required to complete a CTE Action Plan.

## **IX. SUMMARY**

Once the fieldwork 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, forwarded to the agency head with a copy to the appropriate parties, and is posted on the department’s website at the following address: <http://fldoe.org/academics/career-adult-du/compliance>.

Finally, the division issues a closure notice to the agency head and designated contact person. This notice indicates all outstanding resolution items have been completed.

On behalf of the department, the monitoring team extends our appreciation to all participants in the FCTC/SJCSD onsite monitoring visit. Special thanks are offered to Ms. Beryl Rogers and Ms. Chris Force for their participation and leadership during this process.

## APPENDIX A

First Coast Technical College  
Adult Education and Family Literacy  
Risk Matrix

<b>Risk Scores Matrix for Colleges Receiving Adult Education (AE) Grants</b>					
Agency Name: <b>First Coast Technical College</b>					
Program type: <b>ADULT EDUCATION</b>					
Target Year: <b>2014-2015</b>					
Monitoring Year: <b>2016-2017</b>					
Metric	Scaling	Point Value	Points Assigned	Weight	Total Metric Points
<b>Total AE Budget Allocated Value</b>	Upper Quartile	7	<b>5</b>	X 10	<b>50</b>
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
<b># AE Grants Value</b>	4+	7	<b>1</b>	X 8	<b>8</b>
	3	5			
	2	3			
	1	1			
<b>AE Director Change Value</b>	Yes	7	<b>7</b>	X 6	<b>42</b>
	No	0			
<b>AE Funds Remaining Point Value</b>	Upper Quartile	7	<b>5</b>	X 4	<b>20</b>
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
	0	0			
<b>OAG Findings Value</b>	Upper Quartile	7	<b>7</b>	X 4	<b>28</b>
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
	0	0			
<b>AGENCY RISK SCORE:</b>					<b>148</b>

\*Compliance monitoring last visit: N/A

\*Data sources used for calculations: Prior to July 1, 2015



St. Johns County School District  
 Adult Education and Family Literacy  
 Risk Matrix

<b>Risk Scores Matrix for Colleges Receiving Adult Education (AE) Grants</b>					
Agency Name: <b>ST. JOHNS COUNTY DISTRICT SCHOOL BOARD</b>					
Program type: <b>ADULT EDUCATION</b>					
Target Year: <b>2014-2015</b>					
Monitoring Year: <b>2016-2017</b>					
Metric	Scaling	Point Value	Points Assigned	Weight	Total Metric Points
<b>Total AE Budget Allocated Value</b>	Upper Quartile	7	<b>5</b>	X 10	<b>50</b>
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
<b># AE Grants Value</b>	4+	7	<b>5</b>	X 8	<b>40</b>
	3	5			
	2	3			
	1	1			
<b>AE Director Change Value</b>	Yes	7	<b>0</b>	X 6	<b>0</b>
	No	0			
<b>AE Funds Remaining Point Value</b>	Upper Quartile	7	<b>0</b>	X 4	<b>0</b>
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
	0	0			
<b>OAG Findings Value</b>	Upper Quartile	7	<b>5</b>	X 4	<b>20</b>
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
	0	0			
<b>AGENCY RISK SCORE:</b>					<b>110</b>

\*Compliance monitoring last visit: N/A

\*Data sources used for calculations: Prior to July 1, 2015

St. Johns County School District  
 Career and Technical Education  
 Risk Matrix

**Risk Scores Matrix for Colleges Receiving Career and Technical Education  
 (CTE)**

**Carl D. Perkins Grants**

Agency Name: **ST. JOHNS COUNTY DISTRICT SCHOOL BOARD**

Program type: **CAREER AND TECHNICAL EDUCATION**

Target Year: **2014-2015**

Monitoring Year: **2016-2017**

Metric	Scaling	Point Value	Points Assigned	Weight	Total Metric Points
<b>Total Perkins Budget Allocated Value</b>	Upper Quartile	7	<b>5</b>	X 10	<b>50</b>
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
<b># Perkins Grants Value</b>	4+	7	<b>3</b>	X 8	<b>24</b>
	3	5			
	2	3			
	1	1			
<b>Perkins PIP Index Value</b>	7.50 – 10.00	7	<b>0</b>	X 8	<b>0</b>
	5.00 – 7.49	5			
	2.50 – 4.99	3			
	0<index<2.50	1			
	0	0			
<b>Perkins Director Change Value</b>	Yes	7	<b>0</b>	X 6	<b>0</b>
	No	0			
<b>Perkins Funds Remaining Point Value</b>	Upper Quartile	7	<b>3</b>	X 4	<b>12</b>
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
	0	0			
<b>OAG Findings Value</b>	Upper Quartile	7	<b>5</b>	X 4	<b>20</b>
	Upper Middle	5			
	Lower Middle	3			
	Lower Quartile	1			
	0	0			
<b>AGENCY RISK SCORE:</b>					<b>106</b>

\*Compliance monitoring last visit: CTE, Spring 2012

\*Data sources used for calculations: Prior to July 1, 2015

## APPENDIX B

### First Coast Technical College/St. Johns County School District Resolution Action Plan

Corrective Action(s) And/or Action(s)	Action or Strategy to Address Findings or Concerns	Agency Response	Person Responsible	Projected Date of Completion
Finding A1: Lack of general oversight concerning federal funds. (UGG 2 CFR 200.303, Internal Controls)	Agency should assign grant management responsibility to an individual person/section to ensure that all federal requirements are being followed. All grant related records should be maintained in a single file for monitoring purposes.	Each grant has been assigned to an individual to ensure that all federal requirements are being followed and that individual will serve as the custodian for all records related to their assigned grant. In addition, the interim assistant principal is now part of the workflow process for grant related purposes. The budget, encumbrance and expenditures for each grant are now accessible in SunGard.	Chris Force, Patrick Snodgrass	1/1/2017
Finding B1: FCTC did not have written policies and procedures for data collection in 2014-15 as required in the FLDOE 2014-15 Adult Education and Family Literacy Request for Proposal (Narrative Components And Scoring Criteria - Section 3(k)). There have been errors in the data that has been reported to the FLDOE. (UGG 200.331(a)(3) Requirements for pass-through entities)	FCTC should continue to follow the current policies and procedures for data collection that have been established and monitor the information for accuracy.	FCTC now has an established data review team with members from CTE and ABE who will collaborate with the IT team to ensure the submissions are correct. Policies and procedures were established and implemented on 8/2/16.	Beryl Rogers	12/1/2016
Concern C1: FCTC has had difficulty with ensuring regular hours of the AE program at the St. Johns County Jail due to lockout situations, which prevents the instructor from gaining access to the facility.	The agency should maintain open lines of communication with the administration at the jail in order to ensure that classes can be held as regularly as possible.	Lines of communication are open with the jail and we will continue to work on access for the jail. Regardless of schedules, ultimately access to the jail is determined by the St. Johns County Sheriff's Office.	Beryl Rogers	12/1/2016

Corrective Action(s) And/or Action(s)	Action or Strategy to Address Findings or Concerns	Agency Response	Person Responsible	Projected Date of Completion
Finding D1: The equipment inventory listing did not follow the rules and guidelines as specified in EDGAR (34 CFR 80.32 (d)(1)).	The agency should ensure that the policies and procedures for inventory include all elements of EDGAR rules and guidelines and that they are being followed.	Since becoming part of the district inventory process, a complete inventory of all assets will be completed and all lists updated as purchases are made. In addition, information required by EDGAR will be available in SunGard.	Chuck Veitinger	1/1/2017
Concern D1: As a part of the inventory process, instructors are required to certify that equipment is present. However, it is not verified by a second source, resulting in inaccuracies within the inventory database.	The agency should develop procedures to verify and monitor equipment purchased with federal funds to ensure the equipment is updated within the inventory system on a regular basis.	SJCS D property logs will reflect this and federally funded items will have an additional tag/sticker to reflect federal funding. In addition to teachers certifying the equipment is present, a property delegate has been identified at FCTC and will be responsible for inventory verification at least once per year.	Chuck Veitinger	3/1/2017
Concern D2: There are two different inventory systems that are in use at FCTC and SJCS D, which do not contain the same information.	The agency should conduct regular inventory reviews of the FCTC and SJCS D systems.	All inventory systems will be reconciled which will result in SunGard being the sole inventory tracking system in use.	Chuck Veitinger	5/1/2017
Concern D3: It was reported that in the past, grant funded equipment has been moved to different campuses in surrounding counties due to an inability to readily identify the funding source.	The agency indicated that they intend to tag items with an additional sticker to indicate that there may be restrictions on usage.	Additional tag/stickers (see Concern D1) will indicate which items will have restrictions. In addition, SunGard is maintained to accurately reflect source of funding for all items purchased.	Chuck Veitinger	
Concern D4: Three diesel engines (Cummins, Navistar and Durmax) did not have Asset ID/District numbers on the actual item. Several items had incorrect room numbers documented on the inventory list.	The monitoring team was informed during the visit that the agency would engrave the Asset ID/District numbers on the engines to ensure that they adhere to EDGAR rules and guidelines. The agency should also update the inventory listing to reflect the changes made to the	An engraver will be used to mark the engines and update the room numbers in the inventory system. Faculty and staff have been instructed to communicate any changes in room numbers/location of inventory items to the property delegate at FCTC, who will update	Chuck Veitinger	12/30/2016

Corrective Action(s) And/or Action(s)	Action or Strategy to Address Findings or Concerns	Agency Response	Person Responsible	Projected Date of Completion
	location of items since the beginning of the school year.	the inventory records on a continuous basis.		
Finding H1: Several employee personnel activity reports/semi-annual certifications were not signed and/or dated by the employee and supervisor. UGG (2 CFR 200.430 Compensation – Personal Services), FLDOE Green Book (Personnel Cost – Time Distribution, Section C-19)	A corrective action must be identified and implemented to address the finding.	PAR forms will be filed in accordance with the law.	Beryl Rogers, Joan Gibson, Chris Force	1/1/2017
Finding H2: The acquisition date for grant purchased equipment (Heavy Duty Diesel Brake Lathe, Truck Air Brake Trainer) is before the effective date of the amendment submitted to FLDOE. FLDOE Green Book (Project Amendments, Section B-1)	A corrective action must be identified and implemented to address the finding.	The interim assistant principal has been entered into the workflow for all federally funded purchases and will review prior to approval.	Chris Force	4/1/2017
Finding H3: Agency was unable to provide adequate documentation that the purchasing policy is being followed. UGG (2 CFR 200.320 Methods of Procurement To Be Followed), First Coast Technical College Policy Manual – Business Services, Chapter 17 Purchasing Policies and Bidding)	The agency should maintain copies of financial documents housed within the files specific to the grant that they pertain to, in addition to the agency’s regular filing process.	FCTC is now a district school and will follow the SJCS D policies and procedures, which includes record keeping of financial documents.	Patrick Snodgrass	4/1/2017

Corrective Action(s) And/or Action(s)	Action or Strategy to Address Findings or Concerns	Agency Response	Person Responsible	Projected Date of Completion
Finding H4: The agency failed to maintain accurate, clear and concise financial records for federal funds. UGG (2 CFR 200.302 Financial Management)	A corrective action must be identified and implemented to address the finding.	FCTC is now a district school and will follow the SJCSO policies and procedures, which includes record keeping of financial documents.	Patrick Snodgrass	4/1/2017
Concern H1: The monitoring team was unable to track the financial process in which purchases and salaries were invoiced and reimbursed between FCTC and the school district.	The agency should assign grant management responsibility to an individual person/section to ensure that grant related expenditures are tracked properly.	FCTC is now a district school and will follow the SJCSO policies and procedures, which includes record keeping of financial documents.	Patrick Snodgrass	12/1/16
Concern H2: It was reported that some employee salaries were not properly charged to the grant, which will differ from what is documented on the semi-annual certifications. Additionally, records show that employee benefits were paid from a different funding source despite being included in the grant budget.	The agency should closely monitor employee hours and ensure that the information received correlates with grant expenditures.	Employee salaries are now tied to the grant in SunGard.	JoJean Ponce	12/15/16
Concern H3: Equipment was budgeted in grant and purchased but unable to confirm that they were charged to the grant and did not appear on the inventory.	The agency should closely monitor grant expenditures and inventory records to ensure that financial records are correct.	FCTC is now a district school and will follow the SJCSO policies and procedures, which includes record keeping of financial documents.	Patrick Snodgrass	12/1/16
Concern H4: In reviewing the agency purchase orders, it was noted that the amount indicated for purchase order generated in the FCTC database (PO 22648) does not match the invoice received from the vendor.	The agency should closely monitor grant expenditures to ensure that financial records are correct.	It is the intent for all purchase orders to match the quoted amount. In some instances, the invoice amount may reflect an adjustment in price due to shipping or other circumstances. Any deviation in the invoice amount from the purchase order will be reviewed by the accounts payable department for	Patrick Snodgrass	12/1/16

Corrective Action(s) And/or Action(s)	Action or Strategy to Address Findings or Concerns	Agency Response	Person Responsible	Projected Date of Completion
		compliance with SJCS policy and procedures.		
<p><b>Plan submitted by (name and title):</b> Chris Force, Director for Career and Professional Education <b>Date:</b> 12/1/2016</p> <p><b>Plan accepted by:</b> LaStacia Spencer, Program Specialist IV <b>Date:</b> 12/2/2016</p>				
<p><b>Status of Action Plan (to be completed by FLDOE staff):</b></p>				
<p><b>Date:</b></p>			<p><b>Status of Plan Completion:</b></p>	