

09 24 2013 Work Session 8 30 AM

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New Business

1. [8:30 - 8:45 AM Board Comments](#)

Minutes:

- Mrs. Wright asked if a succession plan (cross training) will be a part of the Strategic Plan. Also, she questioned actions of the salary committee setting salaries and credentials not knowing if they are in the realm, especially with non-union personnel. She suggested that a salary study become a part of the Plan as well.
- Mr. Berryman asked when the Legislative Agenda will be presented. Mrs. Sellers clarified that it will be presented in the fall. He responded that Representative McKeel has agreed to meet with our delegation as long as we have a set agenda.

Mr. Berryman commented on a meeting he attended with our bond counsel and financial adviser regarding a possibility the refinancing our bonds.
- Mrs. Cunningham requested Item C-33: Facilities Project at Alta Vista Elementary be pulled for discussion.
- Mrs. Sellers commented on a recent trip to Nashville for the Alignment Nashville Conference. She announced that the Ford Foundation will sponsor a visit for the Alignment Nashville group to present a similar plan to our School Board within the next few weeks.

- Mrs. Fields asked if there has been discussions to eliminated the 9th Grade Academies. Mrs. LeRoy reported there are no plans to eliminate the academies. The Superintendent added that it is a wonderful opportunity to move the proficiency and career areas forward. She stated academies are a huge part of the Alignment Nashville process. Mrs. Fields stated some schools are reshifting the use of the 9th Grade Academies in preparation of Wall-to-Wall Academies.

Board Agenda Review

2. [8:45 - 9:05 AM Review Agenda of September 24, 2013 School Board Meeting](#)

Attachment: [09 24 13 School Board Agenda.pdf](#)

Minutes:

Item C9: Year-end Adjustments for Payroll Claims

Mr. Berryman asked Sheila Phelps, Director of Internal Audit Services, to explain the 2 year write-offs and the large amounts. Mrs. Phelps reported that the problem arises mainly when employees leave our employment. It's an accumulation of communication problems between departments (Human Resource Services and the Payroll Department) and the lack of staff to address and stay on top of the overages. She believes the Finance Department has a plan in place to help eliminate the overpayment issues. Mrs. Phelps also recommended that a collection agency be utilized.

Pennie Zuercher, Director of Finance, reported that a SAP Business Analyst will run an Activity Report each month to see what has changed in the account and research those items to gain the backup and documentation for accounting. Going forward, the necessary documentation will be in place to collect the amounts either through the district or an outside agency. She explained that the large amounts are duplicate clerical errors.

Mr. Harris asked that a list be provided identifying those amounts owed to us and those that are clerical errors. Mrs. Zuercher said that would be possible going forward. Mr. Harris asked why the last paycheck does not have the withholding amount. Mrs. Zuercher responded that sometimes it is staff's delay inputting the last day worked in the computer program, processing the ePaf, and the cut off date for entering payroll data. Mr. Harris stated that the department that does not process the ePaf in a timely manner should be charged back the amount outstanding. Mrs. Phelps stated that she has been training the payroll clerks or Principals to run the Gross to Net Report before the payroll is processed. The employee's payroll information and last day worked would be included in the report.

Mrs. Wright asked when the corrective measures will be implemented. Mrs. Zuercher was not able to provide a specific date; however, it is an urgent matter for her department to control the overpayments.

C-37 District Office Administrators Contracts

Mrs. Fields asked why Administration Employment contracts were being submitted; she doesn't remember ever seeing them before; and, why are there differences in the probationary days? Mr. Dunn, Associate Superintendent of Human Resources, responded that he approached the Superintendent because paper contracts have not been presented to the Board since 2004. The difference in the probationary period is based on the State's allowance of 97 days and our local process of a 90 day employment period.

C-43 Project Polk Avenue Elementary

Mr. Berryman asked for the total cost. Mr. Rivers will have the cost verified before the afternoon Board Meeting.

C-44 Berkley Elementary

Mr. Harris asked for an aerial view of the site. Mr. Rivers will have it available before the afternoon Board Meeting.

Discussion

Item 3

[3. 9:05 - 10:30 AM Charter Review Committee Recommendations to the Superintendent for Applications Received 08 01 2013](#)

Attachment: [00 CRC Recommendation 9 24 13.pdf](#)

Minutes:

The recommendations from the Charter Review Committee based on Florida Statute are

1. Clear Charter School - Recommend denial

- Budget - there are significant and essential positions listed in the narrative that are not reflected in the budget (i.e. teachers and teacher salaries, ESE teachers and ESE coordinator, ESOL paraprofessional, counselor, part time nurse - a cost of \$235,000 not included in proposed budget).
 - Curriculum - application did not meet the minimum standards of an educational program design since no Language Arts curriculum is included and there was not an adequately differentiated reading curriculum.
 - Facilities - language is contradictory and incomplete in various sections as well as projections for facility needs, use and budgeting.
2. Golden Gate Scientific Leadership Academy - Recommend denial
- Budget - lacks initial budget to open the school, does not comply with statute that states an application must contain an annual financial plan for each year requested by the charter for operations of the school for up to 5 years. Other failings were in the repayment plan, start-up narrative, plan for recouping shortfalls in start-up phase, and the start-up relies on the DOE grant from October - June with a projected need for donations, fund raisers, and seed monies which are inappropriate budgeting resources.
 - Student Performance - Application does not provide incoming baseline standard of student academic achievement, the outcomes to be achieved, and the method of measurement that will be used as well as goals and objectives for improving student learning and measuring that improvement. Goals and objectives for Science and Writing are not accurate because they include learning gains and lowest 25% when these tests are not given every year to students. Does not meet the new AMO (Annual Measurable Outcome) expectation that all students be proficient by 2022. Does not reflect current FDOE requirements for EOC (End of Course) exams.
 - Student Recruitment and Enrollment - language in the application with regard to enrollment processes as well as admission and dismissal policies are confusing, vague and/or contradictory to law.
3. Polk Academy of Math and Science - Recommend denial
- Target Population - application demonstrates a lack of understanding of the diversity of the community in which the school proposes to locate; fails to demonstrate how the school will achieve a racial/ethnic balance reflective of the community.
 - Student Performance - application does not meet the standards of law with regard to the measurement of annual goals and objectives for improving student learning. There are no annual goals and objectives for reading, math, science, and writing for either standard curriculum students taking the FCAT 2.0 or ESE students taking the FAA. The application states school wide goals based on earning a school grade of "B" but provides no specific targets for each of the 8 school grade cells for following years.

4. Polk Maritime Academy - Recommend approval

- Budget - application provided a clear operating budget covering each year of the requested charter term that contains revenue projections, expenses and anticipated fund balances; extensive financial management and internal control procedures are included and there are clear connections between staffing projections, FTE worksheets and annual budget worksheets.
- Mission and Guiding Principles - The application provided a clear explanation of how the school will meet the purposes of the charter.
- Curriculum Plan - the school provides a detailed curriculum plan that illustrates how students will be provided services to attain the Sunshine State Standards

Mr. Berryman asked how the applicant would finance the building site. Mr. Warren responded that the Board supporting the school and the budget showed resources available for any necessary renovations or repairs to fit their needs.

Mr. Harris questioned the lack of a Needs Assessment and he didn't see where the parents or community felt the need for this type school in this area. He does not see a clear indication of a need for this type of academy.

Mr. Warren responded that the applicant indicated they chose this area because of the focus on limnology (how water comes through the water table) and all the rivers and lakes in Polk County. He stated a Needs Assessment is not a part of the application requirement.

Mrs. Cunningham voiced concerns on the number of met/partially met requirements; she does not feel that it is a strong application. She has reservations of a maritime academy located in the central part of the state. It would be more appropriately located along the coastal communities.

Mr. Harris commented that they only met 4 of the 19 requirements.

Mr. Mullenax does not see how a charter created with a focus on limnology would be viable.

Mr. Berryman asked if the denials will stand up to appeal. Mr. Warren responded that the Committee follows the statutory requirements before making their recommendations to the Superintendent.

Item 4

4. [10:30 - 11:00 AM Update on Superintendent's 100-Day Plan](#)

Minutes:

1. Meet with individual Board Members to obtain their prospective and expectations for teaching and learning for Polk County Schools.
 - o Mrs. LeRoy met with each individual board member and these meetings are continuing on an ongoing basis.
2. Visit schools every day to listen to principals, teachers and students.
 - o The superintendent has visited some schools; however, she is beginning 'Trace her Tracks' on Thursday that will provide an opportunity to visit every school in a systematic approach, meet with every administrative leadership team, visit with teachers and hear their feedback and expectations.
3. Meet with district administrators, school-based administrators and district support personnel to conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.
 - o Currently Mrs. LeRoy is completing ongoing visits with every district-based division for an opportunity to meet them, thank them for their continued support of our schools, and determine their needs and issues as we move forward with One Vision, One Voice.
4. Conduct a SWOT analysis with teachers and non-certified school personnel.
 - o Mrs. LeRoy has met with the school based leaders that represent PEA and discussed their issues and concerns. These conversations will continue with teachers and school support staff to receive their feedback as she visits schools.
5. Conduct multiple public community forums within each Board Member district.
 - o There have been five (5) public community meetings thus far.
6. Meet with Chambers of Commerce, service organizations, nonprofits, business leaders, faith-based, local officials, and community leaders to build relationships and garner support.
 - o The Superintendent has met with the Chambers of Commerce of Lakeland and Frostproof and will be meeting with others over the next several months. She has met with multiple service organizations, non-profits, business leaders, faith-based leaders, local officials, and community leaders to share the vision of the district as we move forward as one community.
7. Identify a diverse and talented senior leadership team and establish a regional delivery model for reporting and accountability.

- Mrs. LeRoy established four (4) regions during her first weeks as Superintendent as well as a diverse senior leadership team with extensive experience in working with lower performing schools. A district-wide Turnaround Model was established to provide a tiered approach for school support.
8. Review the current district financial status and finalize the 2014 balanced budget.
- The finalized 2014 -2015 balanced budget was approved by the School Board on September 10, 2013.
9. Review the current central office structure to determine focus on student achievement and maximizing operational efficiency.
- The central office was restructured to increase efficiency and cross-divisional collaboration in support of better customer service.
10. Finalize the district's Strategic Plan with established measurable outcomes and data dashboard.
- The Strategic Plan is being finalized to include measurable outcomes for each objective with the final draft to be presented to the School Board on October 22, 2013.
11. Collaborate with PEA (Polk Education Association) to establish a Polk County Teacher Workload Committee to increase efficiency, increase instructional time, and improve moral of teachers.
- When the Superintendent arrived, a survey was conducted to gain insight into the teacher workload concerns and a committee has been established and will begin meeting over the next few weeks. The committee is tasked with determining the essential components for effective teaching and learning and what can be removed as a responsibility to ensure increased morale and instructional time.
12. Begin transformation of the central office for district-wide teacher and learning support.
- Mrs. LeRoy continues to build relationships with staff and will begin customer service professional development in the near future. A local business (GEICO) is interested in working with us to support the professional development in customer service.
13. Refine an in-depth process under the direction of the School Board to prioritize initiatives and achievement goals for her evaluation.
- The annual evaluation process established with the School Board is pending.

14. Meet and greet with Media to establish effective communication protocols.
 - o Superintendent LeRoy has met with the Ledger Editorial Board, has been interviewed by numerous news organizations, and continues to ensure effective communications with the media and public.
15. Set up a Board Member Request (BMR) and Constitute Services System to improve efficiency and open lines of communication across the district and community.
 - o The Board Member Request and Constituent Services Systems are being developed and should be available in the next few weeks.
16. Conduct a retreat with Cabinet and Regional Administrators to review the Strategic Plan, school improvement, 2012-13 achievement data, current or anticipated vacancies and established leadership.
 - o The retreat is pending.
17. Conduct data chats with Principals, Regional Administrators and Cabinet.
 - o Using the state released data as well as the FAIR and District Assessments, extensive data chats have begun with principals and district leadership to determine proficiency gaps and needs. Additionally, every district and regional principal meeting has included a data component.

Mr. Harris commented on the focus of staff diversity. Mr. Dunn reported that we are in the 3rd year of a minority hiring focus. The goal this year is 100 Hispanic and 100 African American new hires. Superintendent LeRoy commented that who's hired depends on who applies. Currently, our student population is 29.2% Hispanic; 44.5% White; 21% Black; and 5.3% as Other.

Mr. Dunn commented that last spring we signed a contract with the Ana Mendez University to broaden our recruitment in Puerto Rico.

Item 5

5. [11:00 - 11:30 AM AFSCME Collective Bargaining Agreement Changes](#)

Attachment: [AFSCME 12-13 Collective Bargaining Changes 9-24.pdf](#)

Attachment: [Exec Sum AFSCME 12-13 Collective Bargaining Changes 9-24.pdf](#)

Attachment: [9-24-13Bd AFSCME Insurance Agreements 19p.pdf](#)

Minutes:

Jose Farinas, Director of Employee Relations, and AFSCME President Larry Milhorn and Vice President Ray Charbonneau reported on the ratification vote

that took place on Saturday with an overwhelming support to settle the impasse.

Mr. Milhorn stated there has been a big change in negotiations since Mrs. LeRoy became Superintendent. AFSCME is working with PEA and Management regarding the health insurance issues.

Mr. Charbonneau commented on the collaborative efforts of all involved. He also appreciated the visits of the Superintendent to all the maintenance shops to meet and talk with the staff there. The Superintendent is definitely a 'Lady of Action'.

Item 6

6. [11:30 - 11:50 AM 2014 PCSB Retiree Health Plan Renewal](#)

Attachment: [POLK 2014 BM RENEWAL Analysis \(4\) FINAL.pdf](#)

Attachment: [2014 Retiree Funding Analysis_email2.pdf](#)

Minutes:

Joy Myers, Director of Risk Management, and Jessica Jones, RobinsonBush Consulting, Inc., reported on the Retiree Health Insurance renewal for 2014. The renewal covers two retiree groups: Medicare Eligible and Non-Medicare Eligible.

It was explained that in accordance with Florida Statute 1208.0801, Retirees and their eligible dependents shall be offered the same health and hospitalization insurance coverage as is offered to active employees at a premium cost of no more than the premium cost applicable to active employees. The employer shall co-mingle the claims experience of the retiree group with the claims experience of the active employees. Retirees covered under Medicare may be experience-rated separately from the retirees not covered by Medicare and from active employees, provided that the total premium does not exceed that of the active group and coverage is basically the same as for the active group.

The current retiree enrollment in the PCSB self-funded health plan is:

- 517 in the Non-Medicare Eligible, and
- 671 in the Medicare Eligible

The projected monthly cost for the 2014 Retiree Groups is:

- Non-Medicare Eligible - \$948.53, and
- Medicare Eligible - \$557.24

It is important to note for Medicare Eligible retirees, Medicare is the primary

coverage for medical care with the self-funded health plan paying secondary, which helps to hold down the overall cost for this group.

The Superintendent's Insurance Committee (SIC) reviewed several premium scenarios for the 2014 Retiree Health Insurance Renewal, including making no changes to the current premium structure. The SIC recommended a premium increase of 10% to both retiree groups, which will add an additional 1.8 days to the Health Plan's days in reserve.

The recommended monthly premium structure is:

- \$535.00 - Non-Medicare Eligible (Under 65)
- \$505.00 - Medicare Eligible (Over 65)

The SIC also reviewed the fully-insured Medicare Advantage Retiree Health Plans proposals from Florida Blue. These plans are only available to Medicare-eligible retirees. There are currently two Medicare Advantage Plans offered. The plans are the same with the exception of pharmacy coverage in the PPO Option 2 (specialty medications copay is 25% vs \$110/Month for Option 1). The current enrollment is 86% in Option 1 and 14% enrolled in Option 2.

Florida Blue proposal included: The Medicare Advantage Option 1 no increase; Medicare Advantage Option 2, increase 10% and in response to retiree requests for a Medicare Advantage plan with a lower monthly costs, Florida Blue included in their proposal a Local PPO Medicare Advantage with a monthly premium of \$127.00.

<u>Medicare Advantage Plans</u>	<u>Current Premium</u>	<u>Proposed Monthly Premium</u>
Option 1	\$302.20	\$302.20
Option 2	\$271.52	\$297.58
Option 3 (Local PPO)	-----	\$127.00

The SIC recommended Option 1 and Option 3 for the 2014 Plan Year. Option 2 will be discontinued.

Mr. Berryman asked about changes to the retiree spouse premium. Mrs. Myers responded it will be the same as the active spouse premium for 2014.

Item 7

7. [11:50 - 12:15 PM Legal Costs Update](#)

Attachment: [Legal Costs Update.pdf](#)

Minutes:

School Board Attorney Wes Bridges and Paralegal Christine Laney provided information on the various legal expenditures for the past few years.

- The major area is in automobile liability claims
- Outside counsel services have increased significantly over the past few years
- Litigation rates have increased (risk management claims, workers compensation (3rd party administrators)
- In house costs vary depending on number of charter applications and appeals (previously handled by outside counsel)

Mr. Berryman and Mrs. Cunningham requested that personnel costs be a part of the operating budget. She noted that the operating costs (without salaries) doubled from 2011/12 to 2012/13 (\$264,753 vs \$444,305). Mrs. Cunningham would like to see that information for the past three years.

Wes reported a large part of the increase was due to the number of charter applications and appeals, a public records litigation in the amount of \$38,333, a bid protest in excess of \$21,000 and several title searches.

Mrs. Cunningham asked if outside services could be reduced by staff taking on more internally. Wes responded that has been done by reassigning charters to his area; and, since Nancy Woolcock began working for the district she has been very good at managing our ESE litigation. What has gone forward was handled in house, including EEOC cases and a great deal of the administrative duties and hearings dealing with discipline cases.

Another area of savings is through Risk Management's approach to liability issues and claims as they occur. He stated that Joy Myers, Director of Risk Management, is a 'high touch risk manager' who resolves many issues before they become a liability.

Mr. Berryman asked if all legal matters should be funneled through the Legal Department for assignment to outside attorneys. Wes responded that as we are self-insured and use third-party administrators they typically handle the assignment; if we were fully insured, the insurance company would make the assignment. However, he would look into that request.

Mrs. Sellers asked for direction from the Board; do we contract with FSBA for an evaluation of the legal department at a cost between \$10,000 - \$15,000.

Mr. Berryman stated this was a great beginning to understand what happens in house but feels an outside review is needed as well to compare with peer groups. He suggested a discussion at the 2nd meeting in October when the Attorney's contract is to be reviewed.

Mr. Mullenax reiterated the main idea was to see if the Legal Department is run efficiently, can we save money by doing more or through outside services, or, should we hire another attorney and cut out outside services. He and Mrs. Fields would like to bring this discussion to closure.

Item 8

8. [ADDED ITEM - FTE Enrollment Update](#)

Minutes:

Mike Perrone, Associate Superintendent and Chief Financial Officer, and Paula Dull, Senior Manager of Staffing, provided information on where we are with student enrollment.

- 20th day 2012 enrollment of 94,204 compared to 95,313 for 2013. More importantly, the State's projection number (which sets our budget) was 95,333.
- District enrollment increased by 952.
- Charter enrollment is down by 972.

The big question is what happens between now and the October FTE reporting period. Our 20th day count last year was 94,204 and the October reporting enrollment was 94,329. We do not anticipate a huge increase this year. School allocations are based on fall actual enrollments.

Ann Tankson, Associate Superintendent of Teaching and Learning, reported that we continue to move students and staff based on requirements of class size and opportunity scholarships.

Mrs. LeRoy commented on a math class (College Readiness in Math) issue at some of the high schools that previously had not been a part of class size because it was a semester course. Several schools have scheduled it as a year long math class now which makes it a part of class size. We are using co-teach models to meet the class size requirements.

Mr. Harris asked what is being done to address classes with low enrollment at Bartow IB. He commented that it was his understanding from past practice that in the spring, students submitted their first choice of classes for the new year; if there were not enough numbers to support the class, it was not offered. Mrs. Tankson clarified there are a few classes of less than 10 students and it is a challenge to meet the progression of AP courses for some students. This year we have made a huge effort to look at the numbers necessary to support the class. There remain a few outliers but it is a work in progress.

Mrs. LeRoy stated that there are 3 things that work together: (1) the functional financial review committee to address the staffing allocation; (2) assign senior staff to revise and work on student progression plan (the scope and sequence of course work required); and (3) produce a master scheduling process for all three levels (elementary/middle/high). A uniform process should be in place to ensure equity. We will look at head counts in career and technical education, advance placement, dual enrollment and other

accelerated coursework, placement in IB and in our high schools in general to ensure that geographically we are offering the same opportunities for all students. More information of this process will be coming to the Board in the fall.

Mr. Harris recalled that in the spring if you didn't have enough requests to support a class, it was not offered in the fall. It is a financial and morale concern. You have teachers with 30 students in a class with the work load associated to it and next door a teacher has 9 students yet receiving the same pay.

Superintendent LeRoy stated that it will come with the comprehensive aligned instructional system she has been discussing.

Information

Item 8

9. [Title II-A Teacher and Principal Training & Recruiting Program Grant](#)

Attachment: [Title IIA Grant-Funded Position Job Descriptions 33p.pdf](#)

Attachment: [Exec Summary Title II-A Grant 13-14.pdf](#)

Attachment: [Title IIA BUDGET IMPACT ANALYSIS 2013-14.pdf](#)

Minutes:

Mr. Berryman asked where was the cut made to the reduction of grant funds. Kerry Bowden, Senior Coordinator, Professional Development, reported that the reduction was in staff and professional development training.

Superintendent LeRoy stated that we have shifted to a job-embedded model with our coaches so there is job embedded site-based professional development in the classroom.

Mr. Harris asked if we are funding 10 regional or district coaches and 14.9 district level positions, what was eliminated? Kerry stated that in the past we funded more coaching positions but some never came to fruition and a fine arts position was cut. Mrs. LeRoy added that we also shifted coaching to Title I from Title II. We will continue to look at categorical dollars around K-12 Reading, SAI, and federal grants to be more efficient as we move forward.

Mrs. Wright voiced a concern that a master degree is 'preferred' rather than required in most job descriptions. She believes that in positions of authority it should be required. Mrs. LeRoy responded that in doing so, you limit the pool of applicants. Plus there are persons that are in the process of getting their masters; we do not want to limit our pool and that would happen if you changed it to 'required'.

Item 9

10. [Head Start Services Summary](#)

Attachment: [13HSA Budget Report Board Mtg 07-31-2013.pdf](#)

Attachment: [Board Executive Summary HS 9-24-13.pdf](#)

Attachment: [BIC HS Aug 13.pdf](#)

Minutes:

Adjournment

Meeting adjourned at 11:50 AM. Minutes were approved and attested this 8th day of October, 2013.

Hazel Sellers, Board Chair

Kathryn M. LeRoy, Superintendent