



E-AGENDA MANAGER

Duval County Public Schools

June 2, 2016, Board Workshop

Ms. Ashley Smith Juarez, Chairman
Ms. Paula D. Wright, Vice-Chairman
Ms. Becki Couch
Mr. Jason Fischer
Ms. Cheryl Grymes
Dr. Constance S. Hall
Mr. Scott Shine
Dr. Nikolai Vitti, Superintendent

ATTENDANCE AT THIS MEETING OF THE DUVAL COUNTY SCHOOL BOARD: All Board Members were present. Dr. Nikolai Vitti, Superintendent, and Ms. Karen Chastain, Chief Officer of Legal Services, were also present.

Call Meeting To Order

[CALL MEETING TO ORDER](#)

Minutes: The meeting was called to order at 12:04 p.m.

Items To Be Discussed

[BUDGET](#)

Minutes:

The Superintendent did not present a formal presentation. All follow-up information was sent to the Board by email with pending budget questions and Board Member Request (BMR). All questions asked by Ms. Michelle Begley, Internal Auditor, have been answered. Ms. Edwards, Chief

Financial Officer, and Ms. Begley continue to communicate, but there are no outstanding questions or issues. The Superintendent opened the discussion to take questions and concerns from the Board.

Board Member Fischer arrived at 12:07 p.m.

Board Member Couch had questions and concerns regarding the information received in the Review of the Financial Operations of the Duval County Public Schools provided by the Council of the Great City Schools.

- What will be the estimated cost impact to the budget with the financial implications of the Affordable Care Act including the Cadillac tax provision and when will they take effect. The Superintendent is already anticipating. Ms. Edwards stated they do not know the ins and outs of when it will impact the budget.
- What is the charge or tax coming up in 2016-2017 having to do with the amount to be paid per belly button that is insured, not just the employee but every individual insured under the employees policy. Will this start the coming school year. Ms. Edwards stated it deals with the benefits and as that comes across, they will have to look at how it will impact the benefit rate. She did not know if this will be taking place the coming school year. The Superintendent indicated we have been compliant with all aspects of the Affordable Care Act and nothing has surfaced this year.
- The 40% excise tax on plans with annual premiums exceeding stated dollar limits starting in 2018 should not have implication on the current budget being discussed but should be built into the budget. Ms. Edwards stated it is something that will have to be looked at.
- The report mentions a lack of awareness of unfunded initiatives in the district and has a critical deferred maintenance backlog of \$2 billion. What are the unfunded initiatives, does it include boundary changes. The Superintendent stated this was done before decisions were made regarding boundary changes. He mentioned he is comfortable answering questions in relations to the recommendations from the Council of Great City Schools but was planning on attaching the report to an Audit Committee meeting and outline the recommendations and give suggested follow-up in a broader conversation with the Board. Board Member Couch was concerned with the recommendations that will have an impact on this years budget and a conversation needs to be had before the finalization of the budget.
- The Superintendent stated the assignment of personnel to unfunded positions is in reference to the lapse salary and the doubled staffed positions of staff retiring to create the Successions Management Process.
- Board Member Couch suggested going back to the budget book format. Chairman Smith Juarez did request a budget book. She received a compilation of all the allocation plans and documents that were previously provided to the Board.
- There is reference to the district lacking transparency due to the

discontinued production of the detailed budget book. Board Member Couch wanted to know is this referencing the budget book provided to Chairman Smith Juarez and if we are planning on going back to this practice. Ms. Edwards stated the budget briefing is produced every year but they would have to look at producing a budget book, it is very comprehensive.

- The Superintendent mentioned the Comprehensive Annual Financial Report (CAFR) document that is created and there is also a lengthy narrative of the budget. He also had conversations with Chairman Smith Juarez about a 30 page comprehensive document that gives an overview of the budget but not sure if the entire Board received a copy.
- Board Member Couch reminded the Superintendent about adding a link to the website for citizens to have access to view the budget. The Superintendent informed the Board the report is there but the district is also working to create a dashboard per school district-wide. Jacksonville Public Education Fund (JPEF) had put dollars aside to build the infrastructure, but nothing has been developed. Jim Culbert, Executive Director of Information Technology, and Ms. Edwards haven't been directed to start the process of developing a system that will have school-level budgets. The system will be operational by late September.
- There was \$11,000,000 added to the budget of cabinet add-ons through lapse salaries. The Superintendent stated they are moving away from the name cabinet add-ons, it is for class size, school improvements and programmatic positions.
- Chairman Smith Juarez was concerned with the difference in the report ran by Ms. Begley which shows \$20,000,000 was spent in salaries and benefits for the current fiscal year. Ms. Edwards had a conversation with Ms. Begley and it was being looked at from a date certain in February and a date certain in February the following year that was overall. This would not necessarily tieback to the same \$11,000,000 in terms of add-ons and programmatic class size and school improvements. There was discussion about a fund for \$25,000,000 and more than \$19,000,000 being spent and where is the gap of \$9,000,000. Ms. Edwards believed they were talking about two different items. The number will fluctuate every month, just in terms of vacant positions and other fluid pieces. Ms. Edwards could not answer the questions directly to say the differences between the \$11,000,000 and the \$20,000,000 being referenced.
- After much discussion Board Member Couch stated as a Board they need to reevaluate the district budget develop process by using and executing the strategic abandonment process. She would also like to see the back log of deferred maintenance and prioritizing and reviewing the initiatives to see if they should be included in the budget.
- The Superintendent stated there are things to reflect on from the report but from a financial point-of-view the glaring issue is the gap between what is received in revenue and what is needed to expend, regarding major/minor maintenance. Chairman Smith Juarez mentioned there has been discussion about the reduction in capital transfer in order to fund more of the major/minor maintenance. She

also stated there will be a deeper discussion on the report in general.

Vice-Chairman Wright had concerns with the Alternative to Out of School Suspension (ATOSS) in terms of the current budget. There is \$300,000 available for the ATOSS program. Jacksonville Journey will fully fund St. Paul Missionary Baptist Church at \$156,000. The difference between the \$156,000 and \$244,000 will go in the general coffer to support almost one site. We directly fund the personnel at the other sites-Mayport Middle, Frank H. Peterson and Southside Middle annex. We fully fund our three sites but Jacksonville Journey is partially funding one of the three. For 2017-2018, Jacksonville Journey will not fund the St. Paul Missionary Baptist Church site and the district will not fund the site. They may no longer offer ATOSS services and may perform a different wrap around service. The district may have to identify another district site on the Northside to replace St. Paul Missionary Baptist Church or look at enrollment of the other sites to see if we have enough enrollment.

Vice-Chairman Wright asked the question regarding new programs being funded and where the funds to support the programs come from, particularly the programs where QEA students are taken out of class during the day. The Superintendent stated the programs were to continue work started last year to engage students authentically on different topics. Many of the programs are linked to a non-violence platform and to expose students to more positive Jacksonville leaders on various topics to build capacity and exposure.

Vice-Chairman Wright expressed concern with the process of ensuring money being spent effectively and how are the programs measured for effectiveness. The Superintendent informed the Board that there are deliverables and they must be met to be paid. There are deliverables on contracts that are not approved by the Board. Board Member Fischer would like the contracts sent to the Board as a follow up to this conversation.

Board Member Hall would like the Board to look at strategic abandonment as far as the programs to make sure they are moving students in a positive direction with academic success achievement. Board Member Fischer agreed as a Board they need to focus on things that work and not things that do not have supporting data that doesn't work. The process with strategic abandonment starts with the departments completing a form to do an internal analysis and submitting to the Board. Chairman Smith Juarez stated they can distribute the tools to the departments and begin the process of evaluation as to be prepared moving into the next year. Staff will be given definitions and guidelines. Vice-Chairman Wright will review the schools and the deliverables accepted and will bring back the information to the Board during the July governance.

Board Member Couch would like clarification on the categorical funding. She would like the total number of the initiatives and contracts under \$75,000 and clarify where the money is coming from. The Superintendent will send a list for the previous fiscal year.

Chairman Smith Juarez reminded the Superintendent of the request from Board Member Shine regarding the contract analysis being sent to the Board. The Superintendent responded it had not been sent in a formal way. Chairman Smith Juarez would like the information sent to the Board since it was requested by a Board Member and is owned by the Board.

The allocation plan is based on the most recent Full-Time Equivalent (FTE) count. Class size, school improvement and programmatic positions some will carry over, some embedded in the budget and some will not be funded because there is not a need based on the current enrollment and master schedule for the position. This is the exception and not the rule. The Superintendent suggested having a deeper conversation regarding paraprofessionals and how the allocation plan affects those positions.

There is no line-item in the budget for cabinet add-ons. The positions have been funded through natural lapse salaries. There has been conversations with the Board about lapse salaries, budgeting lapse salaries with knowing there is a \$10,000,000 to \$15,000,000 budget item and counting on that in terms of vacancies. The Board needs to know the transparency around the lapse salaries.

Chairman Smith Juarez would like to receive the narrative on this year's proposed budget. The Superintendent stated it will be completed after the budget is finalized and he could send last years narrative. She would like to prioritize the Board receiving a draft of the current year. The Superintendent will follow up with staff and give a date on when it could be completed.

The City's contribution is fixed regarding ATOSS. The District's contribution of \$300,000 is not fixed and not required by the city. There is nothing in the agreement regarding the amount, it was only discussed.

Board Member Fischer left at 1:10 p.m.

Chairman Smith Juarez does not think the attendance at ATOSS justifies having 4 sites. The Superintendent stated the Board needs to understand the alternative if there are not 4 ATOSS sites. There would be no alternatives to out-of-school suspension with the exception of in-school suspension and then there would be an increase with out-of-school suspension. Going to 2 sites, would be covered by City dollars. If ATOSS is reduced to 2 sites, there could be a geographic issue with not having a geographic spread. He suggested monitoring the rate of usage next year if there is no increase in utilization, then scale back the following year. He does not think a decision can be made next year based on this year's data and the Student Code of Conduct is going to be changed. Chairman Smith Juarez would like to know the projections for referrals and what percent of referrals are attended over the last several years. What is the opportunity to expend and contract capacity with the trends across the year. Board Member Couch would like to know the rate of students going to ATOSS. The Superintendent will follow up with her request.

Vice-Chairman Wright commended Mike McCauley, Support Services, and

Dr. Dana Kriznar, Assistant Superintendent of Strategic Planning, as representatives for the Jacksonville Journey. They are always well prepared, flexible and knowledgeable about the questions from Jacksonville Journey. Chairman Smith Juarez appreciated Vice-Chairman Wright's participation with Jacksonville Journey.

The Superintendent will follow up on the following items regarding budget and ATOSS:

- Date for traditional report that is generated.
- A list of examples of contracts for 2015-2016 that is generated under \$75,000 and the funding source.
- Ms. Edwards and Ms. Begley will continue to have conversations regarding the \$9,000,000 discrepancy for clarity.
- Supply the Board with a budget binder similar to what was given to Chairman Smith Juarez.
- Follow up with a list of all contracts with the deliverables for the previous year and the anticipated deliverables.
- Follow up regarding retention rates for ATOSS.
- Look at the average referral days for ATOSS and the 1,200 unique students.
- Will wait on direction for the process of the 2016-2017 budget from the Board regarding strategic abandonment for next year

Approving the tentative budget is the next step in the budget process and will happen at the end of July. There would be an advertisement for the truth-in-millage with the public hearing. Once the close out for the current fiscal year is finalized, necessary changes are made and the final budget is submitted to the Board in September along with the annual financial report that is required to be submitted to the Department of Education.

The Board is giving the Superintendent direction to move forward with the budget with the exception of ATOSS. If questions or concerns arise with Board members, continuation of communication with the Superintendent or Ms. Begley will be followed.

Vice-Chairman Wright had a concern regarding Northwestern, nothing has been shared from a budgetary standpoint. The Superintendent stated nothing has changed for 2016-2017 as far as the operation for the school and the plans going forward. The boundary deadline has passed but Northwestern is a school we will need to have more conversations.

[SUPERINTENDENT'S EVALUATION TARGETS](#)

Attachment: [Review of Academic Targets from 15-16.pdf](#)

Attachment: [Internal Targets.pdf](#)

Attachment: [Strategic Plan Targets.pdf](#)

Minutes:

Chairman Smith Juarez thanked the Subcommittee for working on the committee. She also reminded the Board if there are changes to be made to the Superintendent's evaluation they need to be done by the end of June for 2016-2017.

The Superintendent and Board Members Couch, Hall and Shine met and focused on targets for 2015-2016 and what it means for the evaluation tool. The conversation focused on creating three year targets, considering 2014-2015 as a baseline, 2015-2016 as second-year data and starting 2016-2017 as subsequent three years then set three-year targets for different academic areas. The evaluation tool has a performance metric section under each focus area. The data will be placed as a comparison for the 2014-2015 to 2015-2016 in the evaluation tool. The comparison will be looked at for improvements or lack of improvements, ranking in the big seven and comparison of the state average from an evaluation point of view. There is no initial accountability or incentive to create targets for 2015-2016 considering the data is coming out. The Superintendent would meet with staff as a follow up to the meeting to identify target areas for consideration for the Board, that would be used as a three target provision after the 2015-2016 data is released.

Board Member Fischer left at 1:54 pm

The Superintendent presented a PowerPoint presentation. The presentation is attached to the minutes. Discussion included the following:

- The data will include data points for 2014-2015 and 2015-2016 will be added once the scores are released in the next few weeks. 2016-2017, 2017-2018, and 2018-2019 will be projected based on what the Board would like to see.
- Desegregated data could be looked at by state averages, larger districts and surrounding districts. Create a score card from a desegregation point of view that includes subgroups, including looking at race and ethnicity and grade level.

Board Member Grymes left at 2:01 pm

- ACHIEVE and iReady are very close at a proficiency point of view of projecting a trend analysis.
- The Board should have a discussion, keeping in mind the six principles in Policy 2.16, District Academic Accountability.
- The Board Members would like to add 3rd and 10th grade as well to overall reading targets. Include grades 6th, 7th and 8th for reading and math. Separate targets for 8th grade algebra and 9th grade algebra and 8th grade science.
- Include a target for Caucasian students and show where African

American students are paired and narrowing the gap. Including where the students are currently and how much other sub-groups will have to make up to reach the target.

- Add drop-out rates by using the Federal cohort.
- Achievement gaps for each of the current academic targets.
- Board Member Hall forwarded to the Board Members an example of Broward Counties targets.

Board Members Fischer and Grymes returned at 2:24 pm

- Board Member Couch would like to have a discussion and review to include academic achievement as a stand-alone goal in the strategic plan.
- The Superintendent proposed continuing using the two targets: acceleration - participation and performance recommended by the Board in 2014-2015 that was linked to how school grades were created at the high school level. They have moved in alignment to focus on the senior cohort and evaluating from the 9th to 12th grade.
- The Superintendent stated regarding college readiness to continue moving in the direction of having all 11th grade students test with the American College Test (ACT).
- The Every Student Succeeds Act (ESSA) requires the state to define requirements to create goals and narrow the achievement gap then the district would create Annual Measurable Outcomes (AMO) to narrow the achievement gap. The Board suggested starting with this process to create fixed numbers/points we are working towards but looking beyond three years.
- Recommendation on how to look at K-2 preparedness.
- The Superintendent created non-academic targets currently being used going into 2016-2017. The Board wants to add school safety, discipline, core beliefs around school culture and the metric.
- The Superintendent will do analytic work on students who are proficient in 3rd grade and where they were at the end of 2nd grade, iReady reading will be able to analyze this, not combining K, 1, 2 with an aggregated target but looking on average where a 2nd grader needs to be on iReady to be proficient at the end of 3rd grade.
- Data systems are getting better in predicting and seeing trends. If Board Members have questions or would like studies done, someone has been hired under Dana Kriznar, Assistant Superintendent, Strategic Planning & Partnerships, to complete those requests. Chairman Smith Juarez stated if there are requests to bring them during governance.
- There is nothing being done beyond graduation to capture student information. Jacksonville Chamber and Florida State College of Jacksonville (FSCJ) along with the district have tried to write grants to create a stronger data system and sharing data but it is the preliminary conversation level. Capturing the data is difficult. Exit questions have been committed to for seniors.
- The Superintendent will bring back recommendations for a metric to track the recruitment and retention of highly qualified diverse teachers in critical shortage areas.

- The Board will receive recommendations from the Superintendent as to the specific areas with the existing data and the projections or recommendations for targets. Additional conversation will be had around accepting, rejecting or modifying those projections or recommendations.

Chairman Smith Juarez asked the Board in advance of the June 14, 2016, workshop to review the Superintendents evaluation and the timeline to make any changes moving forward.

Chairman Smith Juarez reminded the Board Member that Michelle Begley, Board Internal Auditor, sent an email regarding the Curriculum Audit and review for the submissions received for the Invitation to Negotiate (ITN). If there are any questions the Board would like asked, to reply to Ms. Begley's email by noon tomorrow without discussion or a reply all.

Adjournment

[ADJOURNMENT](#)

Minutes:

Meeting adjourned at 3:25 pm

NS

Superintendent

Chairman