

OFFICE OF EDUCATION PERFORMANCE AUDITS



FINAL EDUCATION PERFORMANCE AUDIT REPORT FOR GILMER COUNTY SCHOOL SYSTEM

MARCH 2005

WEST VIRGINIA BOARD OF EDUCATION

INTRODUCTION

The West Virginia Office of Education Performance Audits conducted an Education Performance Audit of Gilmer County February 18-19, 2004.

A Follow-up Education Performance Audit of Gilmer County Schools was conducted January 25-27, 2005. The purpose of the follow-up was to verify correction of the findings identified during the original Education Performance Audit. The review was in accordance with West Virginia Code §18-2E-5 and West Virginia Board of Education Policy 2320 which specify that a school that meets or exceeds the performance and progress standards but has other deficiencies shall remain on full accreditation status and a county school district shall remain on full approval status for the remainder of the accreditation period and shall have an opportunity to correct those deficiencies. The Code and policy include the provision that a school “. . . does not have any deficiencies which would endanger student health or safety or other extraordinary circumstances as defined by the West Virginia Board of Education.”

GLENVILLE ELEMENTARY SCHOOL

EDUCATION PERFORMANCE AUDIT

NONCOMPLIANCES

7.1. Curriculum

- 7.1.10. Programs of study.** Programs of study are provided in grades K-12 as listed in W.Va. 126CSR42 West Virginia Board of Education 2510 (hereinafter Policy 2510) for elementary, middle, and high school levels, including career clusters and majors and an opportunity to examine a system of career clusters in grades 5-8 and to select a career cluster to explore in grades 9 and 10. (Policy 2510; Policy 2520)

Choral music was not offered at Grade 6.

FOLLOW-UP REVIEW

COMPLIANCE.

7.9. Personnel Qualifications

- 7.9.2. Licensure.** Professional educators and other professional employees required to be licensed under West Virginia Board of Education policy are licensed for their assignments including employees engaged in extracurricular activities. (W.Va. Code §18A-3-2; Policy 5202)

Art instruction was provided by contracted services; however, the teacher's license expired June 30, 2003.

FOLLOW-UP REVIEW

COMPLIANCE. The art teacher had a current license valid for 2003-2004.

7.10. Professional Development and Evaluation

- 7.10.1. Evaluation.** The county board adopts and implements an evaluation policy for professional and service personnel that is in accordance with W.Va. Code, West Virginia Board of Education policy, and county policy. (W.Va. Code §18A-2-12; Policy 5310; Policy 5314)

Two professional evaluations did not meet the time line of policy, four service personnel evaluations were not completed, and one coach's evaluation had not been completed.

FOLLOW-UP REVIEW

COMPLIANCE. A review of the evaluations for the 2003-2004 school year revealed all evaluations were completed as required.

RECOMMENDATIONS

7.3.2. Accounting Practices. The Team recommended that the vendor stock the juice vending machine. The money collected in the machine would be counted by the vendor, sales tax remitted by the vendor, and a check sent to the school for its share of the profit. By doing so, responsibility for the sales tax liability would be removed from the school and school personnel would spend less time maintaining the vending machine.

FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED. All vending machines had been removed from the school.

7.6.2. Safe, healthy, and accessible facilities. The exhaust fan in the custodian's closet was not operating. The Team also observed chemical storage in a room adjacent to the alternative education classroom. The Team recommended that these issues be reviewed with the Fire Marshal to determine if corrective action is needed.

FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED.

NORMANTOWN ELEMENTARY SCHOOL

EDUCATION PERFORMANCE AUDIT

NONCOMPLIANCES

6.1. Annual Performance Measure Goals

- 6.1.4. **Presidential Physical Fitness Test.** The percentage of students in grades K-9 passing the Presidential Physical Fitness Test at one of the following levels: Presidential, National, or Fitness is forty percent (40%) or above or shows an increasing trend during the most recent three (3) years. (W.Va. Code §18-2-7a)

Less than forty percent (40%) of the students passed the Presidential Physical Fitness Test (PPFT) and test results showed a decrease during the most recent three years.

FOLLOW-UP REVIEW

COMPLIANCE. In the 2003-2004 school year, fifty-two (52) percent of the students tested passed the Presidential Physical Fitness Test (PPFT).

7.1. Programs of Study

- 7.1.10. **Programs of study.** Programs of study are provided in grades K-12 as listed in W.Va. 126CSR42 West Virginia Board of Education 2510 (hereinafter Policy 2510) for elementary, middle, and high school levels, including career clusters and majors and an opportunity to examine a system of career clusters in grades 5-8 and to select a career cluster to explore in grades 9 and 10. (Policy 2510; Policy 2520)

Choral and instrumental music were not offered at Grade 6.

FOLLOW-UP REVIEW

COMPLIANCE.

7.3. Finance

- 7.3.2. **Accounting practices.** The county board's and individual school's accounting practices, including faculty senate funds, are consistent with state policies and procedures. (W.Va. Code §§18-9B-9, 10, 11, 18-4-10, and 18-5A-5; Policy 1224.1; Policy 8100)

1. The Faculty Senate had not prepared and approved a budget for the 2003-04 year.
2. Monthly bank reconciliations were not performed for the food service account. All other monthly requirements were performed; however, the account balance was swept

each month to the board office. No problems or errors were noted with the monthly balances, but a formal bank reconciliation was not documented.

3. Bank deposits were not made at least weekly. Three instances were noted, all were under \$100.

FOLLOW-UP REVIEW

COMPLIANCE for Items 1 and 2.

NONCOMPLIANCE for Item 3. No bank deposit was made from 9/7/04 until 9/30/04 even though monies were collected on 9/14/04, 9/16/04, and 9/20/04.

Note: This area is no longer checked per House Bill 308 passed November 16, 2004. However, this is not consistent with the *Accounting Procedures Manual for the Public Schools in the State of West Virginia* and the Gilmer County Finance Official must assure that monies collected are deposited at least weekly.

7.9. Personnel Qualifications

- 7.9.2. Licensure.** Professional educators and other professional employees required to be licensed under West Virginia Board of Education policy are licensed for their assignments including employees engaged in extracurricular activities. (W.Va. Code §18A-3-2; Policy 5202)

Art instruction was provided by contracted services; however, the teacher's license expired June 30, 2003.

FOLLOW-UP REVIEW

COMPLIANCE. The art teacher had a current license on file.

7.10. Professional Development and Evaluation

- 7.10.1. Evaluation.** The county board adopts and implements an evaluation policy for professional and service personnel that is in accordance with W.Va. Code, West Virginia Board of Education policy, and county policy. (W.Va. Code §18A-2-12; Policy 5310; Policy 5314)

One professional, one coach, and three service personnel evaluations were not completed for the 2002-2003 school year.

FOLLOW-UP REVIEW

NONCOMPLIANCE. Two teacher evaluations were completed with only one observation. There was an evaluation but no observations for a substitute teacher who worked the entire second semester of the 2003-2004 school term.

RECOMMENDATION

7.6.2. Safe, healthy, and accessible facilities.

1. The Team was concerned about the hanging gas fired heaters in the gymnasium. The Team recommended that this issue be reviewed by the Fire Marshal to assess if Carbon Monoxide (CO) monitors should be installed in the gymnasium to detect any dispersion of CO from the hanging fired heaters.
2. The Team observed another issue that should be referred to the Fire Marshal for review. Two classroom electric heaters were connected to the light switch.

The Team recommended that these issues be reviewed by the Fire Marshal to determine if corrective measures are needed.

FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED.

SAND FORK ELEMENTARY SCHOOL

EDUCATION PERFORMANCE AUDIT

NONCOMPLIANCES

7.1. Curriculum

- 7.1.8. Library/educational technology access and technology application.** The application of technology is included throughout all programs of study and students have regular access to library/educational technology centers or classroom libraries. (Policy 2470; Policy 2510)

The Team determined that the computer laboratory was utilized; however, students indicated that they rarely used the computers in the classroom and none were observed being used during the entire visit. The Team recommended that teachers make better use of classroom computers.

FOLLOW-UP REVIEW

COMPLIANCE.

- 7.1.14. Multicultural education.** Multicultural education is taught at all programmatic levels, K-4, 5-8, and 9-12 with an emphasis on prevention and zero tolerance for racial, sexual, religious/ethnic harassment or violence. (Policy 2421)

A schoolwide multicultural education plan or curriculum had not been developed or implemented.

FOLLOW-UP REVIEW

COMPLIANCE.

7.2. Student and School Performance

- 7.2.4. Lesson plans and principal feedback.** Lesson plans that are based on approved content standards and objectives are prepared in advance and the principal reviews, comments on them a minimum of once each quarter, and provides written feedback to the teacher. (Policy 2510; Policy 5310)

The Team determined through a review of lesson plans and interviews with the teachers and principal that lesson plans had not been reviewed and written feedback had not been provided to the teachers concerning lesson plans. When asked during interviews, some teachers indicated that the principal had occasionally looked at the plans without providing written feedback.

FOLLOW-UP REVIEW

COMPLIANCE.

7.2.6. Student Assistance Team. A Student Assistance Team is established, and functioning, and meeting the responsibilities outlined in Policy 2510. (Policy 2510)

The Team determined that a Student Assistance Team (SAT) had been created but was not functioning. Some teachers indicated that the SAT had not met during the school year.

FOLLOW-UP REVIEW

COMPLIANCE.

7.7. Administrative Practices and School-Community Relations

7.7.6. Local school improvement council, faculty senate, and curriculum team. A local school improvement council, faculty senate, and curriculum team are established, functioning, and meet the statutory requirements. (W.Va. Code §§8-5A-2, 18-5-14, 18-5A-5, & 18-5A-6; Policy 2510; Policy 5500.03)

The Local School Improvement Council (LSIC) did not conduct its first meeting on or before October 1 as required by W.Va. Code §8-5A-2. The first meeting was held December 22, 2003 with the Gilmer County Board of Education. On that date, the LSIC made its presentation to the local board. The Team determined that the goals presented to the board were from the previous school year. In addition, no evidence was available to show that the Curriculum Team had met during the current school year.

FOLLOW-UP REVIEW

COMPLIANCE.

7.9 Personnel Qualifications

7.9.2. Licensure. Professional educators and other professional employees required to be licensed under West Virginia Board of Education policy are licensed for their assignments including employees engaged in extracurricular activities. (W.Va. Code §18A-3-2; Policy 5202)

1. A Title I reading teacher was licensed for multi-subjects K-8. The out-of-field authorization for the teacher, in the area of reading, expired June 30, 2003.
2. Art instruction was provided by contracted services; however, the teacher's license expired June 30, 2003.

FOLLOW-UP REVIEW

COMPLIANCE. Both teachers had current licenses.

7.10. Professional Development and Evaluation

- 7.10.1. Evaluation.** The county board adopts and implements an evaluation policy for professional and service personnel that is in accordance with W.Va. Code, West Virginia Board of Education policy, and county policy. (W.Va. Code §18A-2-12; Policy 5310; Policy 5314)

The Team determined through interviews with the principal and staff that personnel evaluations were not completed for professional personnel, service personnel, or coaches during the 2002-2003 school year. The Team also determined that the principal did not have signed personnel evaluation goals established with the superintendent.

FOLLOW-UP REVIEW

COMPLIANCE.

RECOMMENDATIONS

- 7.1.1. Unified School Improvement Plan.** The Team recommended that the principal review the Unified School Improvement Plan (USIP) with the staff to ensure that they are familiar with the improvement objectives and activities that were developed to increase student achievement. The Team also recommended that the principal involve the staff in the development of the USIP for the next school year.

FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED.

7.1.2. Curriculum based on content standards and objectives. The Team recommended that the teachers use the content standards and objectives (CSOs) to drive the curriculum rather than just as a guide to instruction. The school should initiate staff development concerning the CSOs to ensure that they drive the curriculum.

FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED.

7.2.2. Counseling services. The Team recommended that the principal monitor the duties of the counselor to ensure that 75 percent of the counselor's time is utilized in direct counseling activities with students and implementing the developmental guidance requirements.

FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED. The counselor logs activities. These logs were monitored by the principal.

7.2.5. Data analysis. The Team recommended that the staff utilize the statewide assessment data to make curriculum decisions and address individual student skill deficiencies.

FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED.

7.6.1. Regulatory agency reviews. The Team determined that one outstanding finding from the Health Department inspection had been submitted to the Maintenance Department for repair in late 2003. At the time of the audit the repair had not been completed. The Team recommended that the repair request be resubmitted and the finding be repaired as soon as possible to clear the Health Department finding.

FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED.

TROY ELEMENTARY SCHOOL

EDUCATION PERFORMANCE AUDIT

NONCOMPLIANCES

6.1. Annual Performance Measure Goals

- 6.1.4. **Presidential Physical Fitness Test.** Presidential Physical Fitness Test. The percentage of students in grades K-9 passing the Presidential Physical Fitness Test at one of the following levels: Presidential, National, or Fitness is forty percent (40%) or above or shows an increasing trend during the most recent three (3) years. (W.Va. Code §18-2-7a)

Less than forty percent (40%) of the students passed the Presidential Physical Fitness Test (PPFT) and the results failed to show an increasing trend during the most recent three years.

FOLLOW-UP REVIEW

COMPLIANCE. In the 2003–2004 Presidential Physical Fitness testing, seventy-seven percent (77%) of the students obtained a passing score.

7.9. Personnel Qualifications

- 7.9.2. **Licensure.** Professional educators and other professional employees required to be licensed under West Virginia Board of Education policy are licensed for their assignments including employees engaged in extracurricular activities. (W.Va. Code §18A-3-2; Policy 5202)

Art instruction was provided by contracted services; however, the teacher's license expired June 30, 2003.

FOLLOW-UP REVIEW

COMPLIANCE. The art teacher had a current license issued by the West Virginia Department of Education.

7.10. Professional Development and Evaluation

- 7.10.1. **Evaluation.** The county board adopts and implements an evaluation policy for professional and service personnel that is in accordance with W.Va. Code, West Virginia Board of Education policy, and county policy. (W.Va. Code §18A-2-12; Policy 5310; Policy 5314)

The Team determined through interviews with the principal and staff that personnel evaluations were not completed for service personnel during the 2002-2003 school year. In addition, one teacher and one coach did not have a current evaluation on file.

FOLLOW-UP REVIEW

COMPLIANCE. Evaluations for all personnel were completed during the 2003-2004 school year.

RECOMMENDATIONS

- 7.2.1. Unified School Improvement Plan.** The Team determined that several staff members were not familiar with the Unified School Improvement Plan (USIP) goals. The Team also observed that the USIP goals for Troy Elementary and those for Sand Fork were almost identical. The Team recommended that the teachers become more knowledgeable of the USIP goals and that those goals be relevant to the individual school.

FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED.

- 7.6.1. Regulatory agency reviews.** The Team determined that one outstanding finding from the Health Department inspection had been submitted to the Maintenance Department for repair in late 2003. At the time of the audit the repair had not been completed. The Team recommended that the repair request be resubmitted and the finding repaired as soon as possible to clear the Health Department finding.

FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED.

- 7.6.2. Safe, healthy, and accessible facilities.** The Team observed that the floor tile at the top of the second floor stairway was damaged and that the carpeting throughout the building was worn. The Team recommended that the tile be repaired to prevent a tripping hazard and the condition of the carpeting be monitored periodically and the carpeting be replaced with an approved, appropriate floor covering, when required.

FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED.

- 7.7.6. Local school improvement council, faculty senate, and curriculum team.** The Team determined that the Local School Improvement Council (LSIC) met twice this year; however, both of those meetings occurred during the first nine-week period. Meetings should have been held quarterly. The Team recommended that LSIC meetings be held each quarter.

FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED.

GILMER COUNTY HIGH SCHOOL

EDUCATION PERFORMANCE AUDIT

NONCOMPLIANCES

This is the 1st year that Gilmer County High School did not attain adequate yearly progress (AYP) in one or more subgroups designated in 5.1.1. Achievement: (SES) economically disadvantaged and (SE) special education. In accordance with Section 10.5 of West Virginia Board of Education Policy 2320, *A Process for Improving Education: Performance Based Accreditation System*, the school was notified of any subgroup that initially did not make AYP in one year on any indicator. Gilmer County High School and Gilmer County were encouraged to revise the school and county Unified Improvement Plans when a subgroup is identified in any one year.

The Team determined that the Unified School Improvement Plan (USIP) had been revised to address achievement of the SES and SE subgroups.

FOLLOW-UP REVIEW

COMPLIANCE. Gilmer County High School achieved adequate yearly progress (AYP) in the 2003-2004 school year.

7.1. Curriculum

7.1.10. Programs of study. Programs of study are provided in grades K-12 as listed in W.Va. 126CSR42 West Virginia Board of Education 2510 (hereinafter Policy 2510) for elementary, middle, and high school levels, including career clusters and majors and an opportunity to examine a system of career clusters in grades 5-8 and to select a career cluster to explore in grades 9 and 10. (Policy 2510; Policy 2520)

The Team determined that geography was not being offered.

FOLLOW-UP REVIEW

COMPLIANCE. Geography was included in the course offerings for the 2004-2005 school year.

7.3. Finance

7.3.2. Accounting practices. The county board's and individual school's accounting practices, including faculty senate funds, are consistent with state policies and procedures. (W.Va. Code §§18-9B-9, 10, 11, 18-4-10, and 18-5A-5; Policy 1224.1; Policy 8100)

1. The Faculty Senate had not prepared and approved a budget for the 2003-04 year.

2. Monthly bank reconciliations were not performed for the food service account. All other monthly requirements were performed, and the account balance was swept each month to the board office. No problems or errors were noted with the monthly balances, but a formal bank reconciliation was not documented.
3. A signature stamp was used in place of the principal's actual signature. The stamp was in the possession of the financial secretary. As a result, the dual signature requirement for disbursements was not being met.
4. Monies were not receipted at the time they were collected. The financial secretary was a half-time employee and no other employee was designated to write receipts in her absence.
5. Monies collected by teachers from students were often held by the teachers for a half-day or more, until the financial secretary was on duty to write the receipts. A listing of students remitting money may be completed by the teacher and the list provided to the office as documentation for one receipt to prevent writing individual receipts to each student. This was the practice at the school; however, the single receipt was written after holding the monies in the classroom. The *Accounting Procedures Manual for the Public Schools in the State of West Virginia* states, "A copy of the list must be provided to the school principal or designee at the time the collections are remitted to the school."

FOLLOW-UP REVIEW

COMPLIANCE.

7.7. Administrative Practices and School-Community Relations

- 7.7.6. Local school improvement council, faculty senate, and curriculum team.** A local school improvement council, faculty senate, and curriculum team are established, functioning, and meet the statutory requirements. (W.Va. Code §§8-5A-2, 18-5-14, 18-5A-5, & 18-5A-6; Policy 2510; Policy 5500.03)

The Local School Improvement Council (LSIC) did not conduct its first meeting on or before October 1 as required by W.Va. Code §§18-5A-2

FOLLOW-UP REVIEW

COMPLIANCE.

Note: This area is no longer checked per House Bill 308 passed November 16, 2004.

7.10. Professional Development and Evaluation

- 7.10.1. Evaluation.** The county board adopts and implements an evaluation policy for professional and service personnel that is in accordance with W.Va. Code, West Virginia Board of Education policy, and county policy. (W.Va. Code §18A-2-12; Policy 5310; Policy 5314)

Four coaches' evaluations had not been completed for the 2002-2003 school year. One professional evaluation was not signed and dated by the teacher.

FOLLOW-UP REVIEW

NONCOMPLIANCE. One coach's evaluation was not signed by the coach. Evaluations for the basketball coaches were not completed within four weeks of the end of the basketball season. Evaluations were completed and signed in June 2004.

RECOMMENDATION

7.6.2. Safe, healthy, and accessible facilities. The Team recommended the following.

1. The landing area at the top of the outside steps needed to be repaired.
2. Clutter in the gymnasium stage storage area blocking the electrical panels and the upstairs access needed to be removed.

FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED.

GILMER COUNTY SCHOOL DISTRICT EDUCATION PERFORMANCE AUDIT

NONCOMPLIANCES

7.3. Finance

7.3.2. Accounting practices. The county board's and individual school's accounting practices, including faculty senate funds, are consistent with state policies and procedures. (W.Va. Code §§18-9B-9, 10, 11, 18-4-10, and 18-5A-5; Policy 1224.1; Policy 8100)

1. The Board had not adopted policies to prescribe accounting procedures for the county in addition to the requirements in the *Accounting Procedures Manual for the Public Schools in the State of West Virginia*.
2. Corrective action plans to address the findings noted in the school audit reports were not received as of the date of the review. However, the audit reports were not received until mid-December 2003, during which time the Treasurer's position was vacant. Schools are required to respond to audit findings with a corrective action plan and the process will be complete by the due date of June 2004.

FOLLOW-UP REVIEW

COMPLIANCE with Item 2.

NONCOMPLIANCE with Item 1.

The Board had not adopted policies to prescribe accounting procedures for the county in addition to the requirements in the *Accounting Procedures Manual for the Public Schools in the State of West Virginia*.

Note: This area is no longer checked per House Bill 308 passed November 16, 2004.

7.9. Personnel Qualifications

7.9.2. Licensure. Professional educators and other professional employees required to be licensed under West Virginia Board of Education policy are licensed for their assignments including employees engaged in extracurricular activities. (W.Va. Code §18A-3-2; Policy 5202)

The Team identified the following licensure findings of noncompliance.

1. A Title I reading teacher at Sand Fork Elementary was licensed for multi-subjects K-8. The out-of-field authorization for the teacher, in the area of reading, expired June 30, 2003.

2. Art instruction was provided by contracted services; however, the teacher's license expired June 30, 2003.

FOLLOW-UP REVIEW

COMPLIANCE. The reading teacher and the art teachers had current licenses issued by the West Virginia Department of Education.

7.10. Professional Development and Evaluation

- 7.10.1. Evaluation.** The county board adopts and implements an evaluation policy for professional and service personnel that is in accordance with W.Va. Code, West Virginia Board of Education policy, and county policy. (W.Va. Code §18A-2-12; Policy 5310; Policy 5314)

A review of personnel evaluation files showed that evaluations were not completed for principals or bus operators for the 2002-2003 school year. Established goals for principals were available at the county office; however, they did not have the signatures of the principals to indicate that they had received a copy.

FOLLOW-UP REVIEW

COMPLIANCE.

RECOMMENDATIONS

- 7.3.2. Accounting practices.** The Team recommended that schools maintain separate bank accounts for general funds and food service funds. This is allowed by the *Accounting Procedures Manual for the Public Schools in the State of West Virginia*, but not required. The Team recommended that schools with little activity in the food service fund due to billing practices create a sub-account in the general fund for food service accounting. This would eliminate the extra work of performing two separate bank reconciliations and monthly financial statements.

FOLLOW-UP REVIEW

RECOMMENDATION NOT FOLLOWED. The schools prefer to have the two funds rather than combining the food service funds with the general funds in a subaccount.

- 7.6.1. Regulatory agency reviews.** The Team recommended that the Gilmer County School system communicate with the pest management company to ensure that the company complies with United States Department of Agriculture guidelines when performing contractual work.

FOLLOW-UP REVIEW

RECOMMENDATION FOLLOWED.

INDICATORS OF EFFICIENCY

Indicators of efficiency for student and school system performance and processes were reviewed in the following areas: Curriculum delivery, including but not limited to, the use of distance learning; facilities; administrative practices; personnel; utilization of regional education service agency, or other regional services that may be established by their assigned regional education service agency. This section contains indicators of efficiency that the Education Performance Team assessed as requiring more efficient and effective application.

The indicators of efficiency listed are intended to guide Gilmer County Schools in providing a thorough and efficient system of education. Indicators of Efficiency shall not be used to affect the approval status of Gilmer County or the accreditation status of the schools.

Gilmer County

8.1.4. Administrative practices. The school district assesses the assignment of administrative personnel to determine the degree managerial/administrative services provided schools establish and support high quality curriculum and instructional services.

Due to decreasing enrollment, the reduction of staff, and the inability of the county to pass additional levy funding, some of the administrative duties of the central office had been assigned to the principals of the schools. The Team recommended that this arrangement be monitored to determine if it distracts from the primary function of the principals.

FOLLOW-UP CONCLUSION

The responsibilities of the Food Service Supervisor and Transportation Supervisor, which were assigned to two elementary principals, had been removed from the principals and assigned to a central office supervisor.

BUILDING CAPACITY TO CORRECT DEFICIENCIES

- 17.1. Capacity building is a process for targeting resources strategically to improve the teaching and learning process. School and county Unified Improvement Plan development is intended, in part, to provide mechanisms to target resources strategically to the teaching and learning process to improve student, school, and school system performance.**

The Team reported that Gilmer County and the schools have the capacity to correct the deficiencies noted in the report. However, the Team determined that the county will face difficulty having adequate staff to provide the educational programs that were being offered at the time of the audit unless additional revenues are secured. The reduction of staff, declining enrollments, and the inability of the county system to have a bond for school construction or an excess levy for additional funding passed by the voters will cause even more cuts in personnel and programs. Gilmer County Schools must thoroughly examine and develop a long-range comprehensive educational facilities plan that addresses the educational needs of the students in terms of curricular offerings, reasonable staffing patterns, and providing safe, accessible, facilities that are conducive to learning. The plan must address the number of buildings that can and should be maintained given the student population and budget. The West Virginia School Building Authority and the West Virginia Department of Education are sources of technical assistance in this area.

The Team determined that the size of the county office staff had been reduced to ensure that positions could be maintained in the schools. The superintendent was assuming the duties of many of the positions that had been cut and other responsibilities were assumed by the school principals. The Team determined that the staffing at the time of the audit presented few options to ensure that all central office responsibilities were carried out unless assigned to school personnel. However, these additional responsibilities of principals, in some cases, reduced the amount of time they could devote to curriculum and instruction.

FOLLOW-UP CONCLUSION

The superintendent is currently meeting with groups to discuss the long-range Comprehensive Education Facilities Plan (CEFP) for the county. It is too early in the process to predict the outcome of these discussions.

The county has removed the central office responsibilities of Food Service Supervisor and Transportation Supervisor from the principals and these responsibilities have been assigned to a person newly employed at the central office.

IDENTIFICATION OF RESOURCE NEEDS

A thorough and efficient system of schools requires the provision of an adequate level of appropriately managed resources. The West Virginia Board of Education adopted resource evaluation as a part of the accreditation and evaluation process. This process is intended to meaningfully evaluate the needs for facilities, personnel, curriculum, equipment and materials in each of the county's schools and how those impact program and student performance.

- 18.1. Facilities, equipment, and materials.** Facilities and equipment specified in Policy 6200, Chapters 1 through 14, are available in all schools, classrooms, and other required areas. A determination will be made by using the Process for Improving Education (W.Va. Code §18-2E-5) whether any identified deficiencies adversely impact and impair the delivery of a high quality educational program if it is below the West Virginia Board of Education standards due to inadequacies or inappropriate management in the areas of facilities, equipment, and materials. The Education Performance Audit Teams shall utilize an assessment instrument for the evaluation of school facilities which generally follows the requirements of Policy 6200. Note: Corrective measures to be taken in response to any identified resource deficiency will of necessity be subject to the feasibility of modifying existing facilities, consideration of alternative methods of instructional delivery, availability of funding, and prioritization of educational needs through Comprehensive Educational Facilities Plans and the West Virginia School Building Authority. This policy does not change the authority, judgment, or priorities of the School Building Authority who is statutorily responsible for prioritizing "Need" for the purpose of funding school improvements or school construction in the State of West Virginia or the prerogative of the Legislature in providing resources. (Policy 6200 and *Tomblin v. Gainer*)

According to the items checked in the School Facilities Evaluation Checklist, the schools listed were below standard in the following areas.

Glenville Elementary

- 18.1.1. School location.** The site was not adequate in size compared to the enrollment, was not large enough for future expansion, and was not well drained.

FOLLOW-UP CONCLUSION

No change.

- 18.1.10. Specialized instructional areas.** The art facility did not have a ceramic kiln and blackout areas.

FOLLOW-UP CONCLUSION

No change.

- 18.1.14. Food service facility.** The food service area did not have locker/dressing rooms and did not provide a teachers' dining area of adequate size.

FOLLOW-UP CONCLUSION

No change.

18.1.15. Health service unit. A health service unit was not available.

FOLLOW-UP CONCLUSION

No change.

Normantown Elementary

18.1.4. Counselor's office. A counselor's office was not available. A classroom was used for counseling services.

FOLLOW-UP CONCLUSION

The counselor had been moved into an office.

18.1.10. Specialized instructional areas. The art facility did not have a ceramic kiln and blackout areas.

FOLLOW-UP CONCLUSION

No change.

18.1.14. Food service facility. The food service area did not have locker/dressing rooms and did not provide a teachers' dining area of adequate size.

FOLLOW-UP CONCLUSION

No change.

18.1.15. Health service unit. A health service unit was not available.

FOLLOW-UP CONCLUSION

No change.

Sandfork Elementary

18.1.1. School location and site. The school site was not easily accessible and had little room for future expansion.

FOLLOW-UP CONCLUSION

No change.

- 18.1.2.** **Administrative and service facilities.** A reception/waiting area was not available.

FOLLOW-UP CONCLUSION

No change.

- 18.1.10.** **Specialized instructional areas.** The art facility did not have a ceramic kiln and blackout areas.

FOLLOW-UP CONCLUSION

No change.

- 18.1.14.** **Food service facility.** The food service area did not have locker/dressing rooms and did not provide a teachers' dining area of adequate size.

FOLLOW-UP CONCLUSION

No change.

- 18.1.15.** **Health service unit.** A health service unit was not available.

FOLLOW-UP CONCLUSION

No change.

Troy Elementary

- 18.1.1.** **School location and site.** The school site was located close to the highway, with little room for future expansion, sidewalks and curbs were nonexistent, and parking was adjacent to the highway.

FOLLOW-UP CONCLUSION

No change.

- 18.1.2.** **Teachers' workroom.** The teachers' workroom was inadequate.

FOLLOW-UP CONCLUSION

No change.

- 18.1.3.** **Counselor's office.** The counselor's office did not have adequate space.

FOLLOW-UP CONCLUSION

No change.

- 18.1.10. Specialized instructional areas.** The art facility did not have a ceramic kiln and blackout areas. The music facility did not have adequate storage.

FOLLOW-UP CONCLUSION

No change.

- 18.1.15. Health service unit.** A health service unit was not available.

FOLLOW-UP CONCLUSION

No change.

Gilmer County High

- 15.1.1. School location and site.** The campus was not large enough for future expansion, the site was accessible by a steep grade, and sufficient solid surface parking was not available for staff, visitors, and individuals with limited mobility.

FOLLOW-UP CONCLUSION

No change.

- 15.1.4. Counselor's office.** The counselor's office was not easily accessible to student records.

FOLLOW-UP CONCLUSION

No change.

- 15.1.8. 1-12 Classrooms.** Classroom storage was inadequate throughout the facility.

FOLLOW-UP CONCLUSION

No change.

- 15.1.10. Specialized instructional areas.** The art facility did not have two deep sinks, hot and cold water, sufficient counter space, display facilities, a ceramic kiln, and blackout areas.

FOLLOW-UP CONCLUSION

No change.

SCHOOL SYSTEM APPROVAL & SCHOOL ACCREDITATION STATUS

The Office of Education Performance Audits recommends that the West Virginia Board of Education continue the Full Approval status of the Gilmer County School System and the schools be issued the accreditation status listed in the chart.

| School | Accreditation Status | Education Performance Audit | Annual Performance Measures | Date Certain |
|----------------------------------|---------------------------|-----------------------------|-----------------------------|-----------------|
| 22-201 Glenville Elementary | Full Accreditation | | | |
| 22-202 Normantown Elementary | Conditional Accreditation | 7.10.1 | | October 3, 2005 |
| 22-203 Sand Fork Elementary | Full Accreditation | | | |
| 22-205 Troy Elementary | Full Accreditation | | | |
| 22-501 Gilmer County High School | Conditional Accreditation | 7.10.1 | | October 3, 2005 |

OFFICE OF EDUCATION PERFORMANCE AUDITS RECOMMENDATIONS

Two schools in Gilmer County had not corrected one finding of noncompliance (7.10.1. – Personnel Evaluation) by the designated December 31, 2004 Date Certain. Therefore, the Office of Education Performance Audits recommends that the West Virginia Board of Education direct the Gilmer County School System to correct the noncompliances by an October 3, 2005 Date Certain.