



**Office of Education
Performance Audits**

FINAL EDUCATION PERFORMANCE AUDIT REPORT

FOR

JEFFERSON COUNTY SCHOOL SYSTEM

AUGUST 2012

WEST VIRGINIA BOARD OF EDUCATION

INTRODUCTION

An announced (five days in advance) Education Performance Audit of the Jefferson County School District was conducted on April 5-7, 2011. The review was conducted at the specific direction of the West Virginia Board of Education. The purpose of the review was to investigate reasons the county had not achieved adequate yearly progress (AYP) during the past five years and to examine the increase in the number of schools that did not achieve AYP. The Team also reviewed district level high-quality standards in accordance with appropriate procedures to make recommendations to the West Virginia Board of Education on such measures as it considers necessary to improve performance and progress to meet the high-quality standards as required by W.Va. Code and West Virginia Board of Education policies.

A Follow-up Education Performance Audit of Jefferson County School System was conducted April 24 and 25, 2012. The purpose of the follow-up review 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 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.”

This report presents comments from the previous Education Performance Audit Report and the follow-up review of Jefferson County School District and North Jefferson Elementary School, Charles Town Middle School, Harpers Ferry Middle School, and Wildwood Middle School.

EDUCATION PERFORMANCE AUDIT TEAM

Office of Education Performance Audits Team Chair – Dr. Donna Davis, Deputy Director.

NAME	TITLE	COUNTY	CATEGORY
Carroll Staats	OEPA	WVBOE	Administrative Practices/Evaluations/ Policies
Denise Hott	Treasurer	Hampshire County Schools	Finance
Jay Carnell	Assistant Superintendent	Jackson County Schools	Personnel/Hiring
Madelaine Schultz	Mechanical Engineer	WVDE	Facilities

7.4. REGULATORY AGENCY REVIEWS.

7.4.1. Regulatory agency reviews. Determine during on-site reviews and include in reports whether required reviews and inspections have been conducted by the appropriate agencies, including, but not limited to, the State Fire Marshal, the Health Department, the School Building Authority of West Virginia, and the responsible divisions within the West Virginia Department of Education, and whether noted deficiencies have been or are in the process of being corrected. The Office of Education Performance Audits may not conduct a duplicate review or inspection nor mandate more stringent compliance measures. (W.Va. Code §§18-9B-9, 10, 11, 18-4-10, and 18-5A-5; Policy 1224.1; Policy 8100; W.Va. Code §18-5-9; Policy 6200; Section 504, Rehabilitation Act of 1973 §104.22 and §104.23; Policy 4334; Policy 4336)

Finance County Level Audit

The annual audit of Jefferson County Schools for fiscal year ending June 30, 2010 was completed by Tetrick & Bartlett, PLLC. The overall audit report was unqualified.

The auditor's report on Internal Control and Compliance noted that there were no deficiencies in internal control over financial reporting that were considered to be material weaknesses. There were also no instances of noncompliance or other matters that were required to be reported under *Government Auditing Standards*.

The auditor's report on Internal Control and Compliance with OMB Circular A-133 noted one finding on compliance; however, there were no deficiencies in internal control over compliance that were considered to be material weaknesses in regards to the OMB Circular A-133. The finding on compliance was on the reporting of time and effort documentation. Time and effort reports were not obtained for the service personnel charged to the Special Education funds. Jefferson County had obtained the appropriate time and effort documentation for the service personnel staff. Procedures were put in place to make sure all staff coded to the Special Education funds have appropriate time and effort documentation each semester.

A report from the auditors regarding certain matters that were an opportunity for strengthening internal controls and operating efficiency noted that during the test of the Child Nutrition Department's monthly federal reimbursements for the month of March 2010, Harpers Ferry Middle School management submitted a claim which overstated the reimbursement by \$99. At the time, the school had just received a new cafeteria manager and the new cafeteria manager inadvertently put the amount of extra milks in the line for snacks. Corrections were made at the county level to correct the overstatement. The Child Nutrition office was reviewing the

monthly reports from the schools for accuracy prior to submission for reimbursement. Jefferson County finance personnel were working closely with the schools to correct any errors found prior to the submission.

The finance office provided the schedule of checks written, a listing of purchase orders, and budget journal entries at each board meeting. On a quarterly basis the board received a revenue report, an expenditure report by object code and by program function code. The finance office also worked closely with the superintendent and the program directors on the budget and financial reports.

The schools were required to send in their monthly financial statements by the 15th of each month. An email is sent to each principal on the 20th of the month indicating the status of the monthly financial statements for the school.

Jefferson County School District funds the positions over the State aid formula with its excess levy, which was recently renewed for another five years. Funding for 2011-2012 indicated that Jefferson County employed 37.17 professional staff and 100.629 service personnel over the funding formula. The board and senior staff had been proactively reviewing the positions over the formula. Each position that had been vacated through retirement or resignation was being evaluated before it was reposted. Senior staff had also been asked to have a plan in place should funding be cut. Senior staff and the board also had several meetings regarding a plan of action for aligning positions with the OPEB requirements.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. Time and effort certifications were completed semi-annually by the employees charged to Federal Special Education funds. The Team reviewed the most recent time and effort documentation on file from May 2011 and verified with the Special Education Director that the time and effort certifications were done for each semester for all employees charged to Federal funds.

The Child Nutrition department switched over to the new accounting software, Primero, on April 28, 2011. As a result, the new software has allowed for a more detailed review of each school's activity. The Child Nutrition Coordinator reviews the reports for each school regularly and is able to identify problems early while there is still time to correct errors.

The finance office still provides the same documentation as noted above to the board and has started giving a verbal overview of finances at the first board meeting of each month.

Individual schools continue to send in their monthly financial statements as indicated above.

Jefferson County staff has worked to reduce the number of positions over formula. During the 2011-2012 personnel season, the board reduced professional positions by 16.5 and increased service personnel by 2.5. Staff also rearranged positions paid through Federal funding as needed. The board reduced \$1.7 million of personnel costs from 2011-2012 to the 2012-2013 budget even with opening the new Blue Ridge Primary School.

The Team also reviewed the audit findings that were just received for the fiscal year ending June 30, 2011. The staff created a corrective action plan for each of the findings. The West Virginia Department of Education, Office of School Finance, was working with the staff to approve the corrective action plans for the audit findings for fiscal year ending June 30, 2011.

Individual School Audits

The individual schools were audited each year by an external auditor, Tetrick & Bartlett, PLLC. Any support organizations that were outside of the individual school's account were also audited annually by the external auditors. The finance office visits each school and goes over their audit reports and any findings. The school then created a corrective action plan and submits it to the Finance Office. At the time of the OEPA visit, Jefferson County Board of Education had just received the individual school audit reports from the external auditors. Therefore, corrective action plans had not been finalized by the schools at that time. The Team discussed the findings with each of the schools visited to determine what procedures and actions had been done to correct the findings.

The OEPA Team reviewed each school's audit report and the findings for fiscal year ending June 30, 2010, and found many of the audit findings occurred at several of the schools. As a result, the Team presented the following recommendations.

Recommendations (Finance)

1. Faculty Senate funds in several of the schools were in a separate checking account outside of the school's account. Generally, the officers of the Faculty Senate change annually. As a result, the teacher designated as the treasurer had a learning curve each year on the accounting procedures. Several of the audit findings were on the Faculty Senate funds not having proper purchase orders in place, not completing the cash summary reports, and not putting the name of the individual on the receipt(s).

Corrective Action. All Faculty Senate accounts should be pulled into the school's account. The accounting software for the individual schools allows for a subaccount to be set up for Faculty Senate with a line item for each of the

teachers. Including the Faculty Senate fund in the school's account would provide consistency in maintaining the school's accounting records.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. All Faculty Senate accounts were pulled into each school's account. The Team reviewed the individual school's bank statements for the Faculty Senate Fund to verify accounts were closed and traced the funds to the General Fund of each school on the school's accounting software. A subaccount was created for Faculty Senate funds and a line item was set up for each faculty member to more efficiently track revenue and expenses and insure proper accounting policies and procedures are being followed.

2. Another common audit finding was that staffs were not securing purchase orders prior to making the purchase. With the exception of \$50 of Faculty Senate funds, an approved purchase order must be in place prior to placing the order.

Corrective Action. School administrators must remind staffs of the requirement of having an approved purchase order in place and enforce the ramifications for failure to obtain an approved purchase order, for example, holding the staffs personally responsible for the unapproved purchase.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. A memorandum was sent to all school administrators on August 3, 2011, addressing the OEPA corrective actions for finances at the school level. The memorandum indicated that school administrators will hold all employees personally responsible for the cost of any purchase made prior to an approved purchase order being issued. Employees will be required to reimburse the school for the cost of the purchase made without exception. Back dating a purchase order was not an acceptable accounting practice and will be audited and monitored.

School administrators reviewed this memorandum with their staff during one of the opening day staff development sessions. The Team verified with four school administrators (Jefferson High School, Harpers Ferry Middle School, Wright Denny Intermediate School, and South Jefferson Elementary School) that the memorandum was discussed with staff at the beginning of the school year.

3. Cash summary reports were not always completed when staff turned money in to the office.

Corrective Action. Any staff person collecting money should complete the cash summary report in which each student's name and amount remitted are listed. In

an effort to save time (especially for Book Fairs), the school may consider printing a student roster for the teacher to use as the cash summary report and the teacher list the amount remitted beside the student's name.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. A memorandum was sent to all school administrators on August 3, 2011, addressing the OEPA corrective actions for finances at the school level. The memo indicated that school administrators will require all employees who collect monies to complete a cash summary report. The cash summary report will include the student's name and the amount remitted. A student roster may be provided to the employee who is collecting the funds to facilitate the collection process. If money is submitted without the cash summary report the administrator is required to follow up with the employee and require that the cash summary report be completed after the fact. In addition, a memorandum must be written to the employee indicating failure to follow proper accounting policies and procedures. Second offenses will eliminate any further approval for fund raisers by that employee unless an appeal is submitted in writing and approved by the Associate Superintendent of Curriculum and Instruction.

School administrators reviewed this memo with their staffs during one of the opening day staff development sessions. The Team verified with four school administrators (Jefferson High School, Harpers Ferry Middle School, Wright Denny Intermediate School, and South Jefferson Elementary School) that the memorandum was discussed with staff at the beginning of the school year.

4. Deposits must be made in a timely manner. In most schools one person was responsible for taking the deposit to the bank. When he/she was absent, the funds were not deposited.

Corrective Action. Schools have a backup person that can prepare the deposit.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. A memorandum was sent to all school administrators on August 3, 2011, addressing the OEPA corrective actions for finances at the school level. The memorandum indicated that all administrators will submit to the Finance Department the primary and backup person at their school who prepares the daily bank deposit and the primary backup person who delivers the deposit to the bank.

Each school sent a letter, a memorandum, or an email to the Finance Department indicating the persons and the backups for preparing the daily bank deposit and the primary backups. The Team reviewed the listing for each school.

The Team reviewed the following schools: Jefferson High School, Harpers Ferry Middle School, Wright Denny Intermediate School and South Jefferson Elementary School. The findings from the selected schools and the corrective actions that had been taken are listed below.

Jefferson High School

Finding #10-01 – Lack of Segregation of Duties.

The school had put procedures in place to improve the internal control system, given their limited staffing. The principal and secretary were working closely to segregate as many duties as possible. The principal also opened the bank statements and reviews them prior to giving it to the secretary/faculty senate to reconcile.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The principal continued to open the bank statements and review them prior to giving them to the secretary to reconcile.

Finding #10-02 – Outstanding Deposit for June 30, 2010 was missing and could not be located.

The past procedure for depositing funds was: The finance secretary would prepare the deposit, place it in an unlocked bag, and give it to another secretary to take the funds to the bank. In this situation, the funds were misplaced. The missing deposit was recreated by having the individuals that wrote checks do a stop payment and reissue a check to the school and the principal personally covered the remaining amount of the deposit. Since then, the finance secretary prepares the deposit and places the funds in a locked money bag. The locked money bag is given to the principal to make the deposit. A log sheet is maintained with the date, the money bag number, the amount of the bag deposit, the signature of the finance secretary (person preparing the deposit), and the signature of the principal (person making the deposit). The principal picks the money bags and deposit slips up the following day from the bank.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The Team verified that the procedures indicted above were still being followed. Additional procedures were in place for signing out the start up cash for after school activities.

Finding #10-03 – School Did Not Always Make Bank Deposits in a Timely Manner.

Another person had been trained to prepare the deposits in case the finance secretary was out. This eliminated the need to hold cash until the finance secretary returned to prepare the deposit.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The Team verified that another person was trained to prepare the deposits when the finance secretary is out.

Finding #10-04 – Dual Signatures were not found on four checks.

The school ran out of checks during the conversion of the school accounting software from ISAC to School Funds Online. Several checks were obtained from the bank while the school waited on the arrival of the new checks. The finance secretary inadvertently mailed four checks prior to obtaining the second signature. The finance secretary had been double checking the checks for the dual signatures prior to mailing them.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The principal and the finance secretary both double checked the checks for the dual signatures prior to mailing them. If one of them notices a check has not been dual signed, the check is flagged for signature prior to mailing.

Finding #10-05 – Faculty Senate Did Not Always Make Bank Deposits in a Timely Manner.

The Faculty Senate had been preparing the deposit as soon as the funds were received as opposed to holding them for awhile.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. All Faculty Senate accounts were pulled into each school's account. A subaccount was created for Faculty Senate funds and a line item was set up for each faculty member to more efficiently track revenue and expenses and insure proper accounting policies and procedures are being followed.

Deposits were taken to the bank daily.

Finding #10-06 – Faculty Senate Did Not Always Require that Purchase Orders be Approved in Writing Before the Purchase was Made.

The Faculty Senate had been verifying that purchase orders were in place prior to placing the orders.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. All Faculty Senate accounts were pulled into each school's account. A subaccount was created for Faculty Senate funds and a line item was set up for each faculty member to more efficiently track revenue and expenses and insure proper accounting policies and procedures are being followed.

The principal reviewed the purchasing procedures with staff at the beginning of the year reminding staff of the importance of getting a purchase order in place prior to placing the orders.

Harpers Ferry Middle School

Finding #10-01 – Lack of Segregation of Duties.

The school had put procedures in place to improve the internal control system. The principal and secretary were working closely to segregate as many duties as possible. The principal also opened the bank statements and reviewed them prior to giving them to the secretary/faculty senate to reconcile.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The principal continued to open the bank statements and review them prior to giving them to the secretary to reconcile. An aide now takes the deposit to the bank daily instead of the principal or secretary.

Finding #10-02 – Did Not Always Require that Purchase Orders be Approved in Writing Before the Purchase was Made.

The principal had talked to staff regarding the importance of getting an approved purchase order in place. The secretary had also started using some blanket purchase orders when needed.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The principal reviewed the memorandum from the Finance Director at the beginning of the school year with the staff regarding purchase orders. The secretary continued to use blanket purchase orders when needed.

Finding #10-03 – Faculty Senate – Cash Receipts Did Not Always Include the "Name of the Individual From Whom Received" on the Receipt.

The Faculty Senate had starting making sure the individual names were indicated on each receipt.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. All Faculty Senate accounts were pulled into each school's account. A subaccount was created for Faculty Senate funds and a line item was set up for each faculty member to more efficiently track revenue and expenses and insure proper accounting policies and procedures are being followed.

The secretary has made sure the individual names are indicated on each receipt.

Finding #10-04 – Did Not Always Make Deposits in a Timely Manner.

Due to the limited number of staff, the deposits may not be made timely when the secretary was absent. Every effort was being made to prepare the deposit daily. The school will continue to work to make sure that all of the deposits are made timely.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The principal has assigned another person to take the deposits to the bank daily if needed. If the aide is not available, the principal or secretary will take the deposit to the bank to insure deposits are made timely.

Finding #10-05 – Did Not Always Prepare Cash Summary Reports or Issue a Receipt to Each Student Individually.

The principal had reminded the staff to complete the cash summary reports which they were completing.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The principal reviewed the memorandum from the Finance Director at the beginning of the school year with the staff regarding the completion of a cash summary report. The secretary verifies that a cash summary report is included for each deposit as needed.

Wright Denny Intermediate School

Finding #10-01 – Lack of Segregation of Duties.

The school had put procedures in place to improve the internal control system. The principal and secretary were working closely to segregate as many duties as

possible. They actually shared many of the duties. The principal also opened the bank statements and reviewed them prior to giving them to the secretary/faculty senate to reconcile.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The principal continued to open the bank statements and review them prior to giving them to the secretary to reconcile.

Finding #10-02 – Did Not Always Prepare Cash Summary Reports or Issue a Receipt to Each Student Individually.

Historically, the school used a receipt book when cash was received, but did not actually complete the cash summary report. The principal had since started having the staff complete the cash summary reports.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The principal reviewed the memorandum from the Finance Director at the beginning of the school year with the staff regarding the completion of a cash summary report. The principal verifies that a cash summary report is included for each deposit as needed.

South Jefferson Elementary School

Finding #10-01 – Lack of Segregation of Duties.

The school had put procedures in place to improve the internal control system. The school had three or four people that handled cash (one to count the money, one to confirm the deposit, and one to check the receipt and prepare the deposit). The principal and secretary were working closely to segregate as many duties as possible. The principal also opened the bank statements and reviews them prior to giving them to the secretary/faculty senate to reconcile.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The principal continued to open the bank statements and review them prior to giving them to the secretary to reconcile. An aide takes the deposit to the bank daily if needed.

Finding #10-02 – Did Not Always Require that Purchase Orders be Approved in Writing Before the Purchase was Made

In this instance, the purchase occurred over the summer months when the secretary was not working. The school will begin putting blanket purchase orders in place for these purchases to make sure the purchase orders are in place prior to making the purchase. The principal and secretary were verifying that purchase orders were in place prior to placing the orders.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The principal reviewed the memorandum from the Finance Director at the beginning of the school year with the staff regarding purchase orders. The secretary has continued to use blanket purchase orders when needed.

Finding #10-03 – Faculty Senate – Cash Receipts Did Not Always Include the “Name of the Individual From Whom Received” on the Receipt.

The Faculty Senate had starting making sure the individual names were indicated on each receipt.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. All Faculty Senate accounts were pulled into each school’s account. A subaccount was created for Faculty Senate funds and a line item was set up for each faculty member to more efficiently track revenue and expenses and insure proper accounting policies and procedures are being followed.

The secretary has made sure the individual names were indicated on each receipt.

Finding #10-04 – Faculty Senate – Did Not Always Prepare Cash Summary Reports or Issue a Receipt to Each Student Individually.

The Faculty Senate was responsible for the school book fairs. In the past, they were not using the cash summary reports. They will begin using the cash summary with the book fair this year.

The Faculty Senate had already voted that, as of July 1, 2011, the Faculty Senate funds will be part of the school’s account.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. All Faculty Senate accounts were pulled into each school’s account. A subaccount was created for Faculty Senate funds and a line item was set up for each faculty member to more efficiently track revenue and expenses and insure proper accounting policies and procedures are being followed.

The principal also made sure the Faculty Senate used the cash summary reports with the book fair this year.

Strategic Plans and School Allocations

Jefferson County Board of Education provided the schools allocations based on the schools' enrollment for instruction, staff development, transportation and extended day programs. The funds were maintained at the county level. These funds, in addition to technology funding, were being used to support the schools' strategic plans.

FOLLOW-UP REVIEW – April 2012

No review warranted

2. Facilities

The Education Performance Audit Team reviewed the Jefferson County Comprehensive Educational Plan (CEFP), interviewed the Director of School Facilities, and visited the schools.

School Utilization Rates (per the 2010-2020 CEFP, optimal rate is 85 percent)

Chart 19

Facility Code	School	School Utilization Rate	2 nd Month Enrollment 2010-2011
201	Blue Ridge Elementary	115.25%	433
202	North Jefferson Elementary	108.24%	273
203	Page Jackson Elementary	108.42%	474
204	Ranson Elementary	78.49%	388
205	Shepherdstown Elementary	92.35%	482
206	C. W. Shipley Elementary	73.30%	385
207	South Jefferson Elementary	80.76%	528
208	Wright Denny Intermediate	86.73%	446
209	TA Lowery Elementary	113.04%	583
401	Charles Town Middle	60.00%	592
402	Harpers Ferry Middle	91.98%	395
403	Shepherdstown Middle	53.80%	308
404	Wildwood Middle	72.64%	577
501	Jefferson High	93.53%	1,367
502	Washington High	none listed	1,110

The information in Chart 19 did not include the new Driswood Elementary School. The county redistricted the elementary schools to accommodate the new school and reduced most of the utilizations to capacity. However, the new school opened at capacity. The county was keeping up with current growth, but was not able to get ahead of the increased enrollment.

The county maintenance staff included 17 employees to maintain the 16 facilities. The county maintains contracts for lawn care, shrub and bush pruning, and mulching and preventive maintenance on all heating, ventilation, and air conditioning (HVAC) equipment and filter changes. All asbestos monitoring was done through a contract as well. County staff was responsible for 90 percent of snow removal.

Blue Ridge Elementary School

The original portion of the building was constructed in 1939. Additions were added to the building in 1957, 1969, 1975, and 1991. The facility utilized both electric and fuel oil as energy sources. The HVAC system was a mixture of systems. Some areas did not have adequate ventilation and the exhaust fans were not in operation in the rest rooms and custodian closets. A construction project was in progress at this facility to create a new Pre-K – 2 facility. The current facility will accommodate Grades 3 – 5 located at the school. This will relieve the overcrowding and eliminate the six modular units.

C. W. Shipley Elementary School

The original portion of the building was constructed in 1972. Additions were added to the building in 1976, 1985, and 1990. The facility utilized both electric and fuel oil as energy sources. The HVAC system was a mixture of systems in the facility. The county was currently replacing the existing heat pumps with new VRV units that will improve indoor air quality. Multiple roof leaks in the gymnasium needed to be addressed. This facility was overcrowded and used two portable classroom units.

Charles Town Middle School

The original portion of the building was constructed in 1957. Additions were added to the building in 1962, 1967, 1975, and 1991. The facility utilized both electric and propane as energy sources. The facility had a mixture of HVAC systems that included: DX heat pumps, single zone units, rooftop, and duct heaters. Much of the mechanical system appeared to be 15+ years old. A filter contract was in place at this facility. The return air ducts for the DX systems located in the classrooms closets, were obstructed in several classrooms. A condensation trap was missing from one of the rooftop units and the roof top gas line needed to be painted. The HVAC system did provide some outside ventilation air to portions of the building. The carbon dioxide levels measured in several classrooms indicated that they were not receiving adequate ventilation. Classrooms 32, 31, 13, 14, 29, and Music had CO₂ levels that exceeded 1500 ppm. A few mercury thermostats appeared to be inactive, but were still mounted on the wall (Room 44 & Storage area). The digital programmable thermostats programming was incorrect and the fans were set to the “auto” position. The roof on the facility appeared

to have been recently replaced. A few stained ceiling tiles were prevalent throughout the facility. The rest rooms needed to be cleaned and painted.

A few electrical panels throughout the facility were obstructed. A safety blank was missing from the electrical panel located outside Room 55. The Team reported this to the principal during the walkthrough. The West Virginia Fire Marshal cited this facility for using door wedges to prop open doors. During the walkthrough, the Team found wedges still being used throughout the facility. Two portable classrooms were situated at this facility and were not currently being utilized as classrooms. One was used as a book depository and the other was used as a conference room/storage. Some conduit with communication cabling terminated was protruding from the ground near the portables. This posed a tripping hazard and needed to be removed. Two large semitrailer type containers had been left on site for storage. A security camera at the school entrance had been knocked off the wall and was hanging by the cable. Some soffit that had decayed had fallen at the rear of the building. Some of the downspouts were terminating at the base of the building and were not channeling the water away from the building. This facility would benefit from a more aggressive housekeeping schedule.

Driswood Elementary School

This facility was constructed new and opened in the fall of 2010. This facility was in good condition and was well maintained.

Harpers Ferry Middle School

The original structure was built in 1930. Additions were added in 1957, 1975, 1986, and 1991. The HVAC system consisted of a fuel oil boiler, rooftop equipment, and unit heaters. There had been some issues with the underground fuel storage tanks that serve the boiler. Two temporary fuel tanks were in place behind the school. The rooftop equipment, excluding the two newer units on the gymnasium, was at the end of its expected life. Several of the classrooms shared thermostats. Occupants reported frequent temperature control issues. Nearly every classroom had elevated CO₂ levels that indicated inadequate ventilation. A few mercury thermostats were in use. Seven portable units were located at this facility. Six of the portable units were utilized as classrooms (12 classrooms) and the seventh portable was a rest room facility. The walkway to the portables was uncovered. The CO₂ levels in the portable classrooms were also elevated. The interior and exterior of this facility were clean. The county received funding from the School Building Authority (SBA) at its last needs meeting for a grade level addition of 12 classrooms. The proposed classrooms will meet the needs of the current enrollment, but did not provide for increased enrollment.

FOLLOW-UP REVIEW – April 2012

- 1. All available contiguous land has been purchased. Additional property will be considered for purchase when available.**
- 2. Administrative and service facilities will be relocated upon completion of the new addition (December 2014).**
- 3. Teacher work area will be included with the new addition (December 2014).**
- 4. Physical education facilities will be updated in accordance with the 10-year Comprehensive Education Facilities Plan (CEFP).**
- 5. New science facilities will be constructed per policy 6200 (December 2014).**
- 6. Additional space may become available for an upgraded teacher dining area when construction is completed (December 2014).**
- 7. A health service unit will be included in the new addition (December 2014).**

Jefferson High School

The original structure was built in 1970 with additions in 1975, 1983, 1986, 1991, and 2006. This facility utilized electric and propane for the roof top units. Portable classroom units located at the school were being used for the ROTC and a mixture of storage and office space. The county was adding a new walk-in freezer unit to the facility that will be accessible from both inside and outside. This addition will help relieve storage issues in the kitchen.

North Jefferson Elementary School

The original structure was built in 1971 with additions in 1975 and 1990. The HVAC system consisted of a boiler, chiller, rooftop equipment, and mixture of wall mounted unit ventilators. The chiller and rooftop equipment appeared to be at the end of the equipment life. The chiller condenser coil had some damage. The original boiler had been replaced. It was a two-pipe chiller/boiler design. The classrooms had elevated CO₂ levels. Tile issues in the staff rest room, older carpet throughout the facility, and water infiltration issues needed to be addressed. The staff reported the bus loop and parent drop off area presented some safety challenges for students during the morning. Some staining/efflorescence was present on the rear of the building. Four portables were located on site. Three of the units were out of service and one was utilized for storage. A cover was missing from the electrical box in the electrical room and needed to be reinstalled. The housekeeping at this facility was average.

FOLLOW-UP REVIEW – April 2012

1. **Additional parking installation was completed by October 1, 2011.**
2. **Additional library space and staff dining space will be addressed when funds are available.**

Facility requests are addressed in a prioritized manner addressing safety needs and meeting federal and state requirements first. Projects that cannot be completed in a timely manner are incorporated into the county's CEFP.

Page Jackson Elementary School

The original structure was built in 1976 with additions in 1985 and 1989. The facility used a combination of electric, fuel oil, and propane. A mixture of HVAC systems were in the facility, including some pneumatic controls. Several roof leaks in the gymnasium caused stained ceiling tiles that needed to be repaired. Four of the eight Pre-K classrooms did not have rest rooms as required by West Virginia Department of Education Policy 6200. This facility would benefit from a long term construction plan to address the HVAC, Pre-K rest rooms, and overcrowding.

FOLLOW-UP REVIEW – April 2012

The county will address these needs (mechanical ventilation, ceramic kiln, and black-out areas for the art facility and acoustic treatment and music chairs in the music facility) on a prioritized needs and available funding basis. These needs have been added to the CEFP.

Ranson Elementary School

The original structure was built in 1957 with additions in 1969, 1975, 1984, and 1990. Renovation of the HVAC system occurred approximately three years ago. Parking at this facility was inadequate; however, the county purchased land to expand the parking area. The windows along the courtyard were old and needed to be replaced. They were not replaced during the renovation due to a lack of funding. Four portable units at this facility were used for reading and Title I programs. Some of the classrooms had elevated CO₂ levels. The multipurpose room was undersized and the school did not have a band room. A few downspouts needed to be channeled away from the building. Some older carpet needed to be replaced. A long wall crack in the library needed to be monitored. Overall, housekeeping at this facility was adequate.

Shepherdstown Elementary School

The original structure was built in 1956 with additions in 1969, 1975, and 1990. The HVAC system was a mixture of roof top units, p-tacs, and dykin units. Wall thermostats containing mercury were located in several areas of the facility that allowed occupant access to the fan controls. All mercury containing devices should be removed from the facility. The facility would benefit from a building automation system. A camera and secure access system were in place; however, there was no man trap so access through the secured doors allowed access to the entire facility. The kitchen was undersized and did not have adequate storage.

Shepherdstown Middle School

The original structure was built in 1928 with additions in 1956, 1960, 1975, 1991, and 1993. The HVAC system consisted of roof top units with a mixture of controls that included some mercury wall thermostats. Mercury containing devices should be removed from the facility. Some of the HVAC controls had the fan set to “auto” instead of “on”, resulting in elevated CO₂ levels. Signs of roof leaks were prevalent in the gymnasium, halls, and band storage rooms. The kitchen was inadequate for the needs of the facility and some routine maintenance work was needed.

South Jefferson Elementary School

The original structure was built in 1971 with additions in 1975, 1985, and 1990. The HVAC system was a mixture of units and control devices. Several p-tac units had been placed out of service, but had not been removed from the classrooms. Several thermostats allowed occupant fan control, which when left in “auto” position, increased the CO₂ levels. They should be upgraded to programmable thermostats. The kitchen was inadequate and needed additional freezer space to meet the facility’s needs.

FOLLOW-UP REVIEW – April 2012

- 1. Student Records will be copied and stored in counselor’s office for reference.**
- 2. Librarian has access to office copier directly across the hall – less than fifty feet away from library.**
- 3. Administration has appealed via the local school improvement council (LSIC) meetings for three years to provide additional food and non-food storage for the cafeteria due to the increase in student enrollment over the years. This item is slated for the 2012-13 school year budget.**

T. A. Lowery Elementary School

The facility was constructed in 1991. The HVAC system consisted of a boiler/chiller combination. The ventilation for this facility was inadequate and the facility would benefit from an HVAC upgrade. Carpet in several classrooms needed to be replaced. Several classrooms used air purifiers and dehumidifiers with custodians responsible for emptying the dehumidifiers. No one was designated to maintain the air purifiers. The freezer space for this facility was inadequate to meet the meal needs. The front door access was not working during the visit and had been reported to the county.

Washington High School

This facility was constructed in 2006 as a new school. This facility was in good condition and well maintained.

Wildwood Middle School

This facility was constructed in 2000 as a new school. Overall, this facility was in good condition and well maintained.

Wright Denny Intermediate School

The original structure was built in 1929 with additions in 1975, 1978, and 1992. The kitchen in this facility did not meet the current needs for meal preparation. There was not enough dry storage, freezer space, or refrigerator space. The kitchen prep area was not suited for the number of meals served daily. The lower level of the school, including the cafeteria, was not Americans with Disabilities Act (ADA) accessible. The electrical demands currently placed on the building frequently overloaded the system. The HVAC system included a fuel oil boiler and electric heat. Parts of the building did not have forced ventilation. The county needed to evaluate the viability of the facility moving forward.

SUMMARY

PROGRESSING. The facilities in this county are regarded as being in good condition. The maintenance department does a good job in maintaining their facilities. Although the county is doing its best to keep up with the student growth population, they are not able to get ahead of the consistent increases in student enrollment. The utilization rates in most of the county's schools exceeded the recommended 85 percent rate.

The county has done a good job in locating and removing and/or replacing mercury containing thermostats identified in the initial OEPA visit.

A lack of proper ventilation remained in many school classrooms across the county. This is a result of the overcrowding and high utilization rates instead of malfunctioning heating, ventilation, and air conditioning (HVAC) equipment.

7.5. ADMINISTRATIVE PRACTICES AND SCHOOL-COMMUNITY RELATIONS

7.5.4. Physical Assessment. The school participates in the appropriate statewide physical assessment program.

Jefferson County participated in the Fitnessgram according to the West Virginia Board of Education policy guidelines; however, one school did not have all documentation submitted to support this.

4. All schools submitted the physical assessment results through WVEIS. Results were complete except for Blue Ridge Elementary School and the results for “Body Composition” had not been submitted.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The Team reviewed the results of the Fitnessgram and confirmed all Jefferson County Schools with students in Grades 4 through 12 had participated in the Fitnessgram during the 2010-2011 school year. The results were complete for all sections that were to be tested and had been submitted on WVEIS at the end of the year.

7.6. PERSONNEL.

7.6.1. Hiring. County boards follow hiring practices set forth in W.Va. Code. (W.Va. Code §§18A-4-7a, 18A-4-8, and 18-2E-3a)

The Team reviewed the personnel program and found that Jefferson County Schools worked toward following hiring practices set forth in W.Va. Codes §§18A-4-7a and 18A-4-8b. However, it appeared that individuals working in the program had specific assignments and worked independently of others. No one person oversaw or monitored the entire personnel process/program. Subsequently, several findings in this report supported that no overall monitoring of the program occurred. When specific questions were asked of the human resource coordinator, the Team was often referred to the “person responsible” for the area. For example, principals were basically responsible for screening and selecting classroom teachers for their respective schools. The certification coordinator was responsible for certification of regular employees, but not contracted individuals, such as, athletic trainers. That responsibility was assigned to the individuals who process the contract, such as, an athletic director for athletic trainers. Most individuals interviewed were knowledgeable of their respective responsibilities, but the Team noted some noncompliances and a need to update documents consistent with W. Va. Code.

Postings

The hiring process and final applicant selection begins in the human resources department and basically ends at the school. The human resource secretary posts vacancies and receives bid applications for posted positions. Applicants may apply for posted positions on-line or at the personnel office. For classroom teacher vacancies, following the closing period, copies of all bid applications for a posted position are forwarded to the specific school principal who determines the most qualified applicant.

Vacancies are posted in all schools and on the Jefferson County School District’s webpage. Job descriptions are attached to postings sent to schools and other working places. Positions which are identified as critical needs area may be posted on the West Virginia Department of Education K-12 Job website. Postings may be viewed at the central office on computers made available outside the Human Resource Office. For persons reviewing job postings on-line, job descriptions may be obtained in the county office and upon request. Postings were posted timely. Vacant positions (Interventionist, School Counselor, and PMI Teacher) filled with long-term substitutes continued to be posted.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The Team reviewed the personnel program and found that Jefferson County Schools worked diligently to address the concerns brought forth as a result of the April 5-7, 2011, Education Performance Audit of the county school system. It was evident that much effort had been expended by the

Personnel Department to implement practices and procedures recommended as corrective action to address the deficiencies identified in the earlier Education Performance Audit. The Human Resources (HR) Coordinator is responsible for overseeing the entire personnel process. Regular department meetings were taking place to ensure appropriate communication among HR staff as well as increased communication to other departments and administrators. Human Resources (HR) employees worked closely to ensure that all administrators have the most up to date information, assistance, and training necessary to select the most qualified personnel. Documentation was provided that verified training for all administrators regarding appropriate hiring practices, conducting evaluations, licensure issues, and other deficiencies noted by the April 2011 OEPA audit report.

Job Descriptions

One generic job description was used for all classroom teachers and no specific certification was listed on the job description. Minimum qualifications state, "Must meet state certification requirements and must provide the following at the time of the interview (does not apply to transfers): Copy of official transcript, copy of evaluations for the past two years and three letters of recommendation." No specialized training was listed on postings and specialized training was not used as a criterion in the selection of the most qualified applicant for either the first or second set of factors in W.Va. Code §18A-4-7a.

Several of the job descriptions for service personnel did not require the State competency test as a qualification for the position. Accountant III, cafeteria manager, cafeteria manager/cook III, carpenter, custodian III, groundsman, supervisor aide/computer operator, and courier truck/driver. However, it was evident that the State competency test is a requirement for county service personnel as stated in a service personnel application cover sheet.

One service personnel class title (courier) was not listed as an approved class title in W.Va. Code §18A-4-8. It was an "old" class title used in Jefferson County. Also, "enrolled in an approved GED program working toward successful completion of a GED" was not listed as an option to meet the requirement of high school diploma.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. After receiving the April 2011 OEPA report, the Human Resources (HR) staff contracted a retired Jefferson County Schools associate superintendent responsible for personnel to review and revise all professional and service job descriptions. Additionally, HR staff contacted other counties to request copies of job descriptions and postings. As a result, new job descriptions for the 20 most common professional and service personnel positions were put into use in September 2011. As vacancies occurred throughout the 2011-2012

school year, new job descriptions were created if they had not been previously revised.

Corrective Action

1. Since W. Va. Codes §§18A-4-7a and 18A-4-8b require that job descriptions be included with the job posting, job descriptions will need to be up-to-date and available online.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. Plans were developed and implemented to review and revise all job descriptions to ensure compliance with W.Va. Codes §18A-4-7a and 18A-4-8b.

2. Professional. Specific certification required for a classroom teacher vacancy will need to be listed on the job posting or job description. To meet the requirements of W.Va. Code §18A-4-7a (o) (D) (“written to ensure that the largest pool of qualified applicants may apply.”), all certifications which meet the requirements for the specific subject area will need to be listed. The county will also need to update language concerning past performance evaluations to reflect W. Va. Code §18A-4-7a.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The Team reviewed samples of professional job postings and descriptions and verified the certification required for the position was listed on the posting. The postings also included language specific to past performance evaluations. Documentation was provided showing revised job postings and descriptions for professional positions that included the following: Principal, Assistant Principal, Elementary Teacher, Pre-Kindergarten Teacher, Secondary Teacher, and Special Education Teacher.

3. Service Personnel Postings. 1. Job descriptions will need to be reviewed and revised to ensure that all job descriptions are up-to-date as per W. Va. Code. As a minimum qualification, the following statement will need to be included in the posting. Successful completion of the State competency test for the specific classification or holds or has held the classification of the job title. 2. Use job titles/classifications only as listed in W.Va. Code §18A-4-8 and 3. Add to high school diploma and high school equivalency certificate “. . . or enrolled and successfully completing an approved GED program.” (§18A-2-5).

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. New job postings and descriptions for service positions included Aide I, II, III, IV; Special Education/Transportation Aide Addendum; Aide I, II, III, IV/Braille Specialist; Bus Operator, Cafeteria Manager/Computer Operator; Cook II, III; Custodian I, II, III, IV; Secretary II, III; Secretary III- Pupil Services; Secretary III – Pupil Services for IEPs; Secretary III – Human Resources. Documentation was provided to the Team reflecting revisions made to several other service position job descriptions. Job descriptions reviewed by the Team contained proper position titles and listed qualifications addressed in WV Code §18A-4-8 and 18A-2-5.

Evaluation and Selection of Most Qualified Applicant

The coordinator of human resources was not directly involved in the selection of classroom teachers. For professional personnel, principals used the criteria in W.Va. Code §18A-4-7a to select the most qualified applicant. Using the information received in the job bid-form or employment application, if available, the principal evaluates applicants and/or selects classroom teachers for interviews. The information requested and provided on the job bid-forms and the employee application did not include all the information which must be used to screen for interviews and/or evaluate the applicants' qualifications as per W.Va. Code §18A-4-7a. Interviews held may include an assistant principal and/or teacher. For service personnel, W.Va. Code §18A-4-8b is followed. Following the selection of the most qualified candidate, the principal makes a recommendation to the human resource coordinator or facilitator for the transfer or hiring into the posted position. The matrix and other documentation used to identify the most qualified candidate remains in the office of the school principal.

For principal vacancies, an interviewing committee was made up of the coordinator of human resources and other staff members such as, middle school and/or high school coordinator, representatives from the teacher and service personnel organizations, etc. The committee submits a name/names to the superintendent who makes the final selection. For county administrator positions, the interview committee included selected persons from the county office.

Once the principal's recommendation is received by the appropriate coordinator or facilitator of human resources, the recommendation is shared with the superintendent and placed on the board agenda for board approval.

For vacancies at the central office, the hiring process is the same as above using the first set of factors in W.Va. Code §18A-4-7a for professionals and W.Va. Code §18A-4-8b for service personnel. The coordinator or facilitator of human resources is responsible for the selection process.

At the county office, the Team randomly selected 22 postings for review that included: Classroom teachers, administrators, extracurricular (coaching and non-coaching), and service. At schools (Jefferson High School and Washington High School), the Team selected three postings from each of the above groups to review. For classroom teachers, the Team reviewed postings for which the different criteria factors were used. Principals were aware of their responsibility in the hiring process. Positions were filled as per the criteria listed in W. Va. Codes §§18A-4-7a and 18A-4-8b. One principal, Jefferson High School, was aware of what factors to use in determining the most qualified candidate; however, in explaining the hiring process used in his selection of classroom teachers he stated that when there was one regularly employed person from Jefferson County Schools to apply for a classroom teacher position and met the standards of the posting, applicants from outside the system could not be considered. This is inaccurate. However, a review of the selected postings reviewed concluded that this misunderstanding of the Code did not impact the decision made of the most qualified applicant.

The coordinator of human resources said that 1. No applicant was selected for a position with less seniority than the selected applicant, and 2. No teacher was transferred after the fifth day prior to the beginning of the instructional term.

Priority was given to applicants for coaching position who held professional license. Positions held by individuals with coaching authorizations were posted each year.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The Human Resources Coordinator was directly involved in the selection of classroom teachers by completing a form addressing the criteria in W.Va. Code §18A-4-7a for each applicant for a teaching position. These completed forms are forwarded to the building principal to interview the most qualified applicant according to the criteria. The principal returns the form to the Human Resources Coordinator along with his/her recommendation for the position. For service personnel, W.Va. Code §18A-4-8b is followed.

Corrective Action

The Team recommended that Jefferson County personnel officials institute the following:

1. Revise job bid-forms to include all criteria listed in W.Va. Code §18A-4-7a.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. Job bid forms have been revised to include criteria listed in W.Va. Code §18A-4-7a. A new professional bid form was created and made available on the Jefferson County Schools website. The form is also available in the Human

Resources Department and has been sent to all schools and work locations for applicants to use.

2. Using W.Va. Code §18A-4-7a, the selection of the most qualified teacher can be a very complicated process for a well-trained personnel director who attends staff development regularly and is highly knowledgeable of school law. If principals are assigned this responsibility, principals will need to be trained and retrained at least annually by the human resource coordinator and the county's legal counsel or other legal counsel knowledgeable of school law.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. Training was held August 3, 2011, covering the following topics: Appropriate hiring practices, appropriate evaluation practices, licensure issues, and other deficiencies noted by the April 2011 OEPA audit. Human Resources staff and General Counsel worked collaboratively in developing the training session and materials for all administrators. Sign in sheets were used to document attendance by administrators. Any administrator absent from the required training session was required to schedule and complete a make-up session.

3. Specialized training should be considered when using the first set of factors of W.Va. Code §18A-4-7a as there is no requirement that the specialized training be stated in the job description, but only that it be relevant to the posted position.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. Under the first set of factors/criteria in W.Va. Code §18A-4-7a, specialized training has been utilized as a criterion in the scoring process when hiring for administrative positions. At the request of principals, specialized training has also been included on certain professional teaching positions. Examples of both were provided for the Team to review.

4. Along with the principal's recommendation of the most qualified applicant, documentation (matrix or rating sheet) showing the score and/or rankings of the applicants needed to be forwarded to the county's human resource coordinator or facilitator for final review before the recommendation is sent to the superintendent.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. The HR Coordinator has been completing the seven factor sheets for professional positions postings at the close of the posting period. A packet including the seven factor sheets in rank order is then given to the administrators for them to review and complete an interview of candidates. Copies of the packet including the ranked score sheets is maintained in the HR Department. Administrative recommendations are reviewed by the HR Coordinator prior to submitting a recommendation to the Superintendent and the Board.

Out-of-field authorizations

There was no evidence found in board minutes that out-of-field authorizations were approved by the local board of education, as required by West Virginia Board of Education Policy 5202. 126-136.11.7.3 (A) (b).

Corrective Action. Include in the hiring recommendation (agenda item) a request for an out-of-field authorization approval from the local board of education.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. As verified by the agenda for the Board meeting conducted on September 26, 2011, two employees were considered for employment on out-of-field authorizations for the 2011-2012 school term. Both recommendations were placed on the agenda for approval.

Recruitment

The county used extensive recruiting efforts to reach and attract applicants. The county participated in Teacher Recruiting Fairs at colleges and universities within West Virginia and in several states outside West Virginia that included: Pennsylvania, Maryland, Virginia, and as far as Minnesota. School retirees from Virginia often seek employment in the county. Vacancies were posted on-line and have been posted on Monster.com. Incentives were provided to school personnel, such as payment toward child care, personnel attendance, tuition reimbursement, and summer college class offerings in technology which meet the license renewal requirement of State Board Policy.

FOLLOW-UP REVIEW – April 2012

No review warranted.

Classification Titles of Currently Employed Service Personnel.

W. Va. Code §18A-4-8 (l) requires county boards to review each service personnel job classification annually and reclassify service personnel as required by the job classification. As per the human resource facilitator, service personnel are reclassified throughout the year when there is a need to do so. There was no evidence that each service personnel's job classification was or has been reviewed by the board annually.

For example, custodians are initially hired as custodian II. If the custodian is required to secure the building, upon the recommendation of the principal, he/she is classified as custodian III; the county job description lists as a duty for both Custodian II and III, "Assumes responsibility for the opening and closing of the building each school day and for determining, before leaving, that all doors and windows are secured, and all lights, except those left on for safety reasons, are turned off."

W.Va. Code §18A-4-8 for Custodian II "means a person employed as a watchman or groundsman; Custodian III "means a person employed to keep buildings clean and free of refuse to operate the heating and cooling systems and make minor repairs." There are three Custodian IVs in the county. Two of the three are responsible for training and administering the custodian competency test to persons applying for custodian vacancies.

Corrective Action

Review the job classification of each service personnel employee annually and reclassify as required by the job classification (W.Va. Code §18A-4-8 (l)).

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. To satisfy the mandates of W.Va. Code §18A-4-8 regarding an annual review of service personnel positions and reclassification requests, a Job Appeal and Analysis Committee was created in June 2011. A new standard operating procedure to outline the activities of the Committee was developed and is available on the Jefferson County Schools website. Given the absence of any reclassification requests, the committee did not meet in September or January this school year (2011-2012). The scheduled meeting for April was rescheduled for May due to serious medical and family issues for two of the committee members.

7.6.2. 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 found numerous violations of (W.Va. Code §18A-3-2 and West Virginia Board of Education Policy 5202). Because showing the certification issues is extensive, the chart appears in Appendix A of this report. Appendix A explains the certification issues the Team observed through a detailed review of the certified list, WVEIS Master Course Schedule, and the West Virginia Department of Education Certification Database. Many of these licensure issues may be data-entry errors; however, the original list was reduced during the timeframe following the audit in which the Team worked with the county on these issues.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. All licensure issues had been corrected.

Coaches' Database. The human resource coordinator, county certification coordinator and principals stated that they were not knowledgeable of the West Virginia Department of Education Coaches' Database; therefore, data were not reported. The Team obtained a list of coaches and nine were not appropriately certified for 2010-2011.

Directions for the coaches' database and the user names and passwords for each school were provided in May 2010 to all personnel directors at their annual meeting. Personnel directors who were not in attendance were mailed the usernames and passwords their information.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. A Coaches' Database had been established. All coaches were appropriately certified for 2011-2012.

Athletic Trainer. As per State Board Policy 5202: 126-136.20.4, Athletic Trainers must hold certification issued through the West Virginia Department of Education. Athletic trainers at each county high school were contracted through Winchester Sports and Physical Therapy. Both athletic trainers were certified as an Athletic Trainer through the National Athletic Trainers Association Board of Certification (NATABOC); however, neither trainer held West Virginia State certification. As per the human resource coordinator, the high school principals and he were not aware of this requirement. As per the certification officer, she did not handle certification for individuals who are contracted employees.

An Athletic Trainer Authorization may be issued upon application to the West Virginia Department of Education with documentation of valid NATABOC certification and the recommendation of the superintendent. As per West Virginia Board of Education Policy 5202: 126-136. 20.5.1, the position of Athletic Trainer must be posted with a closing date of May 1 or earlier. As per the human resource coordinator and the high school principals, the positions of athletic trainer had not been posted in the past

As of July 1, 2011, athletic trainers must also register with the West Virginia Board of Physical Therapy.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE.

Contracted Services

The county contracts with multiple individuals: school nurse, speech therapist, athletic trainers, instructional coaches, county office administrator, e.g. There was no list of these individuals. These individuals do not appear on the WVEIS listing. There was no verification of these individuals holding the appropriate State license. Several of the individuals contracted as instructional coaches were retired personnel.

Each specific department or school (pupil services, curriculum coordinators, athletic directors) are responsible for contracting services. Individuals interviewed from the office of student service, curriculum, business official, school principals, etc., believed individuals contracted were certified for the position for which they were contracted, but documentation for verification was not available. For example, principals stated that their athletic trainers were certified as they held national certification; however, they did not hold West Virginia certification, as required. The county certification coordinator stated that she was not responsible for the certification of individuals hired through contracted services. These positions are not posted.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE.

CONCERN

Many special educators on the report were certified to deliver services or manage IEPs; however, the county indicated collaborative/contracted services. This appeared to indicate that multiple teachers were being paid to deliver services to the same students. Other teachers, also identified on the report, were NOT certified and again collaborative/contacted services were noted. The problem is that no teacher was specifically identified as the collaborator; therefore, the Team could not determine if the

special education student had an appropriately certified educator delivering services or managing IEPs.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE.

Scheduling

The master schedule in multiple schools had many classes indicated on the schedule that had no students enrolled in those classes. This discrepancy complicated the process of determining whether a teacher held the appropriate certification and could also lead to issues with the Highly Qualified Teacher data collection and reporting. The master schedule should accurately reflect the courses being taught during the school year by the respective teachers and staff.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE.

7.6.3. 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 reviewed new teacher hire logs for 2007-2008, 2008-2009, and 2009-2010, to determine the 0-3 years experience for required observations/evaluations and compiled an alphabetical listing of personnel and matched the list with current personnel files.

The Team also reviewed personnel evaluations for professional personnel with 4-5 years experience, other professional personnel, support personnel, service personnel, coaches, etc., to determine that the evaluation process was conducted according to W.Va. Code §18A-2-12, West Virginia Board of Education Policy 5310, and county policy. The Team reported several instances in which the evaluation policies had not been followed.

A random review of professional evaluations disclosed the following:

1. One teacher (Jefferson High School) with less than three years experience had only one evaluation with two observations for the 2009-2010 year. The signature of the teacher on the forms was not dated and the signature of the evaluator was initials. This did not meet the requirements of West Virginia Board of Education

Policy 5310 of two evaluations per year each with three observations and the signing and dating of all evaluation forms.

2. One teacher (North Jefferson Elementary School) with 4-5 years of experience did not receive an observation on or before November 1, 2009, for her evaluation dated June 9, 2010, and the first observation she did receive was dated March 17, 2010, and was signed by the teacher with a conference held on May 13, 2010. This did not meet the requirements of State Board Policy 5310.

A random review of support personnel evaluations disclosed the following:

All evaluations for school support personnel reviewed by the Team met all requirements of State Board Policy 5310.

A random review of coaches' evaluations disclosed the following:

1. The Team was told the required observations of coaches were retained in the schools. The Team interviewed the principal of Jefferson High School and found observations for evaluations of coaches had not been completed at Jefferson High School. The Team could not locate evaluation observations for randomly selected coaches from Harpers Ferry Middle School. Wildwood Middle School - the Volleyball (Head Coach) three observations had not been completed according to West Virginia Board of Education Policy 5310.
2. Personnel employed in extra-curricular assignments (such as Guard/Majorette Sponsor, etc.) other than coaching had not been evaluated.
3. One assistant football coach (Charles Town Middle School) did not have an evaluation for 2010.
4. One head volleyball coach (Wildwood Middle School) had not been evaluated since November 2008.
5. A boys' track coach (Shepherdstown Middle School) did not have an evaluation for 2010.

A random review of service personnel evaluations disclosed the following:

All service personnel evaluations reviewed by the Team met all requirements of West Virginia Board of Education Policy 5314 and Jefferson County Schools Service Personnel Policy SOP 6.1a.

A random review of administrator evaluations disclosed the following:

All administrator evaluations reviewed by the Team met all requirements of West Virginia Board of Education Policy 5314.

FOLLOW-UP REVIEW – April 2012

COMPLIANCE. A review of a randomly selected sample of teacher evaluations, including the teachers cited in the OPEA Audit, disclosed all teachers in the sample had been appropriately evaluated in compliance with West Virginia Board of Education Policy 5310 and Jefferson County Board of Education evaluation policy.

PARTIAL COMPLIANCE. A sample of evaluations of coaches was reviewed and disclosed the following:

- a. Observation forms used for coaches' evaluations at Jefferson High School were still not being used in compliance with West Virginia Board of Education Policy 5310.
- b. The head volleyball coach (Wildwood Middle School) who had been cited in the OEPA Audit for not having been evaluated since November 2008 still had not been evaluated.
- c. All other coaches' evaluations reviewed met all requirements of WVBOE Policy 5310.
- d. Evaluation forms for personnel employed in extra-curricular assignments other than coaching had been designed by the county personnel office and were to be completed by supervisors and submitted to the personnel office by May 14, 2012.

8.1. INDICATORS OF EFFICIENCY.

8.1.3. Facilities. Schools are operated efficiently, economically, and without waste or duplication, and the number and location of schools efficiently serves the student population. (W. Va. Code §18-9D-15 and §18-9D-16 (d))

Jefferson County has undertaken a building program and the county is keeping up with current growth, but is not able to get ahead of the increased enrollment.

FOLLOW-UP REVIEWS – APRIL 2012

As observed, in the initial Education Performance Audit report, the county is doing its best to keep up with student growth population, they are not able to get ahead of the consistent increase in student population growth. The utilization rates in most of the county's schools exceeded the recommended 85 percent rate.

JEFFERSON COUNTY SUMMARY

The Education Performance Audit of the county school district practices in Jefferson County found the system operates to structure the schools in a way to ensure students performing below mastery receive the necessary services and individual attention to achieve mastery. Jefferson County teaches a vast array of advanced courses (advanced placement, honors, and college credit.) The county has a well balanced curriculum that includes the arts and career technical education opportunities.

The Education Performance Audit showed one significant issue of the Jefferson County Board of Education that will require extensive examination and overhaul. Personnel, particularly hiring practices and licensure were problematic.

SUMMARY

Jefferson County had done an extensive examination of personnel, hiring practices and licensure, and corrected all issues.

RECOMMENDATION

The Office of Education Performance Audits recommends that the West Virginia Board of Education continue the Full Approval status of the Jefferson County School District.