KRS 158.780 158.785 Management Audit Report			
School District	Breathitt County Schools		
Superintendent	Melanie Stevens, interim suspended Larry Wood substitute		
Board Chair	Shirley Hudson		
Date of On Site	November 1 and 2, 2012		78 interviews
Visit			
Management	Judy Littleton ONGSD	Steve .	Justice OAS
Team	Tom Edgett ONGSD Colby Wagoner OAS		
	Susan Allred ONGSD	Ramor	na Gardner OAS
	Lisa Lang OGSS Susan Bar		Barkley OAS
	Kathy Moore OAA Christine Duke ONGL		ne Duke ONGL
	Sammie Lambert ONGL		
Area of Review	Findings		Evidence
Governance,	Lack of efficiency and effectiveness		Interviews, documents review summarized p.1-7
policies,			
procedures			
School Based	Lack of efficiency and effectiveness		Interviews, documents review, summarized p.7-8
Decision			
Making			
Curriculum and	Lack of efficiency and effectiveness		Interviews, documents review, summarized p.9-18
Instruction			Includes special education, ILP, CTE
Financial	Lack of efficiency and effectiveness		Interviews, documents review, summarized p. 19-23
Management	Some intentional processes in place	!	
Personnel	Lack of efficiency and effectiveness		Interviews, documents review, summarized p.24-27
Management			
School Food	Lack of efficiency and effectiveness		Interviews, documents review, summarized p. 27-30
Services	Some intentional processes in place	!	

Conclusions:

- a) Leadership and management design, training and monitoring for school system governance must occur
- b) Assistance must be provided in job descriptions, responsibilities and processes for all positions
- c) Assistance for establishment of processes to include monitoring for SBDM, personnel, budgeting
- d) Comprehensive District improvement planning with aligned plans based on KBE student performance goals aligning all key work processes must be coached

Prior to the site visit extensive documentation review occurred in KDE agency departments leading to the review which was initiated due to shortened school year in 2011-12; auditor's report; decline in student performance. Comments:

Overwhelmingly the Board, district leadership including interim superintendent and people in the schools all want change and appear to welcome state assistance and guidance to allow them to run more efficiently. There is a consistent message of wanting the best for the students.

It is clear however that there is division in the leadership due to ineffective hiring practices over a period of years and leadership being in the hands of a controlling few. Lack of focused Board goals and activities bringing leadership practices in line with collaboration of all employees, engagement of the community being built on state guidelines for a common focus on college and career readiness has created crisis. Professionalism and leadership focused on student achievement must occur and cannot under current circumstances with current systems in survival mode

Recommendation:

Thus, pursuant to 158.785 the visiting team recommends Breathitt County Schools become a state managed district as a result of the existence of a pattern of a significant lack of efficiency and effectiveness in the governance and administration of the school district which has been in existence long enough to establish a consistent pattern. There is sufficient evidence that state management is necessary to correct the inefficiencies and ineffectiveness.