

KRS 158.780 KRS 158.785 Management Audit Report		
School District	Robertson County Schools	
Superintendent	Chuck Brown	
Board Chair	Sally Fooks	
Date of on Site Visit	August 26 & 27, 2013	49 interviews
Management Team	Barkley, Susan (OAS) Hockensmith, Christel (ONGL) Duncan, Robert (ONGL) Littleton, Judith (ONGSD) Edgett, Tom (ONGSD) McIntosh, Cindy (OAS) Foster, Kelly (ONGSD associate commissioner) Justice, Steve (OAS) Moore, Kathy (OAA) Kennedy, Kay (OAS) Sullivan, Melissa (OAS) Tipton, Karla (OCTE) Wickersham, David (OGSS)	
Area of Review	Findings	Evidence
Governance, policies, procedures	Lack of efficiency and effectiveness	Interviews, documents review, p. 1-6
School Based Decision Making	Not applicable by statute	Interviews, documents review, p. 6-7
Curriculum and Instruction including CTE	Lack of efficiency with limited evidence of effectiveness	Interviews, documents review, p. 7-10
Financial and Personnel Management	Lack of efficiency and effectiveness before intervention; early evidences of processes being built	Interviews, documents review, p. 10-17
School Food Services	Some findings of ineffectiveness but on the whole does not contribute to current issues	Interviews, documents review, p. 18
<p>Conclusions:</p> <ul style="list-style-type: none"> a) Senior leadership must build a sustainable set of procedures for delivery on board policy, meeting delivery targets, and maintaining key core processes (curriculum and instruction, personnel, transportation). Board and superintendent need guidance in decision making and prioritizing what funds are available b) Policies and procedures in finance, hiring, certain areas of food management must be reviewed and monitored for compliance c) Strongly recommend a community advisory group or to voluntarily add SBDM council and avail themselves of KDE available training in those areas d) Comprehensive improvement planning aligned with 704 KAR 5:225 must occur immediately e) A comprehensive communications plan must be developed with roles, responsibilities; and market segment must be built immediately f) The school board must conduct a needs assessment for training and a resource found to conduct necessary training g) Findings from food services must be addressed. <p>Prior to the site visit all areas of information available to KDE were reviewed and it was determined that most reporting and submissions have been conducted in a compliance mode with little improvement in outcomes, especially in student performance. In addition, the financial situation was so dire that there were concerns for meeting payroll. Actions to improve financial stability recommended by OAS in February 2013 had not been implemented.</p>		

Comments:

In general, communication has been lacking and the district has relied on trust to get the work done with few transparent written procedures established to make it happen. The community, board, administrators and teachers want the situation to be better. They are frustrated and want to know what is happening and how leadership is addressing the financial woes. They have all been told to do with less. It is clear that many of those same stakeholders want to provide the leadership necessary if they just knew what to do. From interviews the superintendent believes he is doing what is expected of him and does not demonstrate a sense of urgency to all stakeholders.

Recommendation:

Pursuant to KRS 158.780 and KRS 158.785, the management audit team recommends Robertson County School District become a state assisted district as a result of the existence of a pattern of inefficiency and ineffectiveness in multiple areas. The local board is supportive of improvement and wants to adequately address such concerns, but feels it needs some outside help to do so effectively. State management should still be considered if the local board fails to act promptly to improve governance and create a sense of urgency and responsiveness starting at the superintendent level in the near future.