

Audit and Risk Management Advisory Committee  
Jefferson County Public Schools  
VanHoose Education Center  
March 20, 2019 Minutes

**ARMAC Members Present:** Chairperson James Rose, Vice-Chairperson Rhonda Mitchell, Pedro Bryant, Dr. Keith Davis, Dr. Sarah Moyer, and Dr. Lois Adams-Rodgers (via teleconference)

**Public Present:** Representing Dean Dorton: Jim Tencza, Guillaume Cozzi, Kevin Cornwell and Corey Schell

**JCPS Staff Present:** Dr. Marty Pollio, Kevin Brown, Dr. Kermit Belcher, Dr. Carmen Coleman, Amy Dennes, Raghu Seshadri, Hannah Lehman, Jodell Renn, Greg Crump, Sonya Miller and Shari Mattingly

**Board Members Present:** none

Mr. Rose called the meeting of the Audit and Risk Management Advisory Committee (ARMAC) to order at 2:05 pm. A quorum was present.

#### **Approval of Minutes**

Pedro Bryant made a motion to accept the minutes of the February 19, 2019 meeting. The motion was seconded by Rhonda Mitchell. The minutes were approved by a unanimous voice vote.

#### **Introductory Comments**

Mr. Rose reviewed the agenda for the meeting. He would like to discuss where the committee is at the end of the meeting. Mr. Rose plans to meet with JCBOE Chair Diane Porter in the near future.

#### **Information Technology Risk Assessment**

Ms. Jodell Renn, Director of Internal Audit presented an executive summary of the Information Technology (IT) Risk Assessment that was performed by staff members of Dean Dorton as part of the Internal Audit FY 2019 Annual Audit Plan. Dean Dorton benchmarked IT security activities to best practice security standards promulgated by ISO (International Organization for Standardization). Dr. Kermit Belcher, Chief Information Officer (CIO), discussed his plan to address the gaps identified in the risk assessment.

In addition to performing the IT risk assessment, Dean Dorton performed an IT Security Assessment and IT Vulnerability Analysis. Ms. Renn shared that upon receiving the results from all three reports the IT staff immediately began prioritizing the observations to determine the items to focus on first. The top 10 items are included in the executive summary. It should be noted that while the risk assessment focused on assessing the IT security posture, IT staff are not the only individuals responsible for identifying, implementing and performing corrective actions. Organizational tolerance must be established as well as getting the buy-in of others in the best approach to address IT security concerns including the number of resources to dedicate closing any gaps identified.

Dr. Belcher explained that there are tools that can address a majority of the risks but emphasized that the solution can be very expensive. For example, the cost to implement a higher level of security protection offered by a Microsoft tool, for the District's approximately 16,000 accounts, would cost \$1.6 million. As an alternative, they have implemented an email protection tool on approximately 2,000 accounts that are deemed high profile. While they are attempting to negotiate a better deal with Microsoft, there could be a ripple effect in that what JCPS is offered, may have to be extended to the entire state, which may not be desirable to the vendor. Dr. Belcher further explained that they are looking at some staffing repurposing as part of a reorganization in an attempt to address some of the items in the risk assessment. While students are encouraged to use technology, JCPS is committed to addressing critical risks but it must be balanced with allowing education to be fostered. While the District may not be where it needs to be, Dr. Belcher feels very comfortable with the controls currently in place to address most major security events.

### **Information Technology Governance Structure**

In order to address some of the gaps identified, Mr. Seshadri has been researching different IT governance frameworks and will be adopting a customized framework, identifying best practices from different frameworks that best meet the organization's needs. Taking into account the current size of the department; IT currently doesn't have the staff bandwidth to implement a complicated framework. When asked about the current size of the department; Mr. Seshadri replied that he has 81 positions, which includes 18 staff in application and data services; 18 in infrastructure services, 10 in technology support services and 35 in field operations. In order to address the risks and implement an effective IT Governance structure, IT will have to involve staff from across the entire organization. In the past, the responsibility has rested entirely on IT's shoulders.

IT is also looking at how to create information security training. With approximately 100,000 students located across the District in 155 schools, different teams will have to be involved, not just IT staff, Internal Audit, Legal, Human Resources and Finance will be included to help develop recommendations appropriate for the organization.

### **Behavior and Suspensions**

Dr. Carmen Coleman, Chief Academic Officer presented the information on Behavior: Systems, Supports and Outcomes. Dr. Katy DeFerrari, Assistant Superintendent of School Culture and Climate, who reports to Dr. Coleman, is responsible for overseeing the District-wide plan for multi-tiered system of behavior supports (MTSS).

Dr. Pollio began organizing Climate and Culture in 2017 and when Dr. Coleman came to the District, multi-tiered systems of support and behaviors were decentralized throughout the District, which resulted in inconsistent outcomes. At the direction of Dr. Pollio, under Dr. Coleman's leadership there is a concerted effort to create consistency across the District. Dr. Coleman shared that JCPS is very much in an implementation phase and is monitoring outcomes and will analyze the outcomes to make decisions about next steps. However, the District is making progress, and in order to continue in the right direction, the District must be strategic in its implementation and monitoring must be consistent.

When asked, what is the ultimate goal, Dr. Coleman explained that instead of identifying a specific goal, the focus is on identifying the root cause of the behaviors and is optimistic that adding the mental health professionals to the schools is a step in the right direction.

JCPS is committed to identify and address the potential root cause of disproportionality that has been seen in the data throughout the District. In addition JCPS will continue to support schools in developing their MTSS plans, provide Trauma Informed Care Modules to every school, revise the Student Support and Behavior Intervention Handbook; onboard more restorative practice schools; train all schools to implement Positive Behavior Interventions and Support, and create an advanced level behavior response team to help create and implement plans for students with extreme behaviors, which includes school based mental health professionals. Dr. Carmen agreed to come back with Dr. DeFerrari and share more updated data.

### **New Business**

Mr. Rose led a discussion to address how topics will be covered in future meetings. He would like to focus on one topic for each agenda to allow time for deeper discussion among committee members during the meeting. He would like a committee member to have an opportunity to preview documents prior to the meeting and submit questions to him ahead of time to facilitate more robust discussions. The next meeting will discuss Principal Development and Dr. Keith Davis will be the ARMAC contact for that topic.

### **Follow Up Items**

#### Information Technology Risk Assessment

- Internal Audit meet with BOE Chair and Vice-Chair to summarize assessment findings.
- ARMAC to follow up on action items.

#### Information Governance

- ARMAC follow up regarding governance and prioritization process

#### Behavior and Suspensions

- ARMAC follow up regarding overall goal setting for behavior and suspensions levels, benchmarking with national districts

### **Adjournment**

Dr. Keith Davis made a motion to adjourn the meeting, seconded by Mr. Pedro Bryant. The meeting adjourned at 4:07 pm.

The next ARMAC meeting is scheduled for Wednesday, April 17, 2019 at VanHoose in the Stewart Auditorium.