Audit and Risk Management Advisory Committee
Jefferson County Public Schools
VanHoose Education Center
September 26 2018 Minutes

ARMAC Members Present: Chairperson James Rose, Vice-Chairperson Rhonda Mitchell, Keith Davis

Public Present: Pedro Bryant, Lois Adams-Rodgers, Sarah Moyer via teleconference, Judith Bradley

JCPS Staff Present: Marty Pollio, Amy Dennes, Jodi Renn, Dena Dossett, Jonathan Lowe, Abby Piper, Greg Crump., and Jim Tencza (contracted CAE)

Mr. Rose called to the meeting of the Audit and Risk Management Advisory Committee (ARMAC) to order at 2:00 p.m.

Approval of Minutes
Keith Davis made a motion to accept the minutes of the August 29, 2018 meeting. The motion was seconded by Rhonda Mitchell. The minutes were approved by a unanimous voice vote.

Introductory Comments
Dr. Pollio provided brief introductory remarks regarding the importance of the work of the ARMAC committee. He noted the value ARMAC will bring to assist the District and the Board over the next two years as they seek to implement the major initiatives of Vision 2020 in Action and the provisions of the KDE Corrective Action Plan (CAP).

Chair Rose stated that an early focus of the committee will be to review and provide input regarding planning and implementation in three major focus areas – Vision 2020 in Action, the KDE CAP, and the district Racial Equity Plan – in addition to the audit and compliance oversight support roles of the Committee.

Dr. Pollio noted that there are two important parts to the work. First, JCPS must systematically address compliance issues, working to ensure JCPS has systems in place for effective processes, oversight, and accountability in all schools and Divisions. This will ensure that standards of federal and state laws and regulation and Board Policy are met. Second is the opportunity for innovative systems improvements focused on improving outcomes for students. Work in each must be focused on desired outcomes and getting plans in place with systematic implementation.

Vision 2020 in Action
Chair Rose noted that ARMAC does not want documents and reports to be prepared just for the committee, but that the working documents of the District be shared with ARMAC, for review, discussion, and input, toward continuous improvement.

Dr. Dossett described the differences between *Vision 2020: Excellence with Equity*, the JCPS strategic plan approved by the Board in December, 2015, and *Vision 2020 In Action (Action Plan)*, approved by the Board in July, 2018. The original *Vision 2020* is an aspirational document, but not organized toward

action, and the indicators for measuring progress were not sufficiently aligned to strategies. Thus, *Vision 2020* had not gotten significant traction in schools as a plan to guide the work.

Dr. Pollio noted that the metrics in Vision 2020 were too long-term to be useful to guide changes in practice in schools.

Dr. Dossett explained that *the Action Plan* uses the same broad goals found in *Vision 2020*, then sets forth specific actions under each goal, with aligned measures of progress - both process/short term metrics and long-term outcomes. Alignment of the action steps to *Vision 2020* strategies and to the Comprehensive District Improvement Plan (CDIP) is provided in the Action Plan.

Vice-Chair Mitchell turned the discussion to the companion document, *Vision 2020 Performance*, which sets forth specific indicators to measure progress under each goal in the *Action Plan*, asking whether that is a public-facing document, providing a scorecard or dashboard for review of progress.

Dr. Dossett described the process being used by the JCPS Cabinet to review progress on the *Action Plan*, whereby, on a regularly scheduled cycle, the Cabinet reviews one focus area using a data analysis protocol to: identify successes and challenges; ask "what does the data tell us?"; and to determine next steps (to be followed up in the cycle of review). Dr. Dossett walked through an example of the process for the committee.

This process, will be a model for Assistant Superintendents and school leadership for data analysis for improvements at the school level. The same data points are being shared by Chiefs with Assistant superintendents for the schools under their individual leadership. They, in turn, will share the same data points with principals for their individual schools. Thus, everyone in the organization is considering the same data points.

Chair Rose asked for information regarding the high-level goals that drove the development of the action steps in the Action Plan. Dr. Dossett said that there are two types of goals: Goals set by the Kentucky Department of Education (KDE), like graduation rate, transition readiness, etc…; and the long-term goals in *Vision 2020*. Dr. Pollio stated that the highest-level goal is that every student is transition-ready, at each level on the "staircase of readiness" from kindergarten to graduation.

Dr. Adams-Rodgers asked how JCPS will bring together the goals established by the Board with those established by KDE. Dr. Pollio stated that the *Action Plan* is based on the JCPS goals around transition readiness. By placing an intense focus on transition-readiness, improvements in KDE-mandated measures will follow.

Dr. Adam-Rodgers suggested that, at the Executive level, there should be a crosswalk of the goals and measures from JCPS and KDE. Dr. Pollio noted that there is a close crosswalk for growth in reading and mathematics. Dr. Dossett said that notations could be added to the *Vision 2020 Performance* document.

Chair Rose asked about how JCPS will prioritize all of the actions, based on the higher-level transition-readiness goals. Ms. Dennes stated that the most significant measure of progress on transition-readiness will be obtained through the systematic use of the MAP Assessments, which provide student-level data - both status and growth in reading and mathematics - for every child in every classroom, in every school in the district, three times per year.

Dr. Davis suggested that additional measures of transition readiness, including readiness skills beyond academics, could be collected using regular walk-throughs.

Dr. Pollio noted that the Brigance screening tool is a problematic measure of kindergarten readiness, and that other measures, including possibly the administration of a MAP assessment in the fall of Kindergarten, need to be identified.

Mr. Bryant discussed the importance of community partnerships and mentoring, but noted that they need to be implemented in a more systematic way, or can otherwise fail to make a significant impact on student success.

Regarding community partnerships, Dr. Pollio discussed the 2019 Summer Learning Initiative, which will be based on partnerships with many community-based organizations (CBOs) to provide to thousands of students who are not transition ready, a fun, rigorous, and engaging camp experience with an intense focus on reading and mathematics, using a combination CBO staff, and certified JCPS teachers.

Dr. Adams-Rodgers said that the depth of the work around goal-setting, identifying key action steps, and measuring progress is very commendable, and wondered how JCPS can adequately share that with constituents. What is the plan for public dissemination? Dr. Pollio stated that not all of the action steps and measures are equal in value or priority. JCPS will communicate the most important, non-negotiable parts at a high level. Dr. Pollio stated that the District will do all of the actions identified, but with a clear focus on those that have the greatest weight.

Dr. Davis stated that he wanted the committee at some point to go through the final KDE CAP. Ms. Dennes asked the committee to consider what areas within the KDE CAP and Vision 2020 Action Plan should be the focus for close committee review.

JCPS Enterprise Risk Framework
Ms. Renn, the newly named JCPS Director of Audit shared the early working draft of a JCPS Enterprise Risk Framework, which was developed as a starting point for discussion and the development of a more fully realized working model. She discussed the need to conduct high-level reviews to: identify risks; determine risk tolerance; review existing controls; identify gaps; and develop recommendations for improvement in systems and processes. She also noted that in addition to this high-level, structural work, her department will be working with Dean Dorton on conducting specific audits as set forth in the Board-approved 2018-19 Internal Audit Plan.

Mr. Rose stated that this work needs to be thought of on a maturity scale. JCPS is in early days of planning an Integral Audit and Risk Management Plan, and there will be a need to prioritize work to focus on the biggest risks that are identified. He suggested a process whereby the Director of Audit meet with Cabinet and other district leaders to identify the greatest risks, out of a universe of millions, and share those, along with plans to mitigate those risks for review and input from by the committee, the Superintendent and the Board.

Ms. Renn discussed the importance of using a similar prioritization process when reviewing and discussing the CAP. While there are 54 areas of focus, the Audit Department and the committee can be most effective by focusing on four or five critical areas where they can add value to ensure compliance with fidelity, reduce risk, and build toward improved systems performance.

Ms. Mitchell discussed a series of steps that internal audit could consider when creating their risk assessment and what the committee could use to look at the plan.

Dr. Adams-Rodger suggested that JCPS be certain to build partnerships with universities to maximize the utilization of resources within the university community and Dr. Pollio suggested hat we could review all of the partnerships in place currently at a future meeting for feedback.

The meeting adjourned at 4 p.m.

ACTION ITEMS AND FUTURE MEETING TOPICS

Date.Item	Topic Category	Ask	Accountability	Action Item	Meeting Topic	ARMAC Target for Review
8-18.1	Compliance	Return with thoughts on comprehensive compliance tracking for efficiency and effectiveness. Do we have process and systems so that compliance is embedded in processes?	Amy Dennes	X	X	10.18
8-18.2	Communication	Discuss overall internal and external communications processes. Focus on internal communications with JCPS staff, culture building objectives.	TBD		X	TBD
8-18.3	Graduation Requirements	Discuss more in-depth definitions for college or career readiness, certificate programs, and measure/metrics of success.	TBD		X	TBD
8-18.4	Internal Audit Risk Assessment	Discuss with new CAE the risk assessment process. Discuss overall ERM process for JCPS. (Update 9.18 Discussed planning for risk assessment – Jodi to return in two months with initial risk assessment.)	Jodell Renn, Amy Dennes	X	X	11.18
8-18.5	Internal Audit Updated Plan	Review updated Internal Audit plan, CAE's ongoing monitoring and engagement with Cabinet, overall IA function staffing.	Jodell Renn	X	X	11.18
8-18.6	Review updated State Audit Recommendations	Discuss and assess management's plans to address issues, underlying root cause of issues, sustainability of actions.	Amy Dennes	X	X	10.18
8-18.7	Discuss Vision 2020 Action Items	Discuss actions items and Vision 2020 strategy to include metrics and measures of success, cause and effect to overall career and college readiness goals.	Dena Dossett		X	9.18
8-18.8	Equity Policy	Discuss equity policy implementation plans, how plans and measures of success will be identified and tracked.	TBD		X	11.18

Date.Item	Topic Category	Ask	Accountability	Action Item	Meeting Topic	ARMAC Target for Review
9-18.1	ARMAC Focus Areas	Committee members to determine areas for ongoing focused review.	TBD	X	X	11.18
9-18.2	Readiness Data Measures	Discuss in-depth the data used to track career and college readiness. (MAP…)	Dr. Dossett		X	12.18
9-18.3	Community Partnerships	Discuss the extent of community partnership to drive career and college readiness (Louisville Promise, pre-K programs, Academies…)	Dr. Dennes		X	12.18

PRIOR MEETING TOPICS / ACTION ITEM DISPOSITION

Date.Item	Topic Category	Ask	Accountability	Action Item	Meeting Topic	ARMAC Target for Review
8-18.7	Discuss Vision 2020 Action Items	Discuss actions items and Vision 2020 strategy to include metrics and measures of success, cause and effect to overall career and college readiness goals. UPDATE: 9.18 discussed Vision 2020 in Action will prioritize areas for focused review over the course of the next few meetings.	Dena Dossett		X	9.18