

Audit and Risk Management Advisory Committee
Jefferson County Public Schools
November 8, 2023
Stewart Auditorium

ARMAC Members Present: Chairperson James Rose, Co-Chairperson Rhonda Mitchell, Pedro Bryant, and Dr. Eric Russ

JCPS Staff Present: Eddie Muns, Jonathan Lowe, May Porter, John LeMaster, Chalynn Comage and Shari Mattingly

Board Members Present: none

Public Present: Leslie Grant

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

Approval of Minutes

Chair Rose requested a motion to accept the minutes of the September 13, 2023 and October 30, 2023 meetings, which was made by Mr. Bryant and seconded by Dr. Russ. The minutes were approved by a unanimous voice vote.

The Committee made introductions with Ms. Grant. Chair Rose advised that the Committee typically consists of seven members and is looking to bring on more as is recommended by Mr. Crabill's book, which will be reviewed in today's meeting.

Presentation of the "Great on Their Behalf" framework, based on the work of AJ Crabill – Leslie Grant, Student Outcomes Focused Governance Coach at the Council of the Great City Schools

Ms. Grant gave an overview of her background, which includes eight years on the Atlanta Board of Education. She explained that "Great on Their Behalf" focuses on stopping superintendent turnover, which averages two years, monitoring and student realities within a school district. Chair Rose asked for examples of districts that are currently executing the framework well. Cincinnati is the longest running board using this approach, at around five years. The Des Moines and Cincinnati districts worked together on presentations as both have new superintendents. Ms. Grant explained that the process works best with a coach and that election turnover plays a role in the need for a coach. Community understanding of the process, understanding where the board is in the process, and monitoring their progress are all critical to the success of the framework. ARMAC and Policy committees are experts that can support and advise the board across a broad spectrum.

When implementing the framework, a "policy and committee diet" is recommended for a board. Keeping legally required items but setting their goals to be outcomes for students. Many board concerns are within the purview of the superintendent, such as facility or transportation issues, customer service, etc. The community always wants to address their concerns with the board, as does the media, when it is in fact the superintendent's role to respond to these concerns.

On Friday, November 10, Ms. Grant and Mr. Crabill will meet with JCPS Board members all day to discuss the

book. They will be setting and agreeing on goals and guardrails, ensuring community feedback has been received and setting metrics for the superintendent. ARMAC is welcome to attend the meeting, as it will be a public meeting. Mr. Lowe confirmed that whenever the Board meets it is a public meeting and that a meeting notice will be going out 24 hours prior to Friday's meeting.

Chair Rose asked if JCPS data has been received for driving outcomes, as the Board needs to understand the current reality. Dr. Dossett has been working with the Council and provided the data. The Board must understand community needs, set-up measurement for data reporting (probably KPREP) and then give the superintendent five years to hit the target. Early 2024 will be the start of the monitoring process. Chair Rose enquired if onboarding of board members would include separation of politics and board responsibilities. The framework is for board members to go out into the community and update them on what is happening with student outcomes. ARMAC has a broader view, and Chair Rose asked to what degree does the Committee follow the Board's guidelines. Ms. Grant stated that the Board having oversight with ARMAC would be good. Building trust with the community is a priority. She also explained that the Council has many resources available and could assist ARMAC in filling the vacancies on the Committee. They also have a practice of getting boards to review their own meetings.

ARMAC is ready to offer their assistance whenever needed. Ms. Grant stated that the Committee should look at things the Board is not looking at, once the guardrails are in place. An example would be compliance related items, but also the five priorities that the Board is monitoring.

Internal Audit Update – May Porter, Director of Internal Audit

Ms. Porter presented an update of Internal Audit. She stated that IA is no longer conducting monthly monitoring of payroll and that she will be looking at IA monthly monitoring of both the SAF and attendance to determine the best way forward. Concern was mentioned as to Internal Audit's role in the monthly monitoring and if this would be better conducted by the Accounting Services area. Mr. Muns explained that the process began with IA because of resource allocation. Previously IA was staffed with several more auditors and had the ability to conduct this monitoring where Accounting Services did not.

Ms. Porter noted that the Council's new guidance to the Board is for audit reports to be published on the JCPS website. Currently reviews go to the superintendent. She also explained that there will be 6 to 8 on-site school reviews conducted this fiscal year. Co-Chair Mitchell would like to see the structure of the reports that are issued. Chair Rose asked if Ms. Porter has any concerns or surprises since coming on board with the District. She did say that the district is much larger and more complex than she realized.

New Business

The calendar for the 2024 ARMAC meetings needs to be set once the Board meeting calendar is finalized. Chair Rose would also like to track what the state is monitoring in the District.

Adjournment

Chair Rose made a motion to adjourn the meeting; Co-Chair Rhonda Mitchell seconded the motion. The meeting adjourned at 3:37 p.m.