



E-AGENDA MANAGER

# Duval County Public Schools

---

May 2, 2017, Board Workshop

Ms. Paula D. Wright, Chairman  
Ms. Ashley Smith Juarez, Vice-Chairman  
Ms. Becki Couch  
Ms. Cheryl Grymes  
Ms. Lori Hershey  
Mr. Warren A. Jones  
Mr. Scott Shine  
Dr. Nikolai Vitti, Superintendent

ATTENDANCE AT THIS MEETING OF THE DUVAL COUNTY SCHOOL BOARD: All Board Members were present. Dr. Nikolai Vitti, Superintendent, and Ms. Karen Chastain, Chief Officer of Legal Services, were also present.

Call Meeting To Order

[CALL MEETING TO ORDER](#)

Minutes: The meeting was called to order at 10:12 a.m.

Items To Be Discussed

[BUDGET](#)

Attachment: [2017-18 Budget Workshop IV.pdf](#)  
Attachment: [Agenda Budget Workshop IV.pdf](#)  
Attachment: [IDEA Final.pdf](#)  
Attachment: [Staff Allocation Model 1718-May 1.pdf](#)  
Attachment: [JRF Final.pdf](#)  
Attachment: [2017-18 One Pager. May 1 2017.pdf](#)  
Attachment: [Digital Final.pdf](#)  
Attachment: [Title I and II Final.pdf](#)

Attachment: [IM Final.pdf](#)  
Attachment: [General Revenue.pdf](#)  
Attachment: [Safe Schools Final.pdf](#)  
Attachment: [SAI Final.pdf](#)  
Attachment: [Title III Final.pdf](#)

Minutes:

Chairman Wright suggested due to the Board receiving the documents concerning the budget this morning, the Board take a 30-minute break and review the materials presented. The consensus of the Board was to take a break and review the materials.

The Superintendent gave an overview on the Legislative actions regarding Title I that took place on May 1, 2017, (see attached).

- There were concerns from the charter schools community in the last few years regarding not enough Title I dollars going directly to charter schools.
- Once initiatives are funded, if charter schools have the same criteria as traditional public schools, they will receive a proportional share of dollars as if they are part of the initiative.
- The Legislature is contemplating that all districts not have the flexibility to withhold any dollars at the district level and all dollars go to schools based on the number of the students enrolled.
- Board Member Couch stated one of the bills mentions the District has to provide District support at the same level, giving the total dollars to charter schools. She had concerns with charter schools stealing Title I dollars from Title I students in traditional schools and giving the full amount to charter schools. Once the charter schools become an LEA, they can apply for certain grants at the Federal level but the District has to include them in our grants as LEA and can double dip for the same dollars.
- The Superintendent stated the biggest issue is the willingness of the FDOE to support charter schools becoming an LEA because they cannot self regulate due to a history of financial concerns. The State does not want to regulate or hire an outside entity, instead they will retain the districts to monitor the fiscal operations of charter schools. The districts maintain the LEA status. They are trying to give the LEA status to charter schools but they do not have to own the monitoring process.
- The Superintendent stated if the bill passes, the programs listed would not be funded. The total cost for the programs are \$15,000,000.
- The school lunch program is funded through the US Department of Agriculture. Once a school reaches a certain number of free and reduced lunch students, every student can participate in the program.
- Chairman Wright stated the Board can voice their concerns to the public at the community meeting. There needs to be names called and the issues discussed. If Title I is lost, all children will lose out.

The Superintendent presented an overview of the 2017-2018 budget (see attached). Discussion included the following:

- The final budget number will change based on the final budget from the state.
- New conversations are being had in regards to Title II at the federal level. Title II could be funded but reduced.
- The roll is \$11,900,000 but could increase by the end of the close out of the school year. This may increase additional roll forward dollars at the end of the year which will be one-time money.
- Continuation of similar Quality Education for All (QEA) funding in the five feeder patterns that include Ribault, Raines, Jackson, Westside and Ed White High School of \$3,000,000. This would be a \$10,000 retention incentive and performance if the teacher qualifies. It would have to be collectively bargained, if the Board approves.
- If all reading coaches went into teaching positions, there would not be any ELA vacancies.
- Included in the proposed budget and part of the plan for next year is Cornerstone. This allows elementary, middle and high school teams to take a lesson from the curriculum and enhance it. It will be across departments in subject area and content so that it is richer and greater owned at the school level or among a team of teachers.
- Principals, assistant principals, and lead teachers will be trained in the Cornerstone process and identify Cornerstone Curators who will work with district specialists.
- Professional development would be at the Schultz Center. The Schultz Center would not provide the professional development.
- Each school would have two lead teachers. The lead teachers after negotiations would receive a \$2,000 stipend in addition to their regular pay.
- Board Member Jones asked about the cost saving for lead teachers vs. coaches. The Superintendent stated it could be possibly \$5,000,000. Lead teachers would be in every school.
- Board Member Hershey asked about the discussion that was had on having principals make the decision of having a reading coach or interventionist. The Superintendent stated it will create a monster of a headache with supplement and supplant; it can't be done. Funding would have to come outside of Title I. Title I money could not be used and funding would have to come from general revenue of \$9,000,000 - \$10,000,000 or a combination of adjusting resources and SAI.
- Over 1,000 anonymous elementary, middle and high school teachers from reading and math participated in a survey for a coach and interventionist. Chairman Wright reminded the Board this survey caused issues with the union because of the way it was phrased.
- Vice-Chairman Smith Juarez asked if there was an increase, decrease or revenue neutral from last year. The Superintendent stated there was an increase with revenue only.
- Vice-Chairman Smith Juarez asked how accurate is the roll. The Superintendent stated the closer to the end of June the more

accurate. The current projection is \$11,900,000 but do not see it higher than \$15,000,000. They will not know until the budget is closed and the numbers are run.

- Cornerstone is linked to the non-profit Unbound. Cornerstone is new and the District would be one of the first to use it. The Superintendent will forward to the Board information on the lead teacher concept.
- If a reading coach is funded in every school, Cornerstone would still be implemented as professional development.
- Vice-Chairman Smith Juarez requested the number of specialists at the District level that are supporting schools and the cost. The Superintendent will forward the information to the Board.
- Chairman Wright asked how does Cornerstone connect or disconnect with the Professional Learning Community (PLC) and enhancing the PLC process. The Superintendent stated it would enhance and Cornerstone is about the foundation.
- Vice-Chairman Smith Juarez requested the 25% threshold and what it means in terms of real numbers of teachers in each school. The Superintendent will forward the list to the Board.
- Reading coaches primarily work with new teachers. They are the greatest need. They do work with all teachers with common planning, PLC and faculty meetings.
- Staff will partner with DTU, teachers, and administrators to define a lead teacher. Then allow faculty and teachers to select the lead teacher. Coaches apply, are screened, attend Coaches Academy and then go into a pool to be selected by principals. Lead teachers would teach part of the day and coach, lead professional development, review data and other tasks the remainder of the day.
- Chairman Wright has concerns with holding lead teachers partially responsible for results and an increase in scores. She is concerned that teachers are not in the best position to select a coach. The Superintendent stated teachers should have a voice. Teachers do not feel coaches are always used for instructional purposes and principals use coaches in more administrative functions.

Meeting recessed for lunch at 12:02 p.m.

Meeting reconvened at 12:41 p.m.

- Board Member Couch asked what calculation is being used for the expected roll forward. The Superintendent stated it is the same process as used for the monthly fund balance report.
- Teach For America (TFA) is budgeted under Title II. If Title II is not funded, there would still be a contract and would consider Title I or another funding source to fulfill the contract.
- Board Member Couch requested data regarding TFA before the contract renewal process. The Superintendent stated he is waiting for staff to receive the information from TFA or run it internally and will send to the Board.
- There are six new teacher support coaches that are specialists. They differ from a Professional Development Facilitator (PDF) because

PDF's are at the school level and focus on compliance issues linked to certification.

- The Superintendent will follow-up with the Board on the data being used to support the feeder patterns for Ed White and Westside High School. He is open to not doing feeder patterns and focusing on individual schools if the Board would prefer.
- Board Member Couch expressed concerns with taking resources from one school, redoing a budget and then giving to only one subset of schools. There is continuous pull from different parts of town and then there are students that are left behind.
- Early dismissal can move to professional development days depending on the details.
- Board Member Couch stated the District has a literacy problem. Not all teachers integrate reading in all subjects. Reading coaches should focus on working with teachers in all subjects to include literacy instruction. There is backwards planning but would like the next Superintendent to focus on literacy. The Superintendent believes the District can do a better job of offering literacy across the content training and will be part of the professional development training.
- Chairman Wright asked if the District is continuing the process of all reading teachers being certified. The Superintendent stated the reading endorsement is on a voluntary basis.
- Embedded in the School Allocation plan is information related to incentives and teacher increases based on previous contracts. Chairman Wright reminded the Board this is a proposed amount and negotiations have not taken place.
- Board Member Couch wanted clarification on the increase of dollars from general revenue. The Superintendent stated it is used to balance the budget.
- Board Member Shine requested to see the projects that are being reduced and where those dollars are being spent. The Superintendent stated some items are listed in the proposed budget but not necessarily will these changes lead to this change. Chairman Wright stated these are valid points and will add them as a workshop topic.

Board Member Shine left at 1:32 p.m.

- Board Member Hershey requested to look at the OEA program data and has concerns with funding initiatives that are not moving the needle.
- Board Member Couch suggested numbers be attached to the slide regarding high level District budget information and initiatives. The Superintendent will forward the information to the Board.

Board Member Shine returned at 1:44 p.m.

- Board Member Couch requested the ratio for Supported Level of Academics (SLA) units to ensure the needs for all special needs students are being considered. The Superintendent will follow-up and bring back to the Board.
- Chairman Wright asked are there any external costs outside of the

District that assist with GRASP. The Superintendent stated there is a separate allocation plan and it is included in the allocation model. The only additional cost is for transportation but it is linked to Ft. Caroline Middle School and that will reduce the cost. There is a 501(c)(3) that will write grants to support projects and professional development but it does not fund positions. The Superintendent will provide a list to the Board regarding support from the 501(c)(3).

- Board Member Grymes wanted clarity on the Curriculum Audit and how it was paid. Michelle Begley, Board Internal Auditor, stated it was not in the 2017-2018 budget, but was included in the 2016-2017 budget. It did not come from within the Board budget. The Superintendent stated it came from lapse salary and a budget transfer to pay for the contract.
- Board Member Grymes asked for clarification with regards to how items are added to the Board budget and if there are processes, procedures, conversations and parameters. Chairman Wright stated there are parameters with the associations the Board is connected with and all items are discussed at the table.
- There has been conversation to doing the Board budget differently. Some Boards throughout the State have budgets per Board member.
- Chairman Wright has discussed with Mrs. Begley about looking into the cost for the constituent database from the Supervisor of Election office.
- Board Member Shine inquired about having an audit of the Board office with regards to staffing, structure, best needs and practices. He requested documentation with regard to travel on the agenda to include business purpose. Chairman Wright stated the information regarding travel can be added starting next month. She will follow-up on the cost of doing a Board audit.
- Board Member Shine expressed concerns about the legal services provided by Office of General Counsel (OGC) and it is obvious they do not work for us.
- Chairman Wright has asked OGC for an accounting and cost by category for the current cost and future billing associated with Legal.
- The legal plan has been approved by City Council and we are in the process of connecting with Jason Gabriel, General Counsel, to establish Chief Counsel, hiring two attorneys and one paralegal.
- Chairman Wright suggested a workshop to discuss companies to review Board structure and she will connect with Council of Great City Schools to see if this is a service they provide.
- Board Member Couch asked for clarity regarding the amounts listed on Legal budget referring to Board dollars. Ms. Begley stated she spoke with the Chairman and the split numbers are not in the Board budget. The charges are currently in the Legal budget for 2016-2017. They are not included due to discussions that had not taken place for the items and if they are going to be included. There has only been discussion about salaries and benefits. Ms. Chastain stated the items are the expenses that are currently with the Office of Legal Services and R/C 1600 that provide the tools to complete their jobs. Board Member Couch asked if this will eliminate the Legal budget. Ms. Chastain stated it will eliminate R/C 1600. Chairman

Wright stated she will meet with staff to discuss and bring back to the Board.

- Board Member Couch wanted clarity regarding the line item for Cornerstone Investment with Chamber of Commerce in the amount of \$12,500. Vice-Chairman Smith Juarez stated Cornerstone is now JaxUSA and the name needs to change on the line item.
- Chairman Wright stated she will meet with Ms. Begley and bring back a complete report with regard to the Board budget and discuss the numbers with the extra person in terms of the social media aspect. There can be a discussion at a workshop on the new person, have input from the Board and estimated cost.
- Chairman Wright reminded the Board the challenge is literacy and how should our budget reflect that we are concerned and ensure our dollars and resources our going to initiatives and staff to improve academic achievement.
- Forty-four ISP teachers will go into the teacher pool if they are replaced with paraprofessionals.
- Consensus of the Board is to keep graduation coaches if funded by Title I. If there are changes within the State budget, graduation coaches will be revisited.
- Jacksonville Teacher Residency (JTR) program is currently funded under Title I. If there are changes, it will be funded under District funds.
- Vice-Chairman Smith Juarez stated University of North Florida Urban Professional Development School Partnership (UPDSP) offers the greatest and longest return on the investment.
- Chairman Wright stated there is not a strong professional development program. There needs to be a focus on how to retain teachers.
- Board Member Hershey expressed concerns with the data she has seen regarding QEA and the amount of money being spent without seeing student gains. She does not see continuing with QEA.
- The QEA program would be a retention-only, three-year program with a cost of \$3,000,000 per year. The parameters would include \$10,000 to retain teachers and an opportunity to gain \$10,000 to teachers who did not qualify but their data moved. The Superintendent would recommend the District fund the teacher incentives and make a recommendation to the QEA Board to fund principal incentives.
- There is no commitment with TFA, it will expire this year. The original contract was \$600,000 per year but the number has gone down to \$400,000 - \$450,000 for three years due to the reduction in corp members. The proposal would be for \$400,000 each year for three years with 50 corp members.
- Board Member Hershey stated being a new Board Member and attending training through the State has allowed her to speak with other Board Members and they have looked at TFA in depth and decided not to continue.
- TFA did provide all the corp members outlined in the contract.
- Board Member Couch recommended giving Ready Set Teach an opportunity to grow the program. She would like the District to grow those initiatives for teacher development and residency. It will

benefit our city locally.

- Board Member Couch will share research with the Board and staff on teacher retention including the Bill and Melinda Gates Foundation and national data.
- QEA spent \$2,500,000 - \$3,000,000 on principal bonus dollars to recruit.
- Board Member Shine stated he has a hard time defunding projects without knowing where the dollars will be spent. He would like to fund all the teacher retention and recruiting programs unless there are other options.
- Board Member Jones prioritized UPDSP, JTR, QEA and TFA with regards to teacher recruiting programs.
- Board Member Hershey prioritized UPDSP, JTR and would delete QEA and TFA.
- Board Member Couch would prioritize UPDSP, JTR, cut TFA and move the monies to the JTR program or improve the Ready Set Teach program within the District. QEA would need to be restricted to gain support.
- Chairman Wright would fund UPDSP, JTR and not fund TFA. She would like to see dollars move more towards marketing to attract new people, improve research and development, professional development and invest in Ready Set Teach. She will schedule a meeting with Wayne Weaver, QEA Chairman, to discuss the \$5,000,000 and how the dollars will be used.
- Board Member Grymes prioritized UPDSP and JTR. She agreed with Board Member Couch to give dollars to the Ready Set Teach program to grow the program within the District.
- Vice-Chairman Smith Juarez would prioritize UPDSP. There are reservations concerning JTR and whether the program is retention for teachers or leadership development. With regards to QEA, there has not been a return on the investment. TFA would need retooling to be more effective in terms of dollars being spent.
- Board Member Jones is in favor of keeping reading interventionists over a reading coach.
- The Superintendent stated if the Board decides to fund a reading coach in every school, reading coaches in Title I schools could be funded through using Title I. Non-Title I schools would be funded through Title II. This would require shifting or eliminating some programs in Title II to SAI.
- In order to have a reading coach and reading interventionist in every school, there would need to be a cut of \$9,000,000 in general revenue or \$6,000,000 in Title I and \$3,000,000 in Title II incentives. Currently, there is not a reading interventionist in every school. All elementary Title I schools have a reading interventionist. Large elementary schools have a reading coach that is used as a reading interventionist. The lowest 300 have a second reading interventionist. Middle and high schools that are an F or D have a reading interventionist.
- Board Member Couch has concerns with new leadership and adding programs with a three-year commitment and having to hold them accountable. There is value in a reading coach and has reservations

about a lead teacher. Reading interventionists can be structured through the District and revisited to see if they can be allocated back to schools.

- Vice-Chairman Smith Juarez supports schools having a reading coach.
- If math coaches are funded, other initiatives will come off the budget. Consensus of the Board was to fund math coaches.

#### Four-day work week

The Superintendent brought to the attention of the Board the request from staff to go to a four-day work week starting June 12, 2017, and ending July 27, 2017, for District administrators and staff. This is not the recommendation of the Superintendent. The consensus of the Board is to move forward with the four-day work week with 10-hour days.

#### Adjournment

#### ADJOURNMENT

Minutes:

The meeting was adjourned at 4:16 p.m.

NS

---

Superintendent

---

Chairman