

**Superintendent's Office**  
**State of Division Summary**  
**October 31, 2019**

<b>Division:</b>	<b>Superintendent</b>
<b>Department:</b>	<b>Superintendent's Office</b>
<b>Department Head:</b>	<b>Malcolm Thomas, Superintendent</b>

**Staffing (19/20):**

**Cost Center Numbers for employees (list all applicable) 4001, 4006, and 4010**

Number of Employees	<u>4001</u>	<u>4006</u>	<u>4010</u>
<b>Total Department:</b>			
Admin	2	2	0
Prof/Tech	8	6	.64 <sup>1</sup>
Instructional	0	0	0
ESP	2	1	1
*Not counting elected official	12.64*	9	.64

\*\* One held vacant.

<sup>1</sup>Percentage of position funded by district

**Budget Summary (without personnel) (19/20):**

	<u>4001</u>	<u>4006</u>	<u>4010</u>
General Revenue Budget:	\$ 203,200	-0-	23,250
Federal Project Budget (specify)	\$		
State Project Budget (specify)	\$		

No change from previous year. *Does not incorporate cost savings of salary for Project Coordinator-Mentor Program still held vacant.*

**Department Summary:**

**1. Scope of Operations**

This division represents the CEO and immediate staff responsible for administration of the district in its entirety. The Superintendent, as CEO, oversees the entire district, with the Deputy Superintendent responsible for the day-to-day operations. As such, this department supervises Assistant Superintendents and their subordinates. Immediate staff within this division includes the Executive Assistant to the Superintendent, Office Administration Specialist, Administrative Recording Secretary, Investigator, Coordinator II – Public Relations, and Administrative Specialist. The Coordinator of Student Engagement and Administrative Secretary III also fall under cost center 4001.

The Deputy Superintendent provides leadership and support to schools and administrators throughout the district. This position is the conduit between the district and national and area

law enforcement agencies, community support organizations, emergency operations, as well as the Escambia County Public Schools Foundation.

The Coordinator of Student Engagement (formerly Court Liaison) and his office handle the disciplinary decisions, student hearings, formal hearings, expulsions and placement of students in alternative education settings. This department also handles the students offered “in lieu of expulsion” opportunities, which includes offers of alternate placement. This department currently has one (1) college student assisting in the operation of the Coordinator of Student Engagement office.

The Investigator conducts independent research/investigation and interviews relative to situations within the purview of the Superintendent and Executive Staff. This position is responsible for making contact and maintaining a professional relationship with local, county, state and federal law enforcement entities, children and family advocacy groups (DCF), various prosecutorial jurisdictions, school administrators, groups representing the District and employees relating to matters concerning violations of School Board policy, procedures and applicable criminal statutes. The Investigator continues to represent the District as the primary contact with law enforcement agencies for investigations and intelligence purposes. This includes being a member of the Regional Domestic Security Group Task Force (RDSTF), being the Region One Committee Representative to Education Focus Group (K-12), as part of the state wide Domestic Security Coordinating Group (DSCG), coordinated as part of the Department of Homeland Security. The Investigator also represents the District in a regional Law Enforcement Supervisor Association, a liaison group which discusses law enforcement efforts through the panhandle of Florida.

The Administrative Recording Secretary is responsible for recording, transcription and maintenance of official records of School Board meetings and workshops, and handles the posting to/enhancements of the website links for agendas, minutes and video streaming of meetings. This position is responsible for handling all of the legal advertising process, including accounting functions via Skyward for the district. The Administrative Recording Secretary coordinates documents for numerous monthly meetings and workshops, as well as maintaining the electronic agenda, minutes and amendments to these fluid documents.

The Executive Assistant to the Superintendent is responsible for assisting the Superintendent with reaching his vision for the district, and, along with the Deputy Superintendent provides assistance to district administrators and staff. She also records and maintains records of all meetings scheduled (daily, weekly, monthly, etc.) for and by the Superintendent, including but not limited to: Executive Staff, Leadership Team, Personnel Planning Document Review, as well as civic and community events. This position is responsible for coordination of calendar events for the Superintendent of Schools, and also provides assistance during School Board workshops, meetings, and other events as deemed necessary.

The Office Administration Specialist provides assistance to the Deputy Superintendent, and district administrators and support staff on a daily basis, performing payroll, budget and financial reconciliation duties for the department. This position is the liaison for elevated security alert notifications throughout the district, recording and maintaining the District Incident Response Log. This position handles public records requests for the district, coordinating with department supervisors. In the absence of the Administrative Recording Secretary and/or Executive Assistant to the Superintendent, this position performs those duties as necessary.

The Administrative Specialist position provides full time support to the Executive Assistant to the Superintendent, Office Administration Specialist, Investigator, Coordinator II – Public Relations and the Administrative Recording Secretary. During the 2018-2019 year, this position has provided much needed assistance in handling public records requests. Due to the transfer of student record subpoena processes to the Superintendent’s Office, the Administrative Specialist is responsible for timely processing of student records requests for Juvenile Court attorneys and staff. This position also provides assistance to the Superintendent and Deputy Superintendent on a daily basis, and Assistant Superintendents as needed.

The Coordinator II – Public Relations position is responsible for positive news/media information, primarily to inform the community at large about successes and student achievement within the district. This position coordinates media requests and assists schools and departments when they have a story idea to propose to the media, which includes composing and distributing news releases daily, weekly and quarterly, and utilizing social media outlets.

The Coordinator of Community Involvement, the Project Coordinator-Mentor Program and Administrative Secretary II make up the Community Involvement Department, which is cost center 4010. The Project Coordinator-Mentor Program position is also being held vacant during fiscal year 2019-2020. As a result of this vacancy, the Coordinator of Community Involvement and Administrative Secretary II have shouldered additional responsibilities, in order to maintain and streamline the mentor program capabilities. This department is responsible for training all school-based volunteers, and business partner coordinators, handling the recruitment, training and placement of mentors. This department also handles various annual events for the district, such as our Employee Retirement Program and Ceremony, the United Way of Escambia County Campaign, and various employee and volunteer luncheons. Currently an ACE student assists with the production of information, and the position is actually split between Community Involvement and School Choice.

The Executive Director – Escambia County Public Schools Foundation is a position 64% funded by the district and 36% by the Foundation Board, which is a transition from previous years. This revision was implemented with fiscal year 2019-2020 in order to enhance comprehensive Foundation fundraising utilizing community resources to ensure a quality public education and academic advancement for students.

## **2. Recent Efficiency/Cost Reduction Initiatives**

During the 2018-19 school year, the Deputy Superintendent’s District Incident Response Log reflected **926** situations requiring notification and/or support to administrators and department supervisors, most requiring local agency responses. This was an increase of 274 incidents documented/recorded over the previous year.

The Office Administration Specialist and Administrative Specialist both coordinate public records requests, handling 134 requests during the past year. These requests resulted in collection of \$4,873.11 in copy and staff charges, with requests currently outstanding in excess of \$1,390.90. During the time six-month time period of May 2019 (assigned responsibility) to date, 200 student record subpoenas have been processed for authentication.

The Investigator for the district handled 82 investigations. All of these investigations are resolved, with their results briefed to appropriate authority for determination of disciplinary action. This position continues to record (audio/video) interviews and document investigative efforts for

presentation as part of both disciplinary and law enforcement proceedings. These investigations often involved contact with multiple agencies, to include local, state, and federal agencies, and have resulted in multiple criminal prosecutions or adverse personnel determinations. The Investigator is also responsible for the Fraud/Abuse Hotline, managing 80 reported incidents during 2018-2019. This position also provides resources/research tools or assistance to other departments, working closely with the Manager of Information Systems Security and Coordinator of Student Engagement as requested.

The Coordinator of Student Engagement effectively schedules due process hearings geographically closer, in order to reduce local travel expense, and by conducting multiple hearings at the same school when feasible. A total of 19 students were recommended for expulsion for the 2018-2019 School year, with 207 students offered disciplinary reassignment. Resources and work-related items were added as a departmental resource on the district website. This position continues to handle responsibilities as the District Coach for Positive Behavioral Interventions and Supports (PBIS) for grades K-12. This position has also worked closely with the district IT staff to enhance notification processes for principals utilizing the FOCUS student information software.

The Coordinator II – Public Relations position handled the information posted to the School District Website via Facebook, district wide calendar events, and issued 327 news releases to promote events and district announcements last year. By end of the fiscal year, over 6,320 photos, 132 photo albums and 72 videos (some internally created, others shared from local media) had been posted.

The Community Involvement Department has continued the cost savings in providing the Parent Guide electronically, via the district website, versus printing the copies for distribution. In working closely with district IT staff members, the mentor data base has been enhanced. The Youth Motivator Mentoring Program has worked diligently to increase the accuracy of data and the number of mentors in our schools during this past year.

### **3. Successes.** Update goals from the 2018-2019 state of division plan.

- Superintendent has “rounded” every school in district twice; and the Deputy Superintendent has “rounded” every school in the district; a vast majority more than once
- School Board Agenda/Minutes continue to be uploaded to district website by Administrative Recording Secretary
- Law Enforcement Canines (K-9) conducted 327 sweeps, with 6 alerts/1 positive find
- Placed 207 students in Disciplinary Reassignment Programs
- Letters written to every student scoring a level 5 FSA/EOC
- 968 manage-up notes written to staff and others personally by Superintendent
- Continued to reduce amendments and/or adds to School Board agendas as a result of deadline for agenda back-up materials being the same as agenda items, along with administrative review of agenda prior to publishing
- Graduates of 2019 earned over \$33 million in scholarships
- Escambia County Public Schools Foundation Superintendent’s Circle provided funds to be utilized in classrooms – total approximately \$870 per month
- Opened new Kingsfield Elementary School and Beulah Middle School
- Implemented random metal detection search at all schools
- Implemented “Stop the Bleed” and First Aid Training at all sites

- Trained all student contact staff in Mental Health First Aid
- Continue to implemented Evidence Based Leadership Evaluation Systems for : 1) Educational Support, 2) Non-School Based Administrators, and 3) Professional/Admin Contract Personnel
- Completed renovations of Exception Student Education Department, including occupying new facilities
- Success Academy program for overage middle school students continues to increase in population.
- All divisions continue to be in the process of compiling a Standard Operation Procedure manual, with a standard format throughout the district
- Graduation rate increased to 80.7%, which is projected to increase, and reflecting ten consecutive years of improvement
- Gymnasium construction underway for Brown-Barge Middle School
- Increased accounts registered by 36% by parents in the Parent Portal Accounts
- Implemented a comprehensive plan to improve student behavior issues at the elementary level (Camelot, KAPS and ICARE programs)
- No F Schools during 2018-2019
- School District rated a “B” for second consecutive year.
- Significantly reduced the number of school safety infractions
- Reduced number of “D” schools from 14 to 4
- 92% of schools are rated a “C” or higher
- Percentage of Disciplinary Reassigned students reduced by 9.5%
- Successfully implemented District Mental Health Plan, to provide mental health services at all schools
- Transitioned West Florida High School facilities to repurposed Burgess Road location
- Completed implementation of secure, single point of entry for all campuses

#### **4. Department Short Term Goals (to be accomplished by the end of 2019-2020)**

- Increase number of A and B Schools
- Eliminate D Schools
- Implement water testing procedures for targeted/aging school facilities
- Research products available and obtain “panic button” software
- Continue to improve graduation rate, matching or surpassing state average
- Continue to Implement Vision 20/20 program/strategies and implement the learning management system “the CORE LMS.”
- Continue to increase the effectiveness of the Escambia County Public Schools Foundation
- Continue to harden secured areas of single point of entry on every campus
- Create plan to successfully recruit and retain qualified teachers, as well as critical educational support personnel (school bus operators, aides, custodial staff)
- Increase number of classrooms using “the CORE LMS.”
- Decrease the achievement gap between African American students and other sub-groups
- Assist in the transition from elected to appointed Superintendent of Schools
- Locate a tenant for the former McMillan Pre-K facility
- Successfully implement i-Ready (a software delivery platform curriculum which personalizes to unique needs of students) throughout the K-5 grades and also at the two DA middle schools

- Refine budget process in order to fund progress to increase employee salaries
- Complete enhancement of current surveillance capabilities on every campus
- Strive to decrease the number of student removals by 20% for 2019-2020
- Integration of discipline matrix in FOCUS making the process more efficient and allowing Deans more time to interact with students in and out of the office
- Initiate implementation of High School Photo ID cards
- Develop an effective marketing plan, which highlights the strengths of the District
- Hire Campus Security Officers for bell to bell coverage at each school

## **5. Department Long Range Goals**

- Be an “A” School District
- Develop method for implementation of performance pay for next phase, including Instructional, Professional and Educational Support Personnel
- Continue to reduce operating costs (global effort)
- Construct a new west side elementary school
- Continue to move district toward paperless operation
- Continue transition to new Florida Standards Assessment requirements
- Reactivate district recycling efforts
- Enhance trauma informed care training of staff members
- Implement all electronic textbooks at the secondary level
- Increase engagement of community business partners
- Develop strategies to enhance customer service within schools and departments, including prompt telephone etiquette.
- Maintain a grade of “B” or higher rating of cleanliness in schools
- Increase beginning teacher salary to \$40,000 annually
- Increase salaries for ESP and Professional employees at entry level
- Acquire property within mid-county region to address future growth
- Plan efforts to renew One-Half Cent Sales Tax Referendum which expires 2028
- Implement requirement of photo identification cards for middle/high school students
- Improve timekeeping processes for district employees
- Assist in acclimation of new Appointed Superintendent 2020-2021
- Create dashboard to visually display district data; academic, finance and operations
- Retrofit outdoor lighting with energy saving LED lights

## **6. Major Challenges for Department**

- Manage budget without cutting services for students
- Maintain instructional dynamics, and employee and student morale through future assessment requirement transition
- Aging HVAC equipment/facilities and limited funding
- Maintain high level of service to stakeholders with diminishing resources
- Walkability issues within community – lack of sidewalks in walk zones
- Continue efforts to enhance public confidence in public education
- Increase rigor of standards at elementary education level
- Reducing elementary schools in the low 300 for reading performance
- Eliminate all schools within differentiated accountability status
- Hiring and retaining highly qualified teachers and support staff

