

GISD Forensic Audit Report

March 26, 2018

Dr. Demetrus Liggins
Superintendent of Schools
Greenville Independent School District
4004 Moulton Street
Greenville, Texas 75401

Dear Dr. Liggins:

The purpose of this document is to provide a written report of significant findings noted during the course and scope of our examination. This report and its contents are intended solely for the information and use by the Greenville Independent School District. This report and its contents are not intended for general circulation or publication, nor should it be reproduced for any purpose other than as outlined above. We do not assume any responsibility or liability for losses occasioned to one or others as a result of the circulation, publication, reproduction or use of our report contrary to the conditions of this paragraph. The validity of our report is predicated on the extent to which full, honest and complete disclosure was made by all parties.

Engagement Scope

We were retained to perform a forensic audit (“audit”) as a result of certain concerns that had come to the attention of the Greenville Independent School District (the “GISD” or “District”). The nature and scope of our examination was limited to procedures requested by the District and included the inspection of documents and records, voluntary interviews of appropriate personnel, and other such evidence gathering procedures as deemed necessary under the circumstances.

Our procedures included inspection, on a test basis, of documents and records, and involved judgment about the number of transactions examined, and the areas tested. However, because of the concept of reasonable assurance, and because we did not perform a detailed examination of all transactions, there is risk that irregularities, or illegal acts, including fraud or defalcations, may exist, and not be detected by us.

Background

Greenville is a city in Hunt County, Texas, and is located approximately 50 miles northeast of Dallas, Texas. Greenville is the county seat, and the largest city in Hunt County with a recorded 2010 census population of 25,557.

The GISD is a public school district based in Greenville with an enrollment of approximately 5,500 students. The GISD is governed by a seven-member Board of Trustees elected to staggered three-year terms. In turn, the Greenville Independent School District is managed by a Superintendent of Schools hired by the GISD Board of Trustees.

On January 16, 2018, the GISD Board of Trustees voted to approve a forensic audit for the Greenville Independent School District. Board vote was 7-0 in favor of the audit. In addition, GISD trustees discussed at that time the importance of having community input into the forensic audit process, and approved a GISD town hall meeting in advance of audit to allow community members to express their concerns regarding the District, and to ask and have answered their questions. (Exhibit "A")

Important to note significant findings and recommendations detailed herein were discussed with GISD administration officials in advance of written reporting, and that this written Report was not given for review, comment or change to any GISD attorney, employee or trustee in advance of its issuance.

GISD Administration

The current GISD Superintendent inherited a mess created by years of incompetence, neglect and mismanagement. There were examples everywhere of residual, carryover issues from the former GISD Superintendent's administration:

1. GISD wire transfer payments to 2014 Bond General Contractor, staff unable to reconcile;
2. GISD primary bank account with comingled vendor and payroll payments, staff unable to reconcile;
3. GISD employee payroll overpayments identified as problematic by GISD officials months ago, still occurring;
4. Reconciliation of GISD Skyward Absenteeism system to AESOP substitute requests, identified as problematic months ago, still not occurring;
5. Large volumes of CPA firm adjusting journal entries at end-of-annual-audit needed to correct GISD books and records for each of the past three fiscal years; and
6. Budget variances that have significantly reduced GISD reserves to below acceptable levels, prohibited teacher raises, and restricted District planning for the next fiscal year.

As such, we recommend the GISD Business Manager position be eliminated, and replaced with a CPA Controller with the experience and education necessary to advance to GISD Chief Financial Officer, in line with best practices for succession planning.

In addition, we recommend GISD Accounting, Human Resources, and Communications staff roles and responsibilities be reviewed for possible personnel realignment, replacement, or reduction at the earliest possible time in order to improve administrative performance, and reduce bloated employee compensation.

GISD Annual Audit

Best practices mandate a rotation of CPA audit firm every three to five years. However, we are recommending the GISD continue retention of Rutherford, Taylor & Company for at least one additional year to ensure stability in GISD financial reporting, and continuity during staff change.

GISD Bank Accounts

GISD cash disbursements and employee payroll are drawn on the same cash account, contrary to best practices. Accordingly, we recommend that GISD establish a separate account for use in processing payroll, and that the payroll account balance be limited to funds needed to meet employee payroll. In addition, we recommend each bank account be reconciled monthly, and that procedures for reconciliation be improved to include the inspection of cancelled checks and deposit slips for possible alteration.

FY2017-18 Budget Variances

GISD budget variances reported for FY2017 and FY2018 in the amount of \$6.4 million, and \$2.7 million, respectively, were reviewed during audit. Included with our review were GISD bank statements, cash disbursements journals (check registers), and interviews with appropriate GISD personnel, both current and former.

Base upon our findings, there was no evidence to support the conclusion that misappropriation was responsible for these budget variances, but rather a combination of incompetence and staff errors, some seemingly intentional, resulting in these outrageous variances to budget.

Leasor Crass Investigation

On October 27, 2017, GISD Superintendent Liggins retained the law firm Leasor Crass to conduct an independent investigation concerning GISD employee Ralph Sanders regarding payments made to a former District employee, and any other concerns raised during the investigation. Leasor Crass investigative attorney Castillo was given primary responsibility for conducting the investigation which began the next day.

On November 10, 2017, law firm Leasor Crass issued its independent Report of Investigation (the "Leasor Crass Report") to Superintendent Liggins and the GISD Board of Trustees. The following are excerpts from the Leasor Crass Report.

Leasor Crass Report - Introduction

1. Ralph Sanders held the position of Director of Human Resources for approximately 8 years. Prior to that, he served as a teacher and a principal in the GISD.
2. Dr. Liggins was appointed GISD Superintendent in April 2017. Some weeks after Dr. Liggins was on the job, Sanders asked Dr. Liggins if a paraprofessional (Special Education teacher's aide) named Tevin Brookins could be reassigned to another campus because the principal had requested to terminate Brookins' employment. Sanders explained that Brookins was Sanders' mentee. Dr. Liggins agreed to allow Brookins' reassignment to another campus.
3. On July 17, 2017, Dr. Liggins announced that Sanders was Chief of Operations, but that he would continue to also serve as Chief of Human Resources until someone was hired to be the new Chief of Human Resources.

4. On August 7, 2017, Dr. Liggins, other GISD administrators, and the GISD Chief of Police were made aware of a Facebook post written by Brookins. In the post, Brookins stated that he wanted to kill police officers, and referred to them as "pigs." Dr. Liggins directed Sanders to terminate Brookins employment with the District.
5. On August 8, 2017, GISD HR Executive Ralph Sanders allowed Brookins to resign.
6. During the week of October 23, 2017, the GISD Payroll department discovered Brookins was still receiving paychecks even though his employment ended on August 8, 2017. Upon further investigation, it was discovered that Sanders had been picking up these paychecks at the administration office receptionist's desk, and personally delivering them to Brookins. In light of this information, Sanders was placed on administrative leave on October 27, 2017, pending an investigation.

Leasor Crass Report - Findings and Conclusions

7. Ralph Sanders either knew or should have known that Brookins should not have been receiving checks after August 2017, and especially not in October 2017. With all of Sanders' HR experience, he should have questioned why Brookins was continuing to receive checks.
8. The documentation and information gathered all indicates that it was Sanders who made the decision to give Brookins the opportunity to resign, and then typed Brookins' resignation letter for him and took it to him for signature at his home. Sanders then personally assisted Brookins with his unemployment claim by preparing and filing the request for an appeal after the claim was denied.
9. Sanders actions are serious violations of the duties employees owe their employers including the following:
 - a. The District prohibits fraud and financial impropriety, as defined below, in the actions of its Trustees, employees, vendors, contractors, agents, consultants, volunteers, and others seeking or maintaining a business relationship with the District. Fraud and financial impropriety shall include but not be limited to:
 - i. Misappropriation of funds, securities, supplies, or other District assets, including employee time;
 - ii. Impropriety in the handling of money or reporting of District financial transactions; and
 - iii. Any other dishonest act regarding the finances of the District.
10. Ralph Sanders has been untruthful in his explanations to GISD Superintendent Liggins, as well as to Leasor Crass attorney Heather Castillo during his interviews as part of this investigation.

Of concern during audit, the Leasor Crass Report of Investigation, all fourteen typed pages, reads like a scathing indictment of the events and circumstances re former GISD employees Ralph Sanders and Tevin Brookins, and yet the report contained no referral to law enforcement, nor was any made by GISD officials. (Exhibit “B”)

Leasor Crass Report - Subsequent Events

On February 12, 2018, concern by this auditor that the Leasor Crass Report appeared to contain evidence sufficient for any investigator to conclude collusion and misappropriation of taxpayer dollars, but without referral to law enforcement, was met with resistance. (Exhibit “C”)

On February 14, 2018, this auditor was invited to attend a meeting with Dr. Liggins and GISD Walsh Gallegos attorneys Laura McLean and Craig Wood. During this two-hour meeting, District attorneys challenged, and argued against this auditor’s opinion re the facts, findings and conclusions set forth in the Leasor Crass Report, and promised litigation should this auditor report the Sanders’ matter differently, or pursue a referral to law enforcement. (Exhibit “D”)

On February 27, 2018, this auditor learned for the first time that an advance copy of the Leasor Crass Report was provided to Dr. Liggins, and that changes were made to the Leasor Crass Report as a result of review by Dr. Liggins and GISD attorneys Walsh Gallegos. (Exhibit “E”)

In this auditors view, the Leasor Crass Report was both timely and helpful in understanding the events and circumstances surrounding the forced departure of Sanders, but it failed to disclose:

- the Leasor Crass independent Report of Investigation was edited by GISD officials and GISD attorneys Walsh Gallegos prior to its issuance to GISD Board trustees;
- the independent investigative law firm Leasor Crass allowed a change in both scope and agreement after completion of investigation, immediately before final reporting; and
- the recommendation by law firm Leasor Crass that the Sanders matter be referred to law enforcement should Sanders not agree to return GISD funds, included with report when first written, was deleted prior to the report’s issuance to GISD trustees. (Exhibit “F”)

As such, we recommend law firm Walsh Gallegos Trevino Russo & Kyle (“Walsh Gallegos”) be suspended for the time needed to review all legal advice given to the GISD Board during the past two years that has affected GISD policy and/or procedures, and then terminated.

In addition, we recommend that the GISD Board retain separate legal counsel, in addition to GISD General Counsel, that would report directly to GISD trustees, and would assist the Board in evaluating advice and recommendations from GISD Superintendent and General Counsel.

GISD Cronyism, Mismanagement & Misappropriation

On Tuesday, February 27, 2018, this auditor interviewed GISD employee Jimitri Green. The following are excerpts from notes taken during interview, as well as documents pulled from GISD files.

1. On September 1, 2015, Jimitri Green was hired by the District for the position of "Special Education Classroom Aide" with an hourly rate when annualized of about \$13,500. (Exhibit "G")
2. On August 8, 2016, GISD HR Executive Sanders moved Green to administration for the position of HR Clerk with an annual salary of \$25,000.
3. On October 3, 2016, just weeks later and without any request or complaint from Green re compensation, GISD HR Executive Sanders increased Green's annual salary from \$25,000 to \$30,000. (Exhibit "H")
4. On April 20, 2017, six to seven months later, upon request by GISD employee Green, District HR Executive Sanders created a new administrative position for HR Investigator, and then moved Green into the position with GISD Superintendent Liggins' approval at an annual rate of \$40,000. (Exhibit "I")
5. On July 17, 2017, then recently hired GISD Superintendent Liggins announced Sanders would be Chief of Operations, and that Sanders would also continue to serve as Chief of Human Resources until a replacement could be hired.
6. On August 1, 2017, just months later, GISD Executive Sanders created yet another new administrative position for Green, this time as School Operations Coordinator with an annual rate, adjusted for annual stipends, of \$40,600. (Exhibit "J")

Important to note the GISD position of HR Investigator approved only weeks earlier by GISD officials, and presumably considered essential to GISD operations, was immediately eliminated upon Green's transfer to "School Operations Coordinator."

On a separate but related note, determined during audit was the following re GISD employee Sydney Hanner:

1. On April 22, 2014, former GISD Superintendent Don Jefferies hired Sydney Hanner as Director of Community Relations, a position left vacant by departing GISD employee Kelli Tharp. Sydney Hanner's starting annual salary was \$55,000, plus annual stipends in the amount of \$2,400. (Exhibit "K")
2. On July 1, 2016, former Superintendent Don Jefferies approved an increase in Hanner's annual salary from \$55,000 to \$61,265.
3. On September 16, 2016, former GISD Superintendent Jefferies approved yet another increase in Hanner's annual salary, this time to \$80,000, for a total increase approved by Superintendent Jefferies of \$25,000, in less than three months.

Important to note Superintendent Jefferies' reason for the most recent increase was Hanner's new assignment to the position of GISD Director of Community Relations, which according to GISD documents, was a position Hanner already held since first employment on April 22, 2014. Also important to note GISD employee Kelli Tharp, previously resigned, then rehired by former Superintendent Jefferies, had once again resigned, effective just days earlier on September 13, 2016. (Exhibit "L")

Ethics & Other Issues

On or about July 1, 2017, GISD HR personnel determined that an error had occurred months earlier when inputting GISD employee Sydney Hanner's payroll information, resulting in nineteen (19) consecutive overpayments totaling \$12,762.28. HR personnel corrected the error at that time without discussion with employee Hanner (Exhibit "M")

On or about July 13, 2017, GISD Director of Community Relations Hanner realized the error correction by opening her pay envelope, and seeing the reduction. According to Hanner, she immediately went to GISD HR to discuss the matter, and was advised of the error and the amount of overpayment, and then told, since no one was asking or complaining about the overpayment, she should keep the money, and that repayment would not be necessary.

On Tuesday, February 20, 2018, this auditor had a brief conversation with employee Hanner who readily confirmed the overpayment had occurred, acknowledged speaking with GISD HR about the matter, and stated she was, in fact, told by GISD HR that repayment would not be necessary. Hanner also stated both GISD Executive Sanders and GISD HR Supervisor Brooks were present when she was told repayment would not be necessary, but that she could not specifically recall who told her to keep the money. Hanner was then advised by this auditor that gifting of taxpayer monies is a crime, and requested Hanner search her notes and calendar for anything that could help her better recall specifics.

On Wednesday, February 21, 2018, Hanner returned to advise this auditor she was unable to locate any notes or emails that would help provide more specifics, but then stated she now believed it was HR Supervisor Brooks who told her that no repayment would be necessary, and that she should keep the \$12,762.28 payroll overpayment since no one was complaining.

During the days that followed, this auditor discussed this matter with HR Supervisor Brooks who emphatically denied having told Hanner to keep the money, and further stated she had advised GISD HR Executive Ralph Sanders of the overpayment immediately following first discussion with Hanner, but then never heard back from either Hanner or Sanders regarding repayment.

Upon further discussion with Hanner now to include HR Supervisor Brooks comments as above noted, Hanner recanted, now stating she knew someone had told her to keep the money, but could not recall exactly who made the statement, but did recall that the statement was made.

On December 15, 2017, GISD employee Hanner had a meeting with GISD HR Executive Kirk for the purpose of filing an unrelated complaint. According to notes taken during interview by GISD HR Executive Marcia Kirk, Hanner made the following statements during that meeting: (Exhibit "N")

1. Hanner explained that former GISD Superintendent Jefferies "gave her the (\$80,000) salary" when the other director (Kelli Tharp) left;
2. Hanner stated she found out this year (2017) that her salary was wrong, and she talked to GISD HR about it;
3. Hanner stated she received more money than she was supposed to; and

4. Hanner stated that GISD HR Executive Sanders asked if anybody was complaining, and then told her that “it would be okay.”

In this auditor’s view, GISD employee Sydney Hanner knew she was overpaid \$12,762.58, and should have returned the unearned GISD monies immediately upon understanding, but did not.

In addition, GISD payroll overpayment to Hanner was generally known to many in GISD administration prior to this audit. In fact, records inspected during audit confirmed GISD Interim Chief of Human Resources Kirk was advised of the overpayment during discussion with Hanner on December 15, 2017, but failed to pursue collection or recovery of the \$12,762.58 until the matter was repeatedly questioned by this auditor. (Exhibit “O”)

Finally, and for the record, former GISD Executive Sanders refused to interview during audit stating in a text message to GISD Superintendent Liggins on February 23, 2018, that he was “declining any meetings with the forensic auditor” upon advice of legal counsel. (Exhibit “P”)

GISD 2014 Bond Election

Greenville Independent School District, Greenville, Texas, tax school building bonds, which were made available on or about July 31, 2014, were issued for the construction, acquisition, renovation and equipment of school buildings in the District, including: (Exhibit “Q”)

- Construction of a new Bowie Elementary School;
- Construction of a career and technology academy addition;
- Renovations to the existing high school;
- Various facility renovations District-wide; and
- Technology upgrades at each campus.

During the period from October 15, 2014, through November 29, 2017, approximately \$57,000,000 was wire transferred from GISD funds to Bartlette Cocke General Contractors, LLC (“General Contractor”) for payment by General Contractor to subcontractors, reimbursement of General Contractor directs, and General Contractor profit margin.

Generally speaking, General Contractor would submit a “pay application” with detail describing how GISD bond monies were allocated, but without providing actual proof-of-payment, i.e., no subcontractor invoices, no cancelled checks, etc. Further, as noted in the GISD Board minutes for September 23, 2014, the former GISD administration was responsible for financial audits, and yet none occurred. (Exhibit “R”)

In addition, it seems that during the two-year period from August 2014 to August 2016, a GISD administrative executive engaged in an extramarital affair with a General Contractor executive assigned to oversee the GISD Bond package construction. Notably, during that same two-year period, GISD administration transferred approximately \$46,833,252 to General Contractor without any proof-of-payment in return to evidence GISD Bond monies were spent on behalf of the District. (Exhibit “S”) (Exhibit “T”) (Exhibit “U”)

Conclusion

During the course of our examination, we found sufficient evidence to conclude that former GISD officials engaged in cronyism, misappropriation of payroll assets, misconduct to include mismanagement and abuse of position, and theft by gift of taxpayer monies.

We have discussed these aforementioned matters with Greenville Independent School District officials, and have recommended this case for referral to the Hunt County District Attorney at the earliest possible time. Respectfully, we again make that recommendation..

In addition, we recommended GISD officials immediately issue a "preservation of evidence" letter to 2014 Bond General Contractor Bartlette Cocke, and that District officials authorize an audit of GISD Bond General Contractor for the purpose of identifying possible overpayments, and confirming that 2014 Bond Election monies were disbursed exclusively for the benefit of the Greenville Independent School District.

Sincerely,

CA FORENSICS, LLC

By: /s/ Columbus A. Alexander, III, CPA
Certified Fraud Examiner

Attachments: (21)

cc: GISD Board of Trustees

EXHIBIT A

Minutes of Regular Meeting

The Board of Trustees Greenville ISD

A Regular of the Board of Trustees of Greenville ISD was held Tuesday, January 16, 2018, beginning at 5:00 PM in the Wesley Martin Administration Building, 4004 Moulton Street, Greenville.

I. Call to Order

Ms. Haynes called the meeting to order at 5:03 p.m.

II. Closed Session and School Board Recognition Dinner

A. Closed meeting will be held for the purposes authorized by the Texas open meetings Act, Texas Government Code Section 551.071 et seq. concerning any and all purposes permitted by the Act, including but not limited to the following sections and purposes:

- 1. Texas Government Code Section 551.071 Consultation with the board's attorney on all subjects or matter authorized by law.**
 - a. Consider legal advice regarding personnel issues.**
 - b. Consider legal advice regarding any agenda action item.**
- 2. Texas Government Code Section 551.074 For the purpose of considering the appointment, employment, resignation, evaluation, reassignment, duties, discipline, termination or dismissal of a public officer or employee.**
 - a. Closed session pursuant to Section 551.074 of the Texas Government Code to deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee.**

Entered closed session at 5:05 p.m.

III. Reconvene and Open Session

A. Action on Closed Session Items

Returned to open session at 6:34 p.m.

IV. Invocation

A. Pastor Dr. Chet Haney, Highland Terrace Baptist Church

V. Presentation of Colors - GHS NJROTC

VI. Recognition

A. Hero of Hope

Ms. Williams recognized the school board as January's Hero of Hope.

B. Recognition of Greenville ISD Board of Trustees

Ms. Williams presented the board with gifts in semblance of school board recognition month.

C. Recognition of GISD Elementary Honor Choir

Ms. Williams recognized Donnette Brown, district choir teachers and the Elementary Honor Choir.

VII. Receive Individuals and /or Delegates

Lori Butler and the Flash Officers presented the school board members with a gift in honor of school board recognition month. Joe DeGarso addressed the board regarding a forensic audit. James Evans addressed the board regarding a forensic audit. Al Atkins addressed the board regarding a forensic audit. Terry Driggers addressed the board regarding district morale. Cliff Jones addressed the board regarding district morale. Two GHS students addressed the board regarding the departure of an assistant softball coach.

VIII. Reports/Discussion Items

A. Superintendent's Report

1. District News Update

Dr. Liggins recognized Dr. Orsborn and all of the staff at Crockett Elementary for the way they handled themselves and their students in the wake of the recent loss of student Kaden Green. He said he was extremely proud of the way they supported each other during that time.

2. Annual Financial Audit Report

Ms. Adel requested moving this item under action item F.

B. Campus Reports

1. Travis Elementary Incentive Pay Program Presentation

Mr. Underwood gave an overview of the proposed program and answered questions from the board.

C. Finance

1. Review of 2017-2018 GISD Finance Procedures Manual

Ms. Reeves gave an overview of the manual and answered questions from the board.

IX. Action and Discussion Items

A. Consider Approval of Annual Financial Audit Report

Item was discussed after F.

B. Consider Approval of the 2017-2018 District and Campus Improvement Plans

Ms. Boothe gave an overview of the district plan. Principals gave a quick "top three" focuses on each of their campuses and answered questions from the board. Ms. Adel moved to approve as presented, Ms. Stafford seconded. Motion passed with a 7-0 vote.

1. GISD District Improvement Plan

2. L.P. Waters

3. **Bowie Elementary**
4. **Carver Elementary**
5. **Crockett Elementary**
6. **Johnson STEM Academy**
7. **Lamar Elementary**
8. **Travis Elementary**
9. **Greenville 6th Grade Center**
10. **Greenville Middle School**
11. **Greenville High School**
12. **Houston Education Center**

C. Order of Election for May 5, 2018, date to order election, content of election order, election procedures, any potential changes to the District's election procedures, related recommendations, and any related authorization necessary for action

Ms. Haynes moved Item F, A, and 2 before Item C. Ms. Williams presented the order. Ms. Overstreet moved, Dr. Butcher second. Motion passed 6-0 with Mr. Brown out of the room.

D. Approval of Notice of Election designating election precincts and polling places

Ms. Williams presented the notice. Dr. Butcher moved, Ms. Stafford second. The motion passed 7-0.

E. Approval of Contract with Hunt County Voter Administration to conduct the 2018 Board of Trustees Election

Ms. Williams presented the contract. Dr. Butcher moved, Mr. Kelso second. The motion passed with a 7-0 vote.

F. Consider Approval of Forensic Audit

Dr. Liggins gave the background of the proposal to conduct a forensic audit and answered questions from the board. The board discussed establishing a public meeting to invite feedback on the scope of a forensic audit. Ms. Stafford moved to approve a forensic audit for the current and previous budget years and including bond funds as well as scheduling a public forum to discuss scope of the project and answer questions from the board and public. Dr. Butcher seconded. The motion passed with a 7-0 vote.

VIII 2. Annual Financial Audit

Mr. Lake with Rutherford Taylor gave the audit report.

Action Item A

Ms. Overstreet moved to approve the financial audit with the understanding that page 17 of the report will be corrected and filed with the TEA. Mr. Brown seconded. The motion passed with a 7-0 vote.

G. Consider Approval of Third Reading and Adoption of Policy Update 109 affecting Local Policies and Policy DEE (Local)

Mr. Underwood gave the third reading. Ms. Overstreet moved to approve as

presented with the exception of policy GBAA (Local) to be tabled for a separate meeting, Mr. Brown seconded. The motion passed with a 7-0 vote.

H. Consider Approval of Second Reading and Adoption of Policy GBBA (Local)

Mr. Underwood gave the second reading. Ms. Stafford moved, Ms. Adel second. The motion passed with a 7-0 vote.

I. Consider Approval of 2018-2019 District Calendar

Ms. Boothe presented the proposed calendar. Ms. Overstreet moved to approve, Mr. Brown second. Motion passed with a 7-0 vote.

X. Consent Agenda

Mr. Brown moved to approve as presented, Ms. Overstreet second. The motion passed with a 7-0 vote.

A. Quarterly Investment Report

B. Monthly Financial Report

C. Consider Approval of Vendor List

D. Board Minutes for December 11, 2017 and December 19, 2017

XI. Comments from Individual Board Members

Mr. Kelso said he appreciated the sentiments from administration during board appreciation month. He also passed around a hand out dealing with math in a San Francisco school. Ms. Adel announced that Feb. 27 board meeting she would need to leave early.

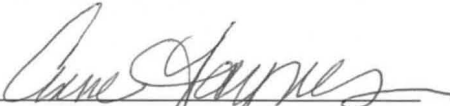
XII. Future Agenda Items

XIII. Future Meetings/Workshops

Dr. Liggins proposed Feb. 5 as the public forum date for the forensic audit. Ms. Adel suggested Feb. 6. All agreed on Feb. 6 for 6 p.m.

XIV. Adjournment

The meeting adjourned 11:18 p.m.


Anne Haynes, Board President


Trena Stafford, Board Secretary

EXHIBIT B

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PARTNER

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TO: Board of Trustees, Greenville Independent School District
Dr. Demetrus Liggins, Superintendent, Greenville Independent School District

FROM: Heather M. Castillo

DATE: November 10, 2017

RE: Investigation Report

I.
INTRODUCTION

Leasor Crass, P.C. was retained by the Greenville Independent School District (“GISD” or the “District”) to conduct an independent investigation concerning employee Ralph Sanders regarding payments made to a former District employee and any other concerns raised during the investigation.

This document will comprise my notes and serves as my investigation report.

Dr. Demetrus Liggins, GISD Superintendent, contacted Leasor Crass, P.C., on Friday, October 27, 2017, to request this investigation. I contacted Dr. Liggins on Saturday, October 28, 2017, to gather initial information, as follows:

- Ralph Sanders has held the position of Director of Human Resources¹ for approximately 8 years. Prior to that, he served as a teacher and a principal in GISD.
- Dr. Liggins was appointed GISD Superintendent in April 2017. Some weeks after Dr. Liggins was on the job, Mr. Sanders asked Dr. Liggins if a paraprofessional (Special Education teacher’s aide) named Tevin Brookins could be reassigned to another campus because the principal had requested to terminate Mr. Brookins’ employment. Mr. Sanders stated that there were “personality conflicts” between the two. Mr. Sanders explained that Mr. Brookins was Mr. Sanders’ mentee. Dr. Liggins agreed to allow Mr. Brookins’ reassignment to another campus.
- On July 17, 2017, Dr. Liggins announced that Mr. Sanders was Chief of Operations, but that

¹ Mr. Sanders’ title changed to Chief of Human Resources in May 2017.

he would continue to also serve as Chief of Human Resources until someone was hired to be the new Chief of Human Resources.

- On or about August 7, 2017, Dr. Liggins, other GISD administrators, and the GISD Chief of Police were made aware of a Facebook post written by Mr. Brookins. In the post, Mr. Brookins stated that he wanted to kill police officers and referred to them as “pigs.” Dr. Liggins directed Mr. Sanders to terminate Mr. Brookins’ employment with the District.
- Mr. Sanders allowed Mr. Brookins to resign on August 8, 2017.
- On August 15, 2017, Marcia Kirk began work as the new Chief Human Resource Officer.
- During the week of October 23, 2017, the GISD Payroll department discovered that Mr. Brookins was still receiving paychecks even though his employment ended on August 8, 2017. Upon further investigation, it was discovered that Mr. Sanders had been picking up these checks for Mr. Brookins at the administration office receptionist’s desk and personally delivering them to Mr. Brookins. In light of this information, Mr. Sanders was placed on administrative leave on October 27, 2017, pending an investigation. Jimitri Green, a Human Resources clerk, was also placed on leave pending an investigation because Mr. Green was responsible for entering the necessary information into Eduphoria to reflect Mr. Brookins’ separation of employment.²
- Mr. Sanders provided a written statement via email on October 27, 2017. **See Exhibit A.** Mr. Sanders’ statement includes the following representations to Dr. Liggins:

On Friday, October 27, 2017, at 2:00 pm, I was called into your office and placed on administrative leave. The general reason was allegations of job misconduct; however, the specific reason was my receiving printed checks and delivering them to a former employee. I would like to address the specific allegation.

(1) On August, 8, 2017, while serving in my previous job as Chief Human Resources Officer, I met with you and was informed that Tevin Brookins would have to resign his position. I met with Mr. Brookins and received his resignation.

(2) When I returned to the Wesley Martin Administration Building, I immediately informed all pertinent parties of the resignation, in addition to providing the hard copy of the signed resignation.

(3) As my practice has been with all resignations, I did nothing further regarding this matter.

(4) Also, I have consistently adhered to the practice to not involve myself in any

² Mr. Sanders was Mr. Green’s supervisor in Human Resources.

financial matters pertaining to any employees who resigns. This includes payoffs, any additional checks, or any other monetary matters. If asked, I have always referred the employee to the employee(s) who deal with monetary issues.

(5) I'm not sure of the actual date, but soon after his resignation I was informed that there was a printed check for Tevin Brookins.

(6) While serving as Chief Human Resources Officer, I allowed others to pick up printed checks if the employee was not able to so, or if the employee had given permission for the check to be given to someone else. This was never done without verification from the employee that this was okay. When Tevin was informed that he had a check, he asked me if I would bring it to him.

(7) As stated in #4, I was not aware if Mr. Brookins was due to receive any additional monies, nor how long he would receive any additional monies. Therefore, when I was informed on subsequent pay dates that there was a printed check for Tevin Brookins, the check was given to me and I gave it to him.

(8) I take full responsibility for receiving and delivering the checks. However, I must say, with pure heart, that this was not done with any malice. I had no idea that anything was remiss, as I had not discussed anything with finance.

Below summarizes the information gathered during my investigation.

II. Investigation

I obtained information and documentation from the following GISD employees. Documentation relevant to this investigation report is attached hereto and incorporated herein.

1. Dr. Demetrus Liggins, Superintendent
2. Deidre Reeves, Chief Financial Officer
3. Marcia Kirk, Chief Human Resource Officer
4. Ralph Sanders, former Chief of Human Resources and current Chief of Operations
5. Brenda Aguilar, Payroll Manager
6. Bonnie Brooks, Human Resource Supervisor
7. Jimitri Green, former Human Resources records clerk (Aug 2016), Human Resources Investigator (July 2017-August 17, 2017), and then assigned to Operations at Ralph Sanders' request
8. Edith Ashford, Secretary to Chief Human Resource Officer
9. Jessica Rios, Central Administration Receptionist
10. Ramon Rodriguez, GISD Chief of Police

Tevin Brookins' employment with GISD

Mr. Sanders has told others that Mr. Brookins is his godson and/or a mentee. He reports that Mr. Brookins has had a rough life, that his mother kicked him out of his home when he was 17 because he did not have a job, and that Mr. Brookins called him that night to ask to stay with him because no one else would take him in. Mr. Brookins stayed in Mr. Sanders' home for some period of time. At some point, Mr. Sanders contacted a realtor to assist Mr. Brookins with finding an apartment and then they looked at the apartment together with the realtor. Mr. Brookins currently lives in this same apartment. Mr. Sanders states that Mr. Brookins pays the rent for the apartment.

Mr. Brookins is a former GISD student and he is currently 24 years old. GISD records indicate that his first hire date with GISD was 03/28/2012 when he was 19 years old. He worked in the ACE after-school program.

GISD records state that Mr. Brookins was hired as a permanent worker effective 12/04/2014. **See Exhibit B.** Mr. Brookins was terminated on March 19, 2015. According to documentation, Mr. Brookins had been charged with "possession of drug paraphernalia" and "defective equipment." **See Exhibit C.**

Mr. Brookins was rehired by GISD on November 18, 2015. On March 20, 2017, Mr. Brookins was placed on administrative leave with pay "pending the outcome of an investigation regarding [his] recent excessive job absenteeism."³ **See Exhibit D.** On March 22, 2017, Mr. Brookins was returned to work and received a memorandum or "formal notification" letter from Mr. Sanders stating that Mr. Brookins needed to ensure that he reported to work on time each day, clock in and out using the GISD time system, refrain from taking unnecessary absences, and use the AESOP System to report any absences. **See Exhibit E.**

Mr. Sanders told Dr. Liggins that the principal wanted to terminate Mr. Brookins' employment during the spring of 2017. During my interview of Mr. Sanders, he mentioned that teachers at the campus had reported being uncomfortable around Mr. Brookins. Mr. Green said he had heard that Mr. Brookins was "talking to girls" and might have gotten in trouble at the campus. I have not seen any documentation concerning this and the principal retired at the end of the school year, so I did not interview him. Mr. Sanders reassigned Mr. Brookins to another campus in April 2017, but then promptly returned him to his original campus. Mr. Sanders states that this was because the employee who had taken Mr. Brookins' place was not compliant with Special Education issues and could not do the job (Special Education teacher's aide) as well as Mr. Brookins.

On August 7, 2017, GISD Chief of Police Ramon Rodriguez received an alert from the Greenville Police Department that went out to all local law enforcement concerning a Facebook post made by Mr. Brookins. The post stated: "I want to kill Greenville cops so fukn bad rn its making my head

³ In my experience with school district personnel matters, it would be unusual to place an at-will employee on administrative leave with pay for excessive absenteeism.

hurt and my life suck. I hate all you pigs.” **See Exhibit F.** Chief Rodriguez conferred with Wes Underwood and Principal Sebastian Bozas concerning the post, because Mr. Brookins was going to report to work at Mr. Bozas’ campus, L.P. Waters, for the 2017-2018 school year. Mr. Underwood and Mr. Bozas then went to talk to Mr. Sanders about the post.

According to Mr. Sanders, the Facebook post was an old post, was not a cause for alarm, and was not a threat to anyone’s safety.⁴ In an email from Mr. Sanders to Dr. Liggins dated August 7, 2017, informing him of Mr. Bozas’ concern, Mr. Sanders said that a teacher who used to work with Mr. Brookins had recently received an old screenshot of the post and because she has tried to “find things in the past,” she “jumped on that” and reported the post. **See Exhibit G.** During his first interview, Mr. Sanders also told me that the old post was reported by a teacher who used to work with Mr. Brookins and she did not like Mr. Brookins.

According to Chief Rodriguez, Mr. Sanders called him and admonished him for not talking to him first about the post. This is supported by Mr. Sanders’ email of August 7 to Dr. Liggins in which he states that he told Chief Rodriguez to “please inform me first concerning employee issues. I will then inform any parties who need the information.” **See Exhibit G.** Chief Rodriguez expressed concern to me that Mr. Sanders seemed to be directing him to report to him first, rather than first handle what Chief Rodriguez thought might have been a public safety issue.

In this email, Mr. Sanders asserts several defenses for Mr. Brookins, including: “...this was an old post that I have already dealt with.” I asked Mr. Sanders how he had “already dealt with” the “old post” as he stated in his email. **See Exhibit G.** Mr. Sanders did not clearly answer my question the first time I asked him. When I asked him again a little later during the interview, he said that he meant that he addresses social media posts generally, like his niece’s, etc. Mr. Sanders’ response was nonsensical and indicated to me that: (1) his statement to Dr. Liggins that he had “already dealt with” the post was untrue and misleading; and (2) that he may have been aware of the post at an earlier date and did not bring it to GISD’s attention or take any personnel action to address it.

On August 7, 2017, Dr. Liggins told Mr. Sanders that Mr. Brookins’ employment had to be terminated. When Dr. Liggins told Mr. Sanders to terminate Mr. Brookins’ employment, Dr. Liggins noted that Mr. Sanders became emotional, was uncomfortable with the directive, and he asked Dr. Liggins to reconsider more than once. After understanding the directive was final, Mr. Sanders asked to sit in the office for a while until he collected his thoughts.

On August 8, 2017, Mr. Sanders turned in a typed resignation letter signed by Mr. Brookins and emailed several GISD employees to inform them of Mr. Brookins’ resignation. **See Exhibits H and I.** That same day, he also sent an email to Jimitri Green and Martha Cox in Human Resources stating: “Per Dr. Liggins, he doesn’t want us to fight it if Tevin files for unemployment.” **See Exhibit J.**

Notably, Mr. Green informed me that, shortly after Mr. Brookins’ resignation, Mr. Sanders asked him about the steps to take for making an unemployment claim.

⁴ Nothing on the face of the Facebook post received by the District showed that it was an old post. **See Exhibit F.**

With regard to the procedures for processing resignations and terminations, the information provided by Mr. Sanders, Mr. Green, and Ms. Brooks was fairly consistent.⁵ Mr. Sanders stated that once he received a resignation or information concerning a termination, he would then send a group email to his Human Resources staff and others to begin the process. In the case of Mr. Brookins, Mr. Sanders sent an email to principal Sebastian Bozas and copied the following: Sherry Fair, Wes Underwood, himself (Mr. Sanders), Edith Ashford, Bonnie Brooks, Martha Cox, and Jimitri Green. **See Exhibit I.** Mr. Green stated that either he or Ms. Brooks would enter information into Eduphoria once they receive such an email from Mr. Sanders. Once the information is entered into Eduphoria, it will then generate notices to the technology department, curriculum, and others, so that the former employee's access to email and other password-protected programs would be shut down. Ms. Brooks confirmed, as did Ms. Kirk, that Ms. Brooks would sometimes need to do work that should have been completed by Mr. Green.⁶ Mr. Green stated that "maybe" he did not enter the information for six former employees because he was transitioning to Operations at the time.⁷ Based upon the information provided by all involved, it appears that Mr. Green failed to begin the process for all six former employees, including Mr. Brookins.

Ms. Brooks also informed me that with regard to at-will employees, there is a concern that if a former employee's termination date is entered too soon, the former employee may not receive his final paycheck. **See Exhibit B.** Further, if the termination date is never entered and the former employee is not designated as inactive (by clicking the "Active" box to remove the checkmark), Skyward will treat the former employee as if he is an active/current employee and Payroll will continue to issue paychecks to the former employee. **See Exhibit B.**

After his interview on Monday, October 30, Mr. Green called me on November 1 because he said he wanted to clarify his job duties. He stated that either he or Ms. Brooks will enter resignation and termination information into Eduphoria, but that it is Ms. Brooks' job to enter the termination date into Skyward that will ensure that a former employee is no longer receiving paychecks.

In October, Ms. Reeves and Ms. Kirk conducted a review to make sure that all current employees had a corresponding assignment. They found that Mr. Brookins was one of six discrepancies. Ms. Reeves and Ms. Kirk explained that Mr. Green had not entered the resignation or termination information into Eduphoria for any of the six former employees, including Mr. Brookins, to begin the process. The other five former employees who received paychecks after their termination dates were paid via direct deposit. Only Mr. Brookins was receiving a paper check. On October 30, 2017, Ms. Reeves interviewed Mr. Green about these six former employees, and at that time Mr. Green could not specifically recall whether he had entered their information into Eduphoria

⁵ There are no written department procedures for any process.

⁶ Ms. Kirk noted that there were other concerns with Mr. Green's work, *e.g.*, one of his job duties was filing and an entire school year's worth of filing had not been completed.

⁷ As discussed more fully below, in October, a review of personnel records was conducted by Ms. Kirk and Ms. Deidra Reeves, Chief Financial Officer, This review revealed that six individuals who were former employees were continuing to receive paychecks.

or not. **See Exhibit K.** I also asked Mr. Green about these former employees and, again, he could not recall whether he had processed them and that he might have done so.

I inquired with Mr. Sanders and Mr. Green about each of these employees and did not find there to be any special relationship between any of them and Mr. Sanders. Further, I have found no evidence indicating that Mr. Green had purposefully or specifically failed to enter Mr. Brookins' termination date into Eduphoria or that Mr. Sanders had directed or influenced Mr. Green to assist in continuing to pay Mr. Brookins specifically. The discrepancies with the five other former employees appear to have been caused by the same error or failure to enter their terminations or resignations into the District systems.

Continued payments to Tevin Brookins and Unemployment Claim

Brenda Aguilar has been in the position of Payroll Manager since January 2, 2017. Before that, she worked in Accounts Payable. She has been a GISD employee since July 2009. Among other things, Ms. Aguilar processes employee timesheets. She had many concerns with Mr. Brookins' timesheets in the past. Ms. Aguilar provided me with copies of these timesheets and explained to me how unusual they were compared to other employees' timesheets, e.g., handwritten corrections and calculations, etc. **See Exhibit L**, a sample of the timesheets Ms. Aguilar provided. They were also unusual because Mr. Sanders signed to approve several of them. **See Exhibit L.** Further, Ms. Aguilar said she has noticed that some of the timesheets contain overlapping times between Mr. Brookins' job as a teacher's aide and his work with the after-school ACE program. Ms. Aguilar stated that these 10 or 15 minute overlaps added up and may have made Mr. Brookins eligible for overtime when he should not have been.

When Ms. Aguilar was processing timesheets during the weekend of October 21-22, she realized that she had not seen any timesheets submitted by Mr. Brookins for the current school year. When she looked into the matter further, she saw a note indicating that Mr. Brookins' employment had been terminated effective 05/26/2017⁸, but she also noted that Mr. Brookins was still receiving paychecks for the 2017-2018 school year. On October 21, Ms. Aguilar emailed a secretary at the 6th Grade Center inquiring about Mr. Brookins. On October 22, Ms. Aguilar then sent an email to Deidre Reeves, the District's Chief Financial Officer, informing Ms. Reeves that Mr. Brookins had received three paychecks for the 2017-2018 school year even though his effective termination date was 05/26/17. On October 23, the secretary at the 6th Grade Center responded to Ms. Aguilar's October 21 email and confirmed that Mr. Brookins was no longer there. **See Exhibit M.**

Ms. Reeves has been the District's Chief Financial Officer since October 1, 2017. On Monday, October 23, 2017, after receiving the email from Ms. Aguilar, Ms. Reeves began looking into how

⁸ The 05/26/17 termination reference in Skyward was entered by Ms. Brooks because Mr. Brookins' principal contacted her and told her he did not want Mr. Brookins to return. The principal later contacted Ms. Brooks after he had talked to Mr. Sanders and told her he would give Mr. Brookins another chance. Mr. Brookins signed his letter of reasonable assurance on May 24. Therefore, the termination at that time was never acted on.

and why Mr. Brookins had continued to receive paychecks after his termination date in the total amount of \$1,580.16. She learned that Mr. Sanders had been picking up Mr. Brookins' checks from the receptionist's desk and she verified such by reviewing security camera videos.⁹

Jessica Rios is the receptionist at the administration building. According to Mr. Sanders, it was Ms. Rios who first informed him that there was a check waiting for Mr. Brookins at the reception desk. Ms. Rios disputes this and recalls that it was Mr. Sanders who inquired of her having a check for Mr. Brookins at the reception desk. Ms. Rios recalls that Mr. Brookins picked up his check twice from the reception desk since she began working as the receptionist in July 2017. After that, Ms. Rios stated that Mr. Sanders then asked her about Mr. Brookins' checks and began picking them up. However, on October 27, 2017, Ms. Rios reports that Edith Ashford, Mr. Sanders' secretary, came to her desk and asked for Mr. Brookins' check and that she then saw Ms. Ashford give the check to Mr. Sanders.

Mr. Sanders admits that he picked up the checks for Mr. Brookins and delivered them to Mr. Brookins at his home. He said that he thought he was doing a good deed. Further, Mr. Sanders explained that Mr. Brookins' apartment is on the way to Mr. Sanders' mother's house and Mr. Sanders goes to visit his mother often.

Mr. Brookins received his last annualized paycheck for the 2016-2017 school year on August 27. Therefore, Mr. Sanders picked up four¹⁰ additional checks for Mr. Brookins that he did not earn, i.e., checks dated 09/13/17, 09/27/17, 10/13/17 and 10/27/17, each in the amount of \$526.72. The 10/27/17 check was stopped by Finance, so Mr. Brookins received a total of \$1,580.16 that he did not earn.

As a side note, Ms. Aguilar explained that Mr. Brookins began receiving paper checks in spring 2017 after he reportedly lost several payroll cards and had a bank account at one point, but it was later closed so he could not receive direct deposits. Ms. Aguilar reported that Mr. Sanders and the District's former Chief Financial Officer, Gary Sorrells, had gotten into a very heated discussion last spring about whether to issue paper checks to Mr. Brookins. Mr. Sanders informed me that he told Mr. Sorrells that paper checks would have to be issued to Mr. Brookins because Mr. Brookins had to be paid somehow and neither the payroll cards nor direct deposit would work for Mr. Brookins. Per Ms. Aguilar, after it was settled that Mr. Brookins would begin receiving paper checks, Mr. Sanders then asked Ms. Aguilar when Mr. Brookins' first paper check would be issued because Mr. Sanders had loaned Mr. Brookins some money and Mr. Brookins needed the check in order to pay Mr. Sanders back. I asked Mr. Sanders about whether he recalled this conversation with Ms. Aguilar. He responded that he and Ms. Aguilar are friends and that although he does not specifically recall saying this, he loans money to lots of people, does not ask them to pay it back, and that if he did say this to Ms. Aguilar, it was in a joking manner.

⁹ I did not review the videos because Mr. Sanders does not deny picking up the checks from the receptionist's desk.

¹⁰ Three of the checks were picked up by Mr. Sanders himself, and one was picked up by Ms. Ashford and then handed to Mr. Sanders, as witnessed by Ms. Rios. Ms. Ashford told me that she does not recall asking for or picking up the check at the reception desk. Mr. Sanders does not deny that Ms. Ashford picked up the check for him.

Mr. Sanders is adamant that he has not done anything with malicious intent. He stated that he does not get involved in payroll or finance issues and that he does not know when employees should receive their final checks after a termination or resignation. He stated that he notifies his staff and others of a resignation or termination via email, that staff process the resignation or termination, and that he then receives an electronic notification that he must approve. He said that he does not know whether Mr. Brookins was receiving a payout, or if he was being paid for unused days, etc., and that he never thought to question why GISD was still issuing paychecks to Mr. Brookins after he resigned on August 8, 2017.

Marcia Kirk has been the District's Chief Human Resource Officer Director since August 15, 2017. On Ms. Kirk's first day of work at GISD, Mr. Sanders provided her with a list of pending matters and asked her to please not dispute Mr. Brookins' claim for unemployment because he really needed the money. Ms. Kirk told Mr. Sanders that she could not agree to do that because she had to look at the facts of the case to determine what was appropriate.

On August 31, 2017, Mr. Sanders emailed Ms. Kirk stating: "FYI: Tevin Brookins applied for unemployment. You should receive an unemployment verification soon." Ms. Kirk responded: "Was he terminated? Backstory?" Mr. Sanders replied: "He was going to be terminated if he didn't resign. I typed a resignation letter and he signed it. Dr. Liggins said that we wouldn't fight it if Tevin applied for unemployment." **See Exhibit N.** Further, Mr. Sanders told me that he had taken the resignation letter to Mr. Brookins' apartment to obtain his signature.

On September 19, 2017, via Martha Cox, HR Benefits Specialist, Mr. Sanders informed the Texas Workforce Commission ("TWC"), in response to their request for information regarding Mr. Brookins, that Brookins was given the choice to resign rather than have his employment terminated. **See Exhibit O.**

Ms. Kirk pointed out to me that, in her experience, it would be unusual to allow a paraprofessional employee to resign in lieu of termination under the facts in Mr. Brookins' case, i.e., his egregious social media post, along with his prior employment issues (discussed above). She explained that GISD would have been in a better position to dispute Mr. Brookins' unemployment claim if Mr. Brookins' employment had been terminated.¹¹¹²

After my initial interview of Mr. Sanders, I was provided a copy of the TWC record of Mr. Brookins' initial unemployment claim, as well as Mr. Brookins' request to appeal the denial of his claim. **See Exhibit P.** I spoke to Mr. Sanders by phone on November 6, 2017, concerning

¹¹ In my experience with employment law matters, I agree with Ms. Kirk's assessment.

¹² Ms. Kirk reported additional concerns she has found, including Mr. Sanders' inequitable practices when assigning compensation, e.g., two LSSPs hired at the same time and with the same years of experience, but one received \$1,200 more a year than the other. Mr. Sanders did not use a matrix or any standard for assigning compensation. Further, large "matrix adjustments" were given to some employees, including some that were as much as \$12,000. These are not matters that I was specifically asked to investigate, but I remain available to do so at the request of the District.

this TWC paperwork. I first asked Mr. Sanders whether he had assisted Mr. Brookins by typing the letter requesting an appeal to the TWC – see page 22 of **Exhibit P** and labeled “20-A” in the top left corner. Mr. Sanders stated that he would not type an appeal letter and that after he learned Mr. Brookins’ unemployment claim had been denied, he “washed his hands of it.” I then told Mr. Sanders that the paperwork from the TWC also included the envelope that the TWC received from Mr. Brookins and that the address and return address were written in cursive handwriting - see **page 26 of Exhibit P** and labeled “24-A” in the top left corner. Mr. Sanders then acted as if he had been confused about my first question concerning the letter requesting an appeal. Mr. Sanders stated that he did, in fact, type the letter for Mr. Brookins, assist Mr. Brookins with submitting the request for an appeal, and that the handwriting on the envelope was his (Mr. Sanders’). Mr. Sanders said that he assisted Mr. Brookins with the unemployment claim and request for appeal because he knew that Mr. Brookins did not have the ability or capacity to do it himself. Mr. Sanders also stated that he thought this would be acceptable because he was no longer in Human Resources and it was his impression that Dr. Liggins was the one to suggest that Mr. Brookins should receive unemployment compensation and that GISD should not fight Mr. Brookins’ unemployment claim. He also said that when Ms. Kirk told him that she would consider the facts of the case and determine whether to dispute Mr. Brookins’ unemployment claim, he wrote a memo to Dr. Liggins asking him to tell Ms. Kirk that she was not supposed to dispute the claim. Mr. Sanders says he received the memo back from Dr. Liggins with the word “done” written on it. **See Exhibit Q.** Mr. Sanders called me a second time on November 6th to add that it has always been his practice to dispute unemployment claims and that Dr. Liggins was the one who said that if Mr. Brookins files for unemployment, the District would not fight it. Mr. Sanders also stated that Ms. Kirk told him that in her prior district, they just allowed former employees to go on and receive unemployment.¹³

In response, Dr. Liggins says he recalls that when he told Mr. Sanders that Mr. Brookins’ employment had to be terminated, Mr. Sanders asked him about not disputing Mr. Brookins’ unemployment claim. Dr. Liggins said he was surprised by the request and responded “ok” in passing. Later, when he received the memo from Mr. Sanders about Ms. Kirk’s position on the matter, he returned it to Mr. Sanders with the reply “done” but he did not tell Ms. Kirk to not dispute Mr. Brookins’ unemployment claim. Dr. Liggins had already removed Mr. Sanders from Human Resources and he relied on Ms. Kirk to handle the claim as she deemed necessary. Ms. Kirk confirms that Dr. Liggins never approached her about Mr. Brookins’ unemployment claim. Further, Ms. Kirk states that when she approached Dr. Liggins about the case because of the email she received from Mr. Sanders on August 31 (stating that Dr. Liggins did not want to dispute the unemployment claim), Dr. Liggins told Ms. Kirk to follow the proper protocol and best practices in handling unemployment claims. There is no evidence indicating that Dr. Liggins was aware that Mr. Sanders was assisting Mr. Brookins with his unemployment claim or personally handling the appeal of the denial of such claim.

¹³ Ms. Kirk asserts that this is not true and she denies making such a statement,

III. Findings and Conclusions

With his years of HR experience, Mr. Sanders' claims regarding his lack of knowledge in payroll matters are not credible. Further, Mr. Sanders' claim that he does not get involved in payroll matters is not credible. He signed to approve multiple timesheets for Mr. Brookins last spring. Mr. Sanders either knew or should have known that Mr. Brookins should not have been receiving checks after August 2017, and especially not in October 2017. With all of Mr. Sanders' HR experience, he should have questioned why Mr. Brookins was continuing to receive checks. Rather than do what was in the best interest of GISD, it appears that he chose to do what was best for Mr. Brookins and personally delivered these checks to him at his home.

Ms. Rios' version of events is more credible than Mr. Sanders' version. I do not believe that it was Ms. Rios who first alerted Mr. Sanders that there was a check for Mr. Brookins at the receptionist's desk.

Mr. Sanders' emails to Mr. Green, Ms. Cox, and Ms. Kirk concerning Dr. Liggins' position on Mr. Brookins unemployment claim are misleading. Mr. Sanders' emails create the impression that Dr. Liggins gave a directive not to dispute Mr. Brookins' unemployment claim. The documentation and information I have gathered all indicates that it was Mr. Sanders who made the decision to give Mr. Brookins the opportunity to resign, and then typed Mr. Brookins' resignation letter for him and took it to him for signature at his home. After that, Mr. Sanders personally assisted Mr. Brookins with his unemployment claim by preparing and filing the request for an appeal after the claim was denied. The basis for Mr. Brookins' appeal is that he resigned and was not terminated, which only occurred because Mr. Sanders gave Mr. Brookins this option and then wrote the resignation letter for Mr. Brookins and took it to him for signature.

Much of the information in Mr. Sanders' written statement to Dr. Liggins on October 27 is either false or misleading. **See Exhibit A.** More specifically, information to contradict specific statements made by Mr. Sanders in his statement are as follows:

In item (3), Mr. Sanders states: "As my practice has been with all resignations, I did nothing further regarding this matter." Based upon the information and documentation gathered, this is false. Mr. Sanders pursued Mr. Brookins' unemployment claim for him, lobbied to keep Ms. Kirk from disputing it, filed an appeal for Mr. Brookins, and picked up and delivered multiple checks to Mr. Brookins that he either knew or should have known were a mistake.

In item (4), Mr. Sanders states: "Also, I have consistently adhered to the practice to not involve myself in any financial matters pertaining to any employees who resigns. This includes payoffs, any additional checks, or any other monetary matters. If asked, I have always referred the employee to the employee(s) who deal with monetary issues." Again, the information and documentation shows that Mr. Sanders was personally involved picking up and personally delivering payroll checks to Mr.

Brookins. Therefore, his statement of not involving himself in financial matters pertaining to an employee who resigns is false. Moreover, notwithstanding the fact that he had personal knowledge that Mr. Brookins employment had ended effective August 8, 2017, he never inquired with Payroll or Finance about the checks, even when checks were issued in October.

In item (6), Mr. Sanders states: “While serving as Chief Human Resources Officer, I allowed others to pick up printed checks if the employee was not able to so, or if the employee had given permission for the check to be given to someone else. This was never done without verification from the employee that this was okay. When Tevin was informed that he had a check, he asked me if I would bring it to him.” This admission contradicts Mr. Sanders’ claim in item (4). Mr. Sanders became personally involved by picking up the questionable checks and delivering them to Mr. Brookins.

In item (7), Mr. Sanders states: “As stated in #4, I was not aware if Mr. Brookins was due to receive any additional monies, nor how long he would receive any additional monies. Therefore, when I was informed on subsequent pay dates that there was a printed check for Tevin Brookins, the check was given to me and I gave it to him.” This statement contradicts Mr. Sanders’ claim in item (4), and I also conclude this statement contains a falsehood in that Mr. Sanders was not informed of a check for Mr. Brookins, rather Mr. Sanders inquired of Ms. Rios the existence of a check for Mr. Brookins.

In item (8), Mr. Sanders states: “I take full responsibility for receiving and delivering the checks. However, I must say, with pure heart, that this was not done with any malice. I had no idea that anything was remiss, as I had not discussed anything with finance.” This statement contradicts Mr. Sanders’ claims in items (3) and (4). He was personally involved in the way Mr. Brookins exited the District in an attempt to make Mr. Brookins’ unemployment claim successful. Further, he involved himself in Mr. Brookins’ financial matters by personally preparing Mr. Brookins’ appeal of the denial of his unemployment claim and personally delivering paychecks to him at his home.

Mr. Sanders has repeatedly exhibited extremely and inexplicably poor judgment in connection with employment matters involving Mr. Brookins. Mr. Sanders has been untruthful in his explanations to Dr. Liggins, as well as to me during his interviews as part of this investigation.

In general, a person of ordinary prudence does not engage in the conduct exhibited by Mr. Sanders. Mr. Sanders’ actions are serious violations of the duties employees owe to their employers, including the following:

Board Policy CAA (Local) states, in part:

All Trustees, employees, vendors, contractors, agents, consultants, volunteers, and any other parties who are involved in the District’s financial transactions shall act with integrity and diligence in duties involving the District’s fiscal resources.

...

The District prohibits fraud and financial impropriety, as defined below, in the actions of its Trustees, employees, vendors, contractors, agents, consultants, volunteers, and others seeking or maintaining a business relationship with the District.

Fraud and financial impropriety shall include but not be limited to:

...

3. Misappropriation of funds, securities, supplies, or other District assets, including employee time.

4. Impropriety in the handling of money or reporting of District financial transactions.

...

12. Any other dishonest act regarding the finances of the District.

FINANCIAL CONTROLS AND OVERSIGHT

Each employee who supervises or prepares District financial reports or transactions shall set an example of honest and ethical behavior and shall actively monitor his or her area of responsibility for fraud and financial impropriety.¹⁴

Board Policy DH (Local), Employee Standards of Conduct, provides in part:

Each District employee shall perform his or her duties in accordance with state and federal law, District policy, and ethical standards. [See DH(EXHIBIT)]

DH (Exhibit) provides, in relevant part, the following standards which Mr. Sanders violated based upon my findings and conclusions:

EDUCATORS' CODE OF ETHICS

The Texas educator shall comply with standard practices and ethical conduct toward students, professional colleagues, school officials, parents, and members of the community and shall safeguard academic freedom. The Texas educator, in maintaining the dignity of the profession, shall respect and obey the law, demonstrate personal integrity, and exemplify honesty. The Texas educator, in exemplifying ethical relations with colleagues, shall extend just and equitable treatment to all

¹⁴ **See Exhibit R**, Mr. Sanders' job description as Chief Human Resources Officer. Several of the Major Responsibilities and Duties involve supervising or preparing District financial reports or transactions, including working with finance to calculate cost estimates for compensation and benefit recommendations, ensuring that programs are cost effective and that funds are managed prudently, and developing and monitoring the annual budget for the department.

members of the profession. The Texas educator, in accepting a position of public trust, shall measure success by the progress of each student toward realization of his or her potential as an effective citizen. The Texas educator, in fulfilling responsibilities in the community, shall cooperate with parents and others to improve the public schools of the community. 19 TAC 247.1

1. Professional Ethical Conduct, Practices, and Performance

...

Standard 1.2. The educator shall not knowingly misappropriate, divert, or use monies, personnel, property, or equipment committed to his or her charge for personal gain or advantage.

...

Standard 1.7. The educator shall comply with state regulations, written local school board policies, and other state and federal laws.

...

Standard 1.10. The educator shall be of good moral character and be worthy to instruct or supervise the youth of this state.

If you have any questions after your review of this information, please do not hesitate to contact me.

Sincerely,


Heather Castillo

EXHIBIT C

Sandy Alexander

From: Laura Mclean [lmclean@wabsa.com]
Sent: Monday, February 12, 2018 6:36 PM
To: sandy@caforensicsllc.com
Cc: Craig Wood
Subject: Greenville ISD

Good evening, Sandy. It is my understanding that you had a chance to share with Dr. Liggins some preliminary assessments regarding your review of documentation received to date associated with the audit. Dr. Liggins would like for us to visit with you regarding those assessments. We believe a meeting in person would be best. Please let me know if you have availability either late tomorrow afternoon or any time on Wednesday. My colleague Craig Wood will be joining us. Thank you.

Sincerely,
Laura



LAURA RODRIGUEZ McLEAN

ATTORNEY | SHAREHOLDER | LICENSED IN TX

105 Decker Court #600, Irving, Texas 75062

T: 214.574.8800 | F: 214.574.8801 | www.WalshGallegos.com

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EXHIBIT D

Redacted information protected under attorney-client privilege. In addition, confidential financial information redacted under Texas Government Code Section 552.110.

WG | WALSH GALLEGOS
TREVINO RUSSO & KYLE P.C.

P.O. Box 2156 Austin, Texas 78768 (512)454-6864 Fax (512)467-9318
Federal Tax ID No.: 74-2279224

Greenville ISD
3504 King Street
Greenville, Texas 75401
Attention: Dr. Demetrus Liggins, Superintendent

March 01, 2018
Client: 10600
Matter: 000247
Invoice #: 537080

Page: 1

RE: Forensic Audit

For Professional Services Rendered through February 15, 2018

SERVICES

Date	Person	Description of Services	Hours	Rate	Amount
1/22/2018	LM	Telephone conference [REDACTED]	[REDACTED]	[REDACTED]	\$177.00
1/22/2018	SPT	Attorney in-house conference with [REDACTED]	[REDACTED]	[REDACTED]	\$29.50
1/23/2018	LM	Telephone conference with [REDACTED] draft agenda language for same; attorney in-house conference with SPT regarding same; telephone conference with [REDACTED] e-mail communications with [REDACTED]	[REDACTED]	[REDACTED]	\$206.50
1/23/2018	SPT	Attorney in-house conference with [REDACTED]	[REDACTED]	[REDACTED]	\$59.00
1/25/2018	LM	Telephone communications with [REDACTED]	[REDACTED]	[REDACTED]	\$29.50
1/26/2018	CSB	Attorney in-house conference with [REDACTED]	[REDACTED]	[REDACTED]	\$59.00

SERVICES

Date	Person	Description of Services	Hours	Rate	Amount
1/26/2018	LM	Conduct research regarding [REDACTED] attorney in-house conference with [REDACTED] extended telephone conference with [REDACTED] e-mail communications with [REDACTED] [REDACTED]	[REDACTED]	[REDACTED]	\$708.00
1/29/2018	LM	Meeting with [REDACTED] [REDACTED]	[REDACTED]	[REDACTED]	\$147.50
1/30/2018	KAS	Attorney in-house conference with [REDACTED] [REDACTED]	[REDACTED]	[REDACTED]	\$88.50
1/30/2018	LM	Review and analyze [REDACTED] attorney in-house conference with [REDACTED] [REDACTED]	[REDACTED]	[REDACTED]	\$147.50
1/31/2018	LM	Telephone conference with [REDACTED] telephone communications with [REDACTED] e-mail communications with [REDACTED] review and revise website statement and Board meeting script.	[REDACTED]	[REDACTED]	\$413.00
2/1/2018	LM	Review and analyze potential issues with public meeting; telephone conference with [REDACTED] ; conduct additional revisions to same; e-mail communications with [REDACTED] [REDACTED]	[REDACTED]	[REDACTED]	\$413.00
2/5/2018	LM	Telephone conference with [REDACTED] [REDACTED]	[REDACTED]	[REDACTED]	\$88.50
2/6/2018	LM	Draft confidentiality Agreement regarding student information for auditor consideration; prepare for meeting; draft potential questions and answers for meeting; attorney in-house conference with [REDACTED] travel to and from District; meeting with [REDACTED] [REDACTED]	[REDACTED]	[REDACTED]	\$2,183.00
2/6/2018	EDN	Attorney in-house conference [REDACTED] revise draft Agreement.	[REDACTED]	[REDACTED]	\$220.00

SERVICES

Date	Person	Description of Services	Hours	Rate	Amount
2/7/2018	LM	Return telephone call to auditor; review and revise District website statement regarding audit; e-mail communications with [REDACTED]	[REDACTED]	[REDACTED]	\$147.50
2/9/2018	LM	E-mail communications with [REDACTED]; review and revise meeting notes; e-mail communications with [REDACTED]	[REDACTED]	[REDACTED]	\$354.00
2/12/2018	LM	Telephone conferences with [REDACTED]; attorney in-house conference with [REDACTED]; e-mail communications with [REDACTED]	[REDACTED]	[REDACTED]	\$619.50
2/13/2018	LM	Telephone conferences with [REDACTED]; telephone communications with [REDACTED]; attorney in-house conference with [REDACTED]; e-mail communications [REDACTED]	[REDACTED]	[REDACTED]	\$767.00
2/13/2018	SPT	Attorney in-house conference [REDACTED]	[REDACTED]	[REDACTED]	\$118.00
2/14/2018	DCW	Travel to District for meeting with Superintendent and meeting with auditor.	[REDACTED]	[REDACTED]	\$383.50
2/14/2018	LM	[REDACTED] Attend meetings with Superintendent and Forensic auditor.	[REDACTED]	[REDACTED]	\$472.00
2/14/2018	DCW	[REDACTED] Plan, prepare, and attend conference with Superintendent followed by a conference with Superintendent and auditor.	[REDACTED]	[REDACTED]	\$472.00
2/14/2018	DCW	Return travel from District following conference with Superintendent and with auditor.	[REDACTED]	[REDACTED]	\$295.00
2/14/2018	LM	Plan and prepare for meetings at District; travel to and from District; telephone conference with [REDACTED]; e-mail communications with [REDACTED]	[REDACTED]	[REDACTED]	\$767.00
2/15/2018	DCW	Review and revise draft communication from Superintendent to forensic auditor regarding comments made during open session of Board meeting.	[REDACTED]	[REDACTED]	\$59.00

SERVICES

Date	Person	Description of Services	Hours	Rate	Amount
2/15/2018	LM	Review and revise memo regarding request for documents on pending investigation; e-mail communications [REDACTED]	[REDACTED]	[REDACTED]	\$147.50
Total Professional Services			35.7		\$9,571.50

TIMEKEEPER RECAP

Timekeeper	Level	Hours	Rate	Amount
CSB Christine S. Badillo	SHAREHOLDER	[REDACTED]	[REDACTED]	\$59.00
LM Laura Rodriguez McLean	SHAREHOLDER	[REDACTED]	[REDACTED]	\$472.00
LM Laura Rodriguez McLean	SHAREHOLDER	[REDACTED]	[REDACTED]	\$7,316.00
KAS Karla A. Schultz	SHAREHOLDER	[REDACTED]	[REDACTED]	\$88.50
SPT Sandi Pearson Tarski	SHAREHOLDER	[REDACTED]	[REDACTED]	\$206.50
DCW Craig Wood	SHAREHOLDER	[REDACTED]	[REDACTED]	\$472.00
DCW Craig Wood	SHAREHOLDER	[REDACTED]	[REDACTED]	\$737.50
EDN Elisabeth D. Nelson	ASSOCIATE	[REDACTED]	[REDACTED]	\$220.00

DISBURSEMENTS

Date	Description of Disbursements	Amount
2/6/2018	LAURA MCLEAN- Mileage (at .54/mile)- (113 @ \$0.54)	\$61.02
2/14/2018	LAURA MCLEAN- Mileage (at .54/mile)- (113 @ \$0.54)	\$61.02
Total Disbursements		\$122.04

Total Services	\$9,571.50	
Total Disbursements	\$122.04	
Total Current Charges		\$9,693.54
PAY THIS AMOUNT		\$9,693.54

March 01, 2018
Client: 10600
Matter: 000247
Invoice #: 537080

Page: 5

PAYMENT DUE UPON RECEIPT

Please reference the invoice number with your payment and make checks payable to:

Walsh Gallegos Treviño Russo & Kyle P.C.

Please contact the Billing Department at (512) 454-6864 if you have any questions regarding your statement.

EXHIBIT E

Email communications withheld
in this exhibit under attorney-
client privilege.

EXHIBIT F

Sandy Alexander

From: Sandy Alexander [caa@caforensicsllc.com]
Sent: Thursday, March 01, 2018 6:42 PM
To: Demetrus Liggins (ligginsd@greenvilleisd.com)
Cc: Deidra Reeves (reevesd@greenvilleisd.com); Sandy Alexander (caa@caforensicsllc.com)
Subject: Leasor Crass Report of Investigation - Review, Changes by GISD General Counsel
Attachments: investigation (167 KB)

Superintendent Liggins,

On or about February 14, 2018, we discussed the possible appointment of GISD Special Counsel to assist with this Board approved forensic audit, to include matters related to former GISD Executive Ralph Sanders as reported by the law firm of Leasor Crass, P.C. As you may recall, at that time I had then recently reviewed for the first time the Leasor Crass Report of Investigation, and was most enthusiastic about the possibility of their Board approval participation with forensic audit as GISD Special Counsel.

As you know, immediately prior to the GISD Board meeting of February 27, 2018, I was advised for the first time that the Leasor Crass Report of Investigation prior to its issuance to GISD School trustees was reviewed and edited by GISD General Counsel Walsh Gallegos Trevino Russo & Kyle.

Reviewed this afternoon for the first time, please be advised GISD General Counsel changes to the Leasor Crass Report of Investigation appear both substantial and significant, and had they been previously disclosed would have disqualified Leasor Crass, P.C. from this auditor's suggested role as GISD Special Counsel.

Please ensure GISD School trustees are advised of same at your earliest possible convenience.

Thank you, Dr. Liggins.

Best regards, Sandy

Columbus A. Alexander, III, CPA
Certified Fraud Examiner
CA Forensics, LLC
214.514.2272

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From: Reeves, Deidra [mailto:reevesd@greenvilleisd.com]
Sent: Thursday, March 01, 2018 11:05 AM
To: sandy@caforensicsllc.com
Subject:

Deidra Reeves, CPA
CFO
Greenville ISD
4004 Moulton
Greenville, TX 75403

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It is the policy of Greenville Independent School District not to discriminate on the basis of race, color, national origin, gender, or handicap in its vocational programs, services or activities as required by Title VI of the Civil Rights Act of 1964, as amended; Title IX of the Education Amendments of 1972; and Section 503 and 504 of the Rehabilitation Act of 1973, as amended. Greenville Independent School District will take steps to ensure that lack of English language skills will not be a barrier to admission and participation in all educational programs and services.

EXHIBIT G



RECOMMENDATION FORM

DATE: September 1, 2015

TO: Ralph Sanders, Executive Director for H.R.

FROM: Heath Jarvis Campus/Department: GHS

I am recommending Green Last Name Jimitri First Name

For the position of (check one): Administrator Professional Paraprofessional Auxiliary

Name of position: Aide - Special Needs Aide

This position is Replacement for _____ Last Name First Name

New position due to Student need

Three employment reference forms are attached from the following people:

(1) Don Hunter (2) Ralph Sanders (3) _____

Required for certified teacher positions only: Applicant's Teacher Selector Assessment Score: _____

Proposed Start Date: Sept. 2015

Heath Jarvis
Campus Administrator Signature

September 1, 2015
Date

Signature of one of the following:

- Exec Dir of Elementary Ed/Student Services
- Exec Dir of Secondary Education
- Exec Dir of Special Education

_____ Date

Please do the following:

- 1) Attach copy of employee's application
- 2) Send this form to the GISD Human Resources Department

Personnel Use Only

Fingerprints: Clear Needed: DCS FBI Needs Para Cert: yes no

(Administrator): Years of Experience: _____ Highest degree: _____
 (Professional): Years of Experience: _____ Highest degree: _____
 (Paraprofessional): Years of Experience: _____ Pay Grade: _____
 (Auxiliary): Years of Experience: _____ Pay Grade: _____

Personal Days: _____ / _____ Non-duty days (if applicable): _____
State Local

Base salary: \$ _____ x _____ + _____ = \$ _____
Daily rate Days Stipends/Allowances Total

Prorated: yes no

Approved: Ralph Sanders
Ralph Sanders, Executive Director for Human Resources

9/1/15
Date

(Revised Tuesday, January 06, 2015)



Job Title: Special Education Classroom Aide

Wage/Hour Status: Nonexempt

Pay Grade: Greenville Salary Pay Scale

Date Revised: August 2014

Reports to: Principal

Primary Purpose:

Assist teacher in preparation and management of classroom activities and administrative requirements. Works under the supervision of a certified teacher.

Qualifications:

Education/Certification:

High school diploma or GED
Valid Texas educational aide certificate preferred

Special Knowledge/Skills:

Ability to work well with children
Ability to communicate effectively

Experience:

Some experience working with children

Working Conditions:

Mental Demands/Physical Demands/Environmental Factors:

Maintain emotional control under stress
Frequent standing, stooping, bending, pulling and pushing
Ability to move small stacks of textbooks, media equipment, desks, and other classroom equipment

Major Responsibilities and Duties:

Instructional Support

1. Assist teacher in preparing instructional materials and classroom displays.
2. Assist with administration and scoring of objective testing instruments or work assignments.
3. Help maintain neat and orderly classroom.
4. Help with inventory, care, and maintenance of equipment.
5. Help teacher keep administrative records and prepare required reports.
6. Provide orientation and assistance to substitute teachers.



Student Management

- 7. Conduct instructional exercises assigned by the teacher; work with individual students or small groups.
- 8. Help supervise students throughout school day, inside and outside classroom. This includes lunchroom, bus, and playground duty.
- 9. Keep teacher informed of special needs or problems of individual students.

Other

- 10. Participate in staff development training to improve job performance.
- 11. Participate in faculty meeting and special events as assigned.
- 12. Assist in toileting needs, including providing diaper changing for Special Education students.

Supervisory Responsibilities: None

Equipment Used: Copier, personal computer, and audiovisual equipment

Greenville ISD does not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, age disability, military status, or on any other basis prohibited by law. Employment decisions will be made on the basis of each applicant's job qualifications, experience, and abilities. The foregoing statements describe the general purpose and responsibilities assigned to this job and are not an exhaustive list of all responsibilities and duties that may be assigned or skills that may be required. Therefore, this job may include other duties as assigned.

Employee _____ Date _____

Supervisor _____ Date _____

EXHIBIT H

Brooks, Bonnie

From: Sanders, Ralph
Sent: Monday, October 03, 2016 3:06 PM
To: Brooks, Bonnie
Cc: Sanders, Ralph
Subject: J. Green's Salary

Inadvertently, I failed to set Jimitri Green's salary at the same level as Cintia Ramirez's. Please rectify this for me by adjusting Jimitri's salary to match the salary that was being paid to Cintia. Thank you.

REACH: Remember Everyone Affects Customer Happiness
Ralph Sanders, Executive Director
GISD Department of Human Resources

\$15.85

Never take a person's dignity. It is worth everything to him, and nothing to you!

EXHIBIT I

Demetrus Liggins

From: Sanders, Ralph
Sent: Thursday, April 20, 2017 11:13 AM
To: Demetrus Liggins
Cc: Sanders, Ralph
Subject: RE: JG

Dr. Liggins, thank you for taking this seriously and for your reply. However, I would like for your to please consider the following submissions regarding other Central Office personnel:

No degree:

Name/Position/Salary
Stacey Valentine/PEIMS/\$41,997.58
Donna Pyatt/Business Clerk/\$38,239.20
Martha Cox/Benefits/\$52,233.12
Donna Olson/PEIMS/\$42,668.80

Degreed

Name/Position/Salary
Brenda Aguilar/Business Office/\$50,000.24
Amy Wade/Communications/\$59,998.48

*Mr. Sanders,
Please move
Jimitri Green to a base
salary of \$40,000/annually
Thank you*

As a point of reference, Brenda Aguilar has worked in the Business Office for a few years; however, this is Amy Wade's first year in her position. So... would you entertain reconsidering Mr. Green's salary in lieu of the additional duties that he will perform?

REACH: Remember Everyone Affects Customer Happiness
Ralph Sanders, Executive Director
Greenville ISD Department of Human Resources

Never take a person's dignity. It is worth everything.

*Brenda does
not have a
degree.
-NOTE- Yli!*

From: Demetrus Liggins
Sent: Wednesday, April 19, 2017 5:57 PM
To: Sanders, Ralph <Sandersr@greenvilleisd.com>
Subject: JG

Please move Jimitri Green to the position of Human Resources Investigator/Clerk effective July 1, 2017 with a salary of \$37,163. Thank you.

Demetrus Liggins, Ph.D.
Superintendent

Date of Request 4/20/17 Job Title to be reviewed HR Investigator/Records Clerk
Person Requesting Review Ralph Sanders
Title of Job Supervisor Spec Dir of HR
Current Pay Grade 43 Current Work Location HR Dept

<input checked="" type="checkbox"/> Review Job Classification and/or Title	<input checked="" type="checkbox"/> Review Salary Range
--	---

Job classification categorizes jobs of similar value into pay grades and pay ranges. Job is based on the requirements of the job and considers these factors:
1. Knowledge Factors (education and experience)
2. Effort Factors (decision-making, complexity of duties, communication responsibility)
3. Responsibility Factors (scope of job impact, financial accountability, supervisory responsibility)
4. Environment Factors (exposure to hazardous working conditions)
5. External Job Market Value

***** Please attach any documentation relevant to this request *****

1. How has this job changed since the last review? Explain?

Additional duties have been added

2. Why do you feel that this job is assigned to the wrong pay grade level? To which pay grade level do you feel it should be assigned?

*The additional duties warrant a higher pay grade
Pay Grade 44*

[Signature] 04/21/17
Employee's Signature Date
Jimitri Green

[Signature] 4/21/17
Supervisor's Signature Date
Ralph Sanders

FOR HR DEPARTMENT USE: Date Received 4/21/17 Date Action Taken 4/21/17
Number of Employees in Job Title 1 Current Job Description on file? Yes No
Retain Current Code _____ OR Reclassify to Grade 44
Other Action Taken (explain): _____
Superintendent's Signature: _____

[Signature]
Chapman

Investigations:

1) Administrative Leave

- a) Sanders puts employee on leave
- b) Green acts as the HR liaison, gathering information needed to determine the outcome

2) On-The-Job Accident

Green goes to the accident site and serves as the HR liaison to gather information regarding the accident. The First Reports of Injury come to him and he does all needed paperwork regarding workers comp issues.

- 3) Presently, Green helps with unemployment claims; however, his new duties will incorporate this as one of his sole responsibilities.**

4)



Job Description

Human Resources Investigation Specialist
Human Resources Investigator/~~Clerk~~

Job Title: Human Resources Records Clerk
Pay Grade: Greenville Salary Pay Scale
Reports to: Exec Dir of HR

Wage/Hour Status: Nonexempt
Date Revised: April 2017

Primary Purpose: Receives, processes and maintains files and records for applicants and employees of the district. Monitors access to human resource records and maintains proper security and confidentiality. This position will also make every effort to ensure work performed addresses district and department goals and performance objectives, and complies with the district's policies and procedures. The scope of work entails conducting complex administrative investigations, relating to alleged violation and misconduct.

Qualifications:

Education/Certification:

Bachelors' degree from an accredited university in Human Resources, Business, Computer Science, Criminal Justice or a directly-related field preferred
At least one year conducting non-criminal investigations
Proven ability to present a positive image for the district, maintain a professional demeanor, provide effective customer service and make good decisions.
Knowledge of the techniques, methods and procedures used in gathering information and evidence and conducting investigations.
Ability to handle difficult situations firmly, courteously, tactfully and impartially
Ability to secure the cooperation of others in difficult situations
Ability to communicate clearly and effectively, both orally and written, at all levels
Proven strong customer service skills

Special Knowledge/Skills:

Proficiency in keyboarding and file maintenance
Ability to use software to develop spreadsheets, databases and do word processing
Ability to perform basic math
Ability to read, speak and understand English
Excellent organizational skills
Effective communications and interpersonal skills

Experience:

One-year clerical experience in office setting

Working Conditions:

Mental Demands/Physical Demands/Environmental Factors:

Standard office equipment including personal computer and peripherals; imaging equipment
Frequent walking, standing, bending, stooping and reaching.
Occasional pushing, pulling and twisting
Repetitive hand motions including frequent keyboarding and use of mouse
Occasional light lifting and carrying
May work long or irregular hours
Work with frequent interruptions
Maintain emotional control under stress

Records Clerk

Major Responsibilities and Duties:

1. Maintain files for all employees and applicants, including receiving and routing of changes (e.g., name, address changes)



2. Receive and process applications and new hire paperwork, including verifying completeness of files
3. Process requests for official district records, including maintaining log of records requests, retrieving documents, copying and mailing records
4. Enter and update employee information in central database
5. Respond to requests for verification of employment
6. Prepare and maintain employee service records
7. Job descriptions and privacy policy distribution
8. Loan Forgiveness forms
9. Administer the records storage and destruction process of personnel records following established records retention schedule and requirements of the Texas State Library and Archives Commission. Assist with the purging of records and coordinate imaging of inactive HR records
10. Employee ID badges
11. Prepare correspondence, forms and reports according to district standards and requirements
12. Reconcile/submit payroll backup for wire transfer
13. Print applications and supporting documents from TJN for subs and most new hires; make new hire folders. Complete all HR forms required for new hires.
14. Generate Eduphoria requests for system access for new hires, terminations, and staff assignment changes.
15. Compile data for open records requests for Public Information Director within timelines.
16. Make changes to the GISD Human Resources web site, as needed.
17. Create employment verification letters for employees, on demand.
18. Back-up receptionist.
19. Verify sub service for TRS service credit eligibility at employee request who are trying to buy service from TRS.
20. Process all employee benefit enrollment and change forms within required time limits to meet payroll deadlines.
21. Reconcile insurance and third-party invoices monthly
22. Organizes and facilitates sick bank committee meetings.
23. Provide sick bank information to new employees.
24. Act as district liaison and provide guidance to applicants to sick bank.
25. Review and modify Sick Bank Bylaws as needed.
26. Responds to "Request for Work Separation Information" from Texas Workforce Commission within time allotted.
27. Send certified employee contracts via DocuSign, send Letters of Reasonable Assurance (LORA) via DocuSign, send Letters of Reasonable Assurance (LORA) via DocuSign, send Acceptable Use Policy (AUP) via DocuSign, send New Hire packet via DocuSign, send GISD training materials via DocuSign, send job descriptions via DocuSign
28. Assist with entering and updating of employee information in Skyward including substitute employees.
29. Assist in processing substitute new hire paperwork and input into skyward system.

Investigator

30. Conduct administrative investigations relating to alleged violations of Greenville ISD policies and procedures, abuse, conflicts of interest or other misconduct, as instructed
31. Collect, analyze and process evidence relating to administrative investigations or abuse of Greenville ISD violations of policies and procedures



- 32. Investigate leads, secure facts and examine evidence and scenes to establish the extent of violations
- 33. Interview victims, informants, witnesses, and suspects and prepare memoranda of interviews of fact and detailed reports of investigation
- 34. Testify at employee hearings and/or outside agencies as it relates to an investigation
- 35. Exchange information with other Greenville ISD personnel and other law enforcement agencies, as appropriate
- 36. Prepare executive summaries, reports and analysis in an effort to improve work environment
- 37. Provide excellent customer service to employees by responding to telephone, email, and in-person inquiries to assist with HR-related topics, while remaining impartial and confidential
- 38. Maintain appropriate liaison with local, state and federal law enforcement agencies, courts, correctional facilities, the Texas Education Agency and other school districts
- 39. Keep abreast of technical, legislative, and professional trends and developments affecting the department's target populations

Other Duties

- 40. Garnish paychecks for child support, taxes, student loans and alternative certification program fees.
- 41. Set up 403(b) deductions.
- 42. Verify legal documents and complete I9 forms
- 43. Print applications and supporting documents from TJN for subs and most new hires; make new hire folders. Complete all HR forms required for new hires
- 44. Generate Eduphoria requests for system access for new hires, terminations, and staff assignment changes.
- 45. Compile data for open records requests for Public Information Director within timelines.
- 46. Manage retrieval process for archived Human Resources records.
- 47. Create and submit semi-monthly new hire reports to Attorney General's office.
- 48. Prepare teacher loan forgiveness applications.
- 49. Make changes to the GISD Human Resources web site, as needed.
- 50. Create employment verification letters for employees, on demand.
- 51. Respond to Attorney General's requests to locate employees and process National Medical Support Notices from his office.
- 52. Maintain confidentiality

Supervisory Responsibilities: None

Equipment Used: Phone and personal computer

Greenville ISD does not discriminate against any employee or applicant for employment because of race, color, religion, sex, national origin, age disability, military status, or on any other basis prohibited by law. Employment decisions will be made on the basis of each applicant's job qualifications, experience, and abilities. The foregoing statements describe the general purpose and responsibilities assigned to this job and are not an exhaustive list of all responsibilities and duties that may be assigned or skills that may be required. Therefore, this job may include other duties as assigned.

Employee _____ Date _____

Supervisor _____ Date _____

EXHIBIT J

Brooks, Bonnie

From: Sanders, Ralph
Sent: Tuesday, July 25, 2017 10:49 AM
To: Brooks, Bonnie
Cc: Green, Jimitri; Sanders, Ralph
Subject: Travel Stipend

Per Dr. Liggins, beginning August 1, 2017, please give Jimitri Green a \$600 annual travel stipend. Thank you.

REACH: Remember Everyone Affects Customer Happiness
Ralph Sanders, Executive Director
Greenville ISD Department of Human Resources

Never take a person's dignity. It is worth everything to him, and nothing to you!

Retro to August 1.



School Operations Coordinator/Instructional Materials Assistant

Job Title: School Operations Coordinator **Exemption Status/Test:** Exempt
Reports to: Chief Operations Officer
Director of Research/Asses./Accountability **Date Revised:** August 30, 2017
Dept./School: School Operations

Primary Purpose:

Under the direction of the Chief Operations Officer (COO), the School Operations Coordinator provides and facilitates services for the Greenville Independent School District necessary to ensure a positive, well-maintained learning and work environment that supports the educational process and facilitates student achievement. The School Operations Coordinator implements and monitors District policies and plans regarding non-instructional operations and resources. The School Operations Coordinator will also oversee, file incident reports, investigate, and represent the district in workers' compensation cases and hearings. The School Operations Coordinator supports the following departments: Facilities, Nutrition Services, Transportation, and other operational divisions or special projects of GISD as assigned.

In addition, under the direction of the Director of Research, Assessment, and Accountability, the School Operations Coordinator will be responsible for implementing, monitoring, and inventory of the district instructional materials; processing scantrons, and other necessary procedures to support the accountability system.

Qualifications:

Education/Certification:

Bachelor's degree or equivalent experience
Clear and valid Texas driver's license

Special Knowledge/Skills:

Knowledge of basic principles of construction, school plant maintenance, and custodial operations
Ability to conduct on-site inspection of district facilities
Ability to manage budget and personnel
Ability to implement policy and procedures
Ability to interpret data
Ability to read blueprints and schematics
Strong organizational, communication, and interpersonal skills
Knowledge of instructional materials requisition and inventory management guidelines
Ability to develop spreadsheets and databases, do word processing, and use inventory and records management software

Experience:

One year minimum working within the educational system



School Operations Coordinator/Instructional Materials Assistant

Major Responsibilities and Duties:

Maintenance and Operations

1. Ensure that district facilities are functional, safe, clean, and well maintained.
2. Facilitate departmental procedures for maintenance, repair, and operations of all district buildings and equipment. Ensure that work orders are processed and executed in a timely manner.
3. Develop, implement, and monitor a district Energy Management Plan.
4. Organize and process facility events and rentals.
5. Responsible for completion and submission of TASB PC Insurance including renewals, updates, and incident reports, TASB Loss Prevention grant, and TASB Innovation Reward reminders.
6. Facilitate and monitor student insurance program.
7. Secure and manage property appraisals, property purchases, sales, re-sales and easements..
8. Conduct facility safety and security audits.
9. Oversee, file incident reports, investigate, and represent the district in workers' compensation cases and hearings.
10. Develop and monitor emergency operations and crisis management plans.
11. Maintain the PB mail machine lease, in addition to securing supplies, postage, repairs, and producing quarterly postage reports.
12. Prepare and track utility purchase orders and maintain utility website postings.
13. Submit information as needed for Board agenda items, in addition, prepare and submit the Annual Facility Accomplishments report for the superintendent.
14. Maintain and distribute WMAB keys, alarm codes, and Xerox codes.
15. Develop and distribute inclement weather memos and administration calling tree for inclement weather.
16. Develop and distribute the department annual calendar, the 240 workday calendar, and holiday memos.
17. Develop and implement records management systems.
18. Maintain beverage contracts and track Coca-Cola donations.
19. Provide safety student accident reports and vandalism reports to the city when the police department is involved.



School Operations Coordinator/Instructional Materials Assistant

20. Work with TxDOT and the city regarding traffic lights and school zone signs.
21. Utilize TASB Policy Services.
22. Conduct risk management investigations, collect all data necessary, and represent the district in workers comp hearings.

Policy, Reports, and Law

23. Ensure compliance with federal and state law, State Board of Education rule, and local board policy.
24. Compile, maintain, and file all reports, records, and other documents..

Safety

25. Maintain safety standards in conformance with federal, state, and insurance regulations and district requirements and develop a program of preventive safety.
26. Ensure that equipment is maintained in optimum operating condition.

Other

27. Participate in development of the district's disaster plan and be prepared to take an active role in responding to emergencies as needed.

Instructional Materials Assistant

Inventory

1. Perform all aspects of the requisition, exchange, and distribution of instructional materials in accordance with State and district regulations, policy, and guidelines.
2. Implement and maintain an accountable school-site instructional materials inventory management system that ensures appropriate quantities of instructional materials are available at each campus when required for instruction.
3. Conduct an annual physical inventory of the district's instructional materials.
4. Train campus staff to use established procedures and guidelines to effectively and efficiently implement a site-by-site instructional materials inventory management and distribution system.
5. Work with district accounting, purchasing, and distribution services to ensure the timely receipt, identification, and recording of newly acquired instructional materials.
6. Work with testing and accountability services to process scantrons, and other necessary procedures related to testing and accountability.



School Operations Coordinator/Instructional Materials Assistant

Records and Reports

7. Use records management and administration procedures to ensure that inventory records are maintained, preserved, and disposed of in accordance with the requirements of State and district regulations, policy, and guidelines.
8. Compile, maintain, and file all reports, records, and other documents as required.
9. Copy and sort testing documents.

Mental Demands/Physical Demands/Environmental Factors:

Tools/Equipment Used: Standard office equipment including computer and peripherals

Posture: Prolonged sitting; frequent standing, kneeling/squatting, bending/stooping, pushing/pulling, and twisting; may work in tiring and uncomfortable positions

Motion: Frequent walking, climbing stairs/ladders/scaffolding; regular grasping/squeezing, wrist flexion/extension, and overhead reaching; frequent driving

Lifting: Regular moderate lifting and carrying (15–44 pounds); occasional heavy lifting (45 pounds and over)

Environment: Work outside and inside, on slippery or uneven walking surfaces; frequent exposure to extreme hot and cold temperatures, dust, noise, vibration; exposure to chemical and electrical hazards; work around machinery with moving parts; regularly work irregular hours; occasional prolonged hours; frequent districtwide travel

Mental Demands: Maintain emotional control under stress

This document describes the general purpose and responsibilities assigned to this job and is not an exhaustive list of all responsibilities and duties that may be assigned or skills that may be required.

Reviewed by _____ Date _____

Received by _____ Date _____

EXHIBIT K

Sydney Phillips
1111 County Road 1031
Greenville, TX 75401
(903) 456-9902- cell phone
sydneynicolephillips@gmail.com

April 3, 2014

Arkansas Business Publishing Group
114 Scott Street
Little Rock, AR 72201

Dear Mr. Sanders,

I would like to express my interest in the Director of Community Relations position with Greenville Independent School District. At your convenience, I'd love to discuss the position and my candidacy with you. I have attached a copy of my resume so that you may have a more in-depth look at my skills and experience.

Through years of school and training, I have developed an intense passion for all forms of communication through various platforms. I am looking for an opportunity to nurture that passion and harness my tenacity and enthusiasm. I cannot think of a better way to channel my talents and creativity than by serving the community that I grew up in. As a graduate of Greenville High School, I am very familiar with the role that the school district plays in shaping the lives of the students that come through every year.

I look forward to hearing more about this position and the opportunity to tell you how my skills and ideas can benefit the organization. I can be reached any time after 1 p.m. via my cell phone, (903) 456-9902, or at any time during the day by email to sydneynicolephillips@gmail.com.

Thank you for your consideration and I look forward to hearing from you!

Sincerely,

Sydney Phillips



we are frontrunners. we are dynamic. we are red.

(501-372-1443)

DATE:

4/16/14

TO:

Ralph Sanders, Executive Director for H.R.

FROM:

RE:

Recommendation of Employee for Professional Position Para/auxiliary Position

I am recommending

PHILLIPS
Last Name

JAKE SYDNEY
First Name

For the position of
This position is a:

COMMUNICATION DIRECTOR

Replacement for

THARP
Last Name

KELLY
First Name

New position due to

Reference 1

Name JAKE SUGG

Date & Time of Call APRIL 16, 2014, 2:55 PM

From 1-5, with 5 being the best, please rank the employee's qualities:

- 1) Knowledge of position for which applicant is applying: 1 2 3 4 5
- 2) Punctuality regarding work hours and assignments given: 1 2 3 4 5
- 3) Ability to work with others: 1 2 3 4 5
- 4) Professionalism displayed: 1 2 3 4 5
- 5) Ability to effectively solve problems: 1 2 3 4 5

Comments: EXCEPTIONAL JOB, INCREASED EFFICIENCY, FINISHED PROJECTS AFTER GIVING NOTICE (UNUSUAL). SELF-STARTER.

Reference 2

Name _____ Date & Time of Call _____

From 1-5, with 5 being the best, please rank the employee's qualities:

- 1) Knowledge of position for which applicant is applying: 1 2 3 4 5
- 2) Punctuality regarding work hours and assignments given: 1 2 3 4 5
- 3) Ability to work with others: 1 2 3 4 5
- 4) Professionalism displayed: 1 2 3 4 5
- 5) Ability to effectively solve problems: 1 2 3 4 5

Comments: _____

Administrator Signature

4/16/14
Date

Exec Dir. of Student Services' Signature,
Chief Academic Officer's Signature or
Exec Dir. of Special Education's Signature

Date

Please do the following:

- 1) Attach copy of employee's application
- 2) Send this form to the GISD Human Resources Department

Approved:

Ralph Sanders, Executive Director for Human Resources

Date

(Revised November 11, 2013)

DATE: March 18, 2014
TO: Donald Jefferies
FROM: Ralph Sanders
RE: Personnel Report Employment Recommendations

The Superintendent recommends the following professionals for employment:

<u>Vacating Position</u>	<u>Vacating Employee</u>	<u>Recommendation</u>		<u>Degree/Certification</u>	<u>Contract</u>	<u>Assignment</u>	<u>Employment Date</u>	<u>Years Experience</u>
Dir, Comm Relations	Kelli Tharp	Sydney Phillips	BA	Mass Communication	Probationary	WMAC	4/22/2014	0

Non-Chapter 21 Contract
\$ 55,000 per year
\$ 1,200 telephone per year
\$ 1,200 travel per year

Personal information redacted.

GREENVILLE INDEPENDENT SCHOOL DISTRICT

PERSONAL DATA SHEET

NEW HIRE: YES NO

CHANGE: NAME ADDRESS PHONE NO.

REASON: Marriage Divorce
 (For name change please provide necessary documentation, i.e., new drivers license, social security card and marriage license)

Phillips	Sydney	Nicole	
Last Name	First Name	Middle Name	Maiden Name (If applicable)

Mailing Address



City State Zip Code

Phone Numbers:

Home _____

Cell _____

Date of Birth:



Social Security No.:

Position:

Director Community Relations

Campus:

Wesley Martin Admin

Have you retired with TRS?

Yes No

If yes, please complete the following:

Retirement date: _____

Regular retirement: _____

Disability retirement: _____

Sydney Phillips
Signature

5/7/14

Date signed

For Office Purposes Only
 Date Changed: _____
 Changed by: _____

GREENVILLE ISD
Hire Calculation Form

Date: June 3, 2014

May 27, 2014
New Hire/Change Start Date

Phillips, Sydney N.
Employee Name - - Last, First, MI

1111 Contry Road 1031 Greenville TX 75401
Address City State Zip Code

Director - Community Relations
Position

May 27, 2014 June 13, 2014
Beginning Date Calendar End Date

226 14
Max Actual
Days Days

+ 10.5 non duty worked

Base Salary \$55,000.00
Base Salary / per 226 day Salary Scale

<u>\$243.3628</u> Daily Rate	<u>12</u> Calendar Months	<u>24</u> Annual Payments	<u>2</u> Remaining Payments	Payroll Actual Salary	<u>\$3,407.08</u>
<u>0.0</u> Local Personal Days	<u>0.0</u> State Personal Days	<u>0.5</u> Non-Duty Days		Semi-Monthly Pay Std Rate	<u>2291.67</u>
				Prorated Semi Monthly	<u>1703.5398</u>

New Budget Code & %: _____

New Position Actual Salary \$3,407.08

			<u>\$0.00</u>		<u>100%</u>
Previous Position	Annual Pmts	Max Days	Salary - Annual/Monthly	Actual Days	Percent of Day

Remarks: _____

APPROVING SIGNATURES:

_____ Finance Supervisor	_____ Date
_____ HR Director	_____ Date
_____ Superintendent	_____ Date

Prepared by Bonnie Brooks, HR Supervisor



Job Description

Director of Community Relations

Job Title: Director of Community Relations
Pay Grade: Greenville Salary Pay Scale
Reports to: Superintendent

Wage/Hour Status: Exempt
Date Revised: March 2014

Primary Purpose: Promote positive public relations between the school district and community. Plan and conduct public relations programs to create and maintain a favorable image for the district. Prepare and provide information to the public about activities, goals, and school district policies. Distribute pertinent information about the district and its activities to employees.

Qualifications:

Education/Certification:

Bachelor's degree in education, English, journalism, communications, or related field

Special Knowledge/Skills:

Strong organizational, communication, and interpersonal skills

Demonstrated skills in writing, editing, and public speaking

Thorough knowledge of media operations and public relations functions

Ability to communicate effectively (verbal and written), interpret policy, procedures, and data

Coordinate special functions

Bilingual preferred

Experience:

Three years successful experience in educational public relations, journalism or communications

Working Conditions:

Mental Demands/Physical Demands/Environmental Factors:

Maintain emotional control under stress

Frequent district wide and statewide travel

Occasional prolonged and irregular hours

Note: Regardless of the job description, every Greenville Independent School District employee is required to perform any other duties assigned.

Please see the following for:

- 1) Major Responsibilities and Duties
- 2) Supervisory Responsibilities
- 3) Equipment Used

Major Responsibilities and Duties:

1. Promote a positive district climate through effective team building, group dynamics, and change strategies.
2. Participate in development of the district improvement plan.
3. Contribute to district staff development planning.
4. Provide clear and accurate information related to program and district responsibilities.
5. Participate in external organizations and/or programs as related to job assignment.
6. Serve as information liaison between the school system and the community at large.
7. Maintain high productivity and effectiveness through consistent attendance on the job.
8. Serve as resource to the Greenville ISD Education Foundation.
9. Stay abreast of educational issues and trends by reading and attending conferences and workshops.
10. Network with professionals in other districts, universities, agencies, businesses, and organizations as related to assigned role.
11. Assume responsibility for timely compiling, maintaining, and filing all reports, records, and other documents required.
12. Serve on interview teams as assigned.
13. Plan and direct development and communication of information designed to keep public informed of district programs, accomplishments, and point of view.

Human Resources - GISD



Job Description

Director of Community Relations

14. Arrange for public relations efforts in order to meet needs, objectives and policies of individuals, special interest groups, business concerns, nonprofit organizations or governmental agencies, serving as in-house staff member or as outside consultant.
15. Prepare and distribute fact sheets, news releases, photographs, scripts, and other media, etc. to media representatives and other persons who may be interested in learning about or publicizing district activities or message.
16. Purchase advertising space as required.
17. Arrange and conduct public contact programs designed to meet district objectives.
18. Promote goodwill through publicity efforts including speeches, exhibits, films, tours, and question/answer sessions.
19. Represent district during community projects and at public, social and business gatherings.
20. Research data, create ideas, write copy, lay out groundwork, contact media representatives, or represent district directly before general public.
21. Coordinate and supervise the planning, production, and distribution of district publications, internal and external.
22. Works with the Executive Director of Technology for the content, quality, design and style of the communication/public relation sections of the district website.
23. Enforces guidelines, standards, board policies an state laws as they pertain to the district website.
24. Coordinate special events.
25. Gather information and produce district recognition programs.
26. Demonstrate awareness of district-community needs and initiate activities to meet those identified needs.
27. Demonstrate the use of appropriate and effective techniques for community, business, and parent involvement.
28. Coordinate district teacher of the year program.
29. Maintain a file and record of all educational news of the district.
30. Coordinate all elections for the district.
31. Maintain the district presence on social media sites such as Facebook, YouTube, Twitter, etc. to ensure maximum positive publicity for the district.
32. Assist with coordination of monthly Board of Trustees meetings and communications.
33. Process open records requests.
34. Coordinate and confirm that signed parent releases are on file for all student photos releases.
35. Other projects or duties as assigned by supervisor.
36. Assist the superintendent in developing and publicizing reports related to the performance of the district and articulation of district goals and objectives.
37. Implement policies/regulations established by federal and state law, State Board of Education rules, and local board policy in assigned department.
38. Manage and adjust budget for department.
39. Compile budgets and cost estimates based on documented program needs.
40. Promote community support and involvement with the schools
41. Other duties as assigned

Supervisory Responsibilities: None

Equipment Used:

Computer, digital camera, video camera, scanner, fax machine, copier, printer

The foregoing statements describe the general purpose and responsibilities assigned to this job and are not an exhaustive list of all responsibilities and duties that may be assigned or skills that may be required.

Employee *Cydney Phelps* Date 5/7/14

Supervisor *[Signature]* Date 5/9/14

Human Resources - GISD

EXHIBIT L

Brooks, Bonnie

From: Brooks, Bonnie
Sent: Monday, September 12, 2016 10:19 AM
To: Sanders, Ralph
Subject: RE: Sydney

Uh, that was her title already..... So, I will just change the pay amount.

From: Sanders, Ralph
Sent: Monday, September 12, 2016 8:21 AM
To: Brooks, Bonnie <brooks@greenvilleisd.com>
Cc: Sanders, Ralph <Sanders@greenvilleisd.com>
Subject: FW: Sydney

Fyi...
From Mr. J's email, her salary will be prorated for the remainder of the 2016-2017 school year.

REACH: Remember Everyone Affects Customer Happiness
Ralph Sanders, Executive Director
GISD Department of Human Resources

Never take a person's dignity. It is worth everything to him, and nothing to you!

From: Jefferies, Donald
Sent: Friday, September 09, 2016 8:28 PM
To: Sanders, Ralph
Cc: Cummings, Karen; Myers, Billy; Hanner, Sydney
Subject: Sydney

I am assigning Sydney to the Director of Community Relations position and changing her salary to \$80,000 per year. Please adjust her salary effective on Monday. Thanks, DJ

9.12.16

Thank you, *Don Jefferies*

Don R. Jefferies, M.A.
Superintendent
Greenville I. S. D.
(903) 457-2526

"If you get to thinkin' you're a person of some influence, try ordering someone else's dog around."

[Greenville ISD Veterans Day Video](#)

WE ARE FRONTRUNNERS. WE ARE DYNAMIC. WE ARE RED.



GREENVILLE ISD
LESSONS FOR WHEREVER LIFE LEADS

Assignment Maintenance



- Assignment Details
- Salary Information**
- Payroll Information
- Breakdown
- Add-ons

* Employee:

Plan:

Position:

Assignment:

Building:

	Per Diem Contract	Calculated Contract
Main Asn	\$61,264.72	\$61,264.72
Add-ons	\$0.00	\$0.00
Total	\$61,264.72	\$61,264.72

Salary Information

Term of Position

- Do not use calendar to find Calc FTE
- Use FTE instead of Calc FTE to calculate pay amounts

* Calendar:

* Start Date: Total Hours:

Number days: Total Minutes:

* End Date: Hours Per Day:

% Employ:

F.T.E.: * State FTE:

Calc F.T.E.:

-
-
-

Salary Calculation Method

- Enter Salary Amount
- Enter Hourly Pay Amount
- Use Salary Matrix

Salary:

to \$80,000


State Base

Position has no state base.


Asterisk (*) denotes a required field

August 31st

Please accept this as my resignation
immediately

Kelli Trax 

Approved


8-31-16

Sanders, Ralph

From: Tharp, Kelli
Sent: Tuesday, August 30, 2016 8:50 AM
To: Sanders, Ralph
Subject: Resignation

Mr. Sanders,

Thank you for the opportunity to serve Greenville ISD. Please accept this as my two week notice. September 13th will be my last day.

Thank you,

Kelli Tharp
Chief Communications and Business Development Officer
903.408.4483



GREENVILLE ISD
LESSONS FOR WHEREVER LIFE LEADS

A handwritten signature in black ink, followed by the date "8/30/16".

Brooks, Bonnie

From: Sanders, Ralph
Sent: Tuesday, August 30, 2016 9:02 AM
To: Myers, Billy
Cc: Sanders, Ralph; Ashford, Edith; Brooks, Bonnie; Cox, Martha; Green, Jimitri; Sanders, Ralph
Subject: Resignation

I have received a resignation from Kelli Tharp, Chief Communications and Business Development Officer, effective September 13, 2016.

REACH: Remember Everyone Affects Customer Happiness
Ralph Sanders, Executive Director
GISD Department of Human Resources

Never take a person's dignity. It is worth everything to him, and nothing to you!



RECOMMENDATION FORM

DATE: 2/10/15

TO: Ralph Sanders, Executive Director for H.R.

FROM: [Signature] Campus/Department: JUST.

I am recommending [Signature] Last Name Kelli First Name

For the position of (check one): Administrator Professional Paraprofessional Auxiliary

This position is Replacement for _____ Last Name _____ First Name
 New position due to Business Development Priority

Three employment reference forms attached from the following people:

(1) Carl Key (2) Mandy Clayton (3) Melissa Masley

Required for certified teacher positions only: Applicant's Teacher Selector Assessment Score: _____

Proposed Start Date: March 2, 2015

Campus Administrator Signature: [Signature], JUST
Signature of one of the following:
Exec Dir of Elementary Ed/Student Services
Exec Dir of Secondary Education
Exec Dir of Special Education

Date: 2/10/15
Date

Please do the following:

- 1) Attach copy of employee's application
- 2) Send this form to the GISD Human Resources Department

Personnel Use Only

Fingerprints: Clear Needed: DCS FBI Needs Para Cert: yes no

(Administrator): Years of Experience: 4 Highest degree: bachelors
(Professional): Years of Experience: 5 Highest degree: bachelors
(Paraprofessional): Years of Experience: _____ Pay Grade: _____
(Auxiliary): Years of Experience: _____ Pay Grade: _____

Personal Days: 3 / 3 Non-duty days (if applicable): 3
State Local

Base salary: full year \$ 464.60 x 226 Days + 2400 Stipends/Allowances = \$ 107,400 Total

Approved: [Signature]
Ralph Sanders, Executive Director for Human Resources

Prorated: yes no for remainder of 14-15 year (76 days)

Date: 2/10/15

(Revised Tuesday, January 06, 2015)

**GREENVILLE ISD
Hire Calculation Form**

Date: March 23, 2015

March 2, 2015
New Hire/Change Start Date

Tharp, Kelli L
Employee's Names - - Last, First, MI

Address City State Zip Code

<u>March 2, 2015</u>	<u>June 15, 2015</u>	<u>226</u>	<u>70</u>	<u>8</u>	<u>78</u>
Beginning Date	Ending Date	Max Days	Actual Days	Non duty to work	Total work days

Chief Communications Officer
Position 9
Pay Grade

Base Salary <u>\$105,000.00</u>	Personnel Annual Salary <u>\$32,522.12</u>
Base Salary / per 226 day Salary Scale	Actual Days in Calendar to Work

<u>\$464.6018</u>	<u>12</u>	<u>24</u>	<u>8</u>	Semi-Monthly Pay Std Rate	<u>\$4,065.27</u> 70 Days Adjusted for late hire
Daily Rate	Contract Months	Annual Payments	Remaining Payments		

<u>1.5</u>	<u>1.5</u>	Check rate for 226 days	<u>\$4,375.00</u>
Local Personal Days	State Personal Days	Check rate incl non-duty days	<u>\$4,529.87</u> 78 days

Non-duty	\$ 464.60	\$32,522.12	\$36,238.94	\$4,529.87
	8	\$3,716.81	8	\$4,375.00
	\$ 3,716.81	\$36,238.94	\$4,529.87	\$154.87 Balloon Amt

Allowances:

Travel	\$ 1,200.00		\$154.87
Phone	\$ 1,200.00		8
			\$1,238.94 GPA June

Total Contract \$36,238.94

Non-duty	11	New Position Actual Salary	<u>\$32,522.12</u>
Days to work	68		
Calendar days	226		
	0.3		
# Non Duty	3 Prorated		
# Extra Days	8		

Remarks: Rehire. Revised for snow days

APPROVING SIGNATURES:

Principal

HR Director

Superintendent

Prepared by HR Supervisor, Bonie Brooks

Date

Date

Date

April 11, 2012

Mr. Jefferies,

Please accept this letter as formal resignation from my current, part-time, Non-Chapter 21 contract for the 2011-2012 school year. Upon this resignation, I have full intentions of immediately entering into full-time, "at will" status with the expectation that the contract status of this position will be reviewed in January. This resignation and transition is effective Monday, April 16th. Thank you for your consideration during this transitional time.

Sincerely,

Kelli Tharp
Kelli Tharp

*Agreed
to start full-time
on 4/16/12*

[Signature]
4/11/12

Brooks, Bonnie

From: Sanders, Ralph
Sent: Monday, April 09, 2012 11:57 AM
To: Brooks, Bonnie; Kelsey, Christopher; Ashford, Edith; Sanders, Ralph
Subject: FW: Full-Time

People first... Papers second,
Ralph Sanders, Executive Director
GISD Department of Human Resources

Never take a person's dignity. It is worth everything to him, and nothing to you!

From: Jefferies, Donald
Sent: Monday, April 09, 2012 11:55 AM
To: Sanders, Ralph; Carter, David
Cc: Tharp, Kelli; Cummings, Karen
Subject: Full-Time

Beginning, Monday, April 16th, Kelli Tharp will return to full-time employment with the district at her previous full-time salary and benefits. She understands that we will not be re-issuing a new contract that this time. We will review contract status of the job in January. Call me if you have any questions.

January 9, 2012

Mr. Donald Jefferies
Superintendent
Greenville Independent School District
3504 King Street
Greenville, TX 75401

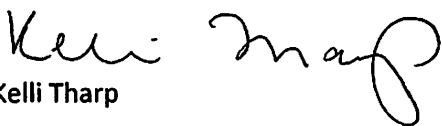
Dear Mr. Jefferies,

Please accept this letter as formal resignation from my current employment contract with Greenville Independent School District (GISD) with clear intentions of entering into a new employment contract with GISD immediately.

Due to our new family situation, I greatly appreciate the district's willingness to rewrite my contract to reflect thirty hours per week work and continue to include health benefits, phone and travel allowances.

Again, please accept my deepest appreciation for working with me on this issue. I greatly enjoy working for you and for Greenville ISD.

Sincerely,


Kelli Tharp

EDUCATION SERVICE CENTER REGION 10
Employee Separation From Employment Form
Permanent/Temporary Part-Time
Section C-3b

From Human Resources
 Date October 10, 2011

September 27, 2011
 Date of Notice
September 26, 2011
 Last Day Worked
0.0000
 Unearned days Used

Tharp, Kelli
 Employee's Name - - Last, First, MI

Public Information Director Administration
 Position Campus

July 1, 2011 September 26, 2011 30-Sep-11
 Beginning Date Ending Date Paid Thru 240 60
 Max Days
 Days Worked

*226
 2000
 in formula*

Annualized Salary \$ 55,000.00
\$ 243,3628 Personnel Annual Salary \$ 14,601.77 Current Annual Salary \$ 58,407.00
 (Per Actual Days Working)

\$243.3628 12 24 6 Actual Salary Earned \$ 14,601.77
 Daily Rate Contract Annual Payments Semi-Monthly Pay Std Rate \$ 2,433.63
 Months Payments Paid
 (including last std monthly pay)

82291.67

	Prior GPA frm New Hire (if any)
\$ 14,601.77	Total Pay Earned
\$ 14,601.75	Paid to Date
\$ 0.02	Earned, Not Paid
\$ -	State/Local Personal Days Used Not Earned
\$ 0.02	Total Final Pay
\$ 0.02	Total Due

9.5 non-duty days

\$2,311.95 Paid Non-Duty Day:
 \$ 2,311.97

851.77 due

Remarks: Maternity leave. Plans to return to work on January 2, 2012.

APPROVING SIGNATURES:

 Principal/Director

 Date

 Human Resources Director

 Date

 Superintendent

 Date

Prepared by Bonnie Brooks, HR. Supervisor

Resume withheld
under Texas
Government Code
Section 552.101 -
common law
privacy

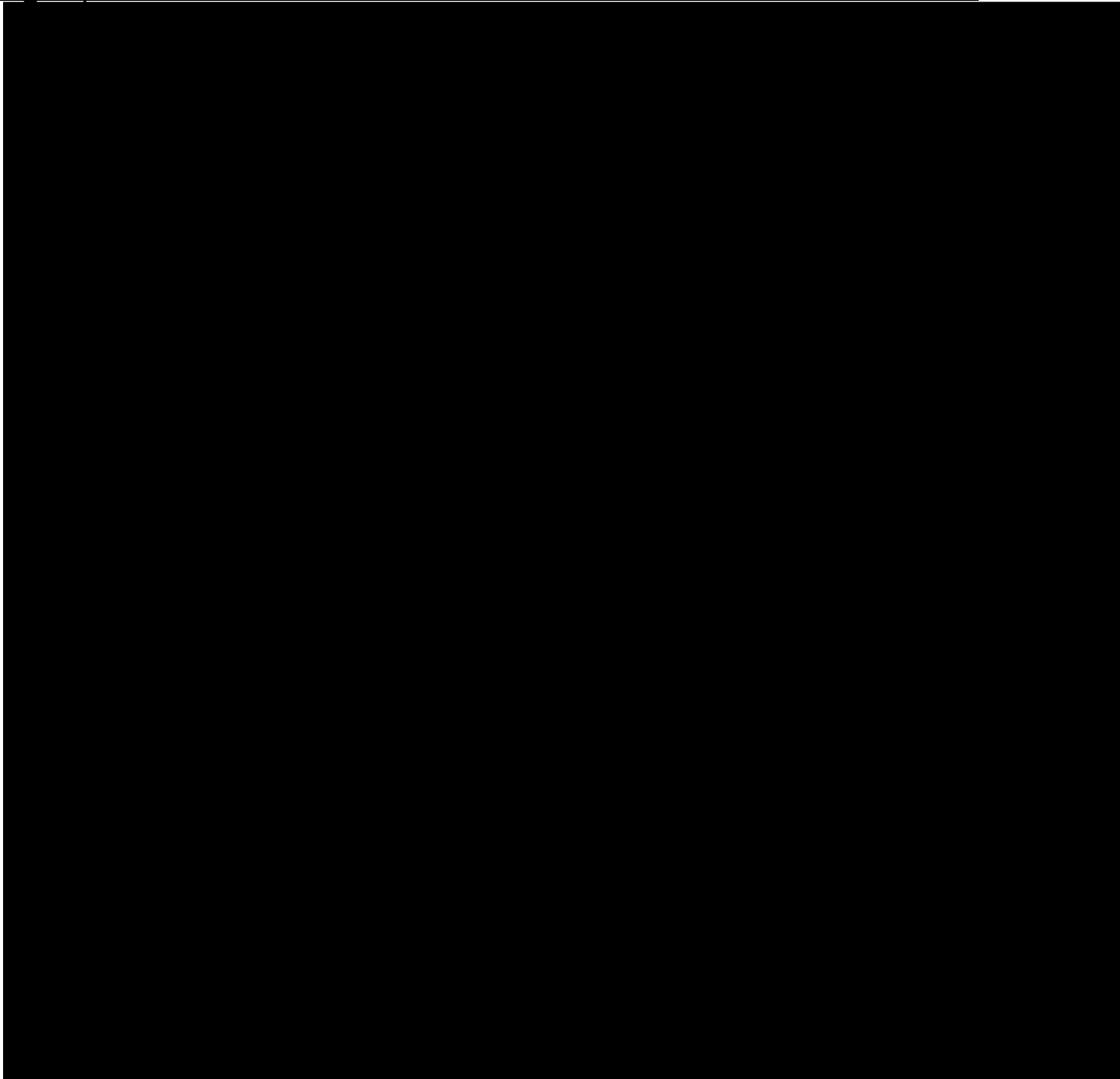


EXHIBIT M

Employee Name	Sydney Hanner	
	From	To
	226	226 Days
Annual Rate	\$ 61,264.7200	\$ 80,000.0000
Calendar Days	226	226
Daily Rate	\$ 271.08	\$ 353.98
Hours Per Day	8	8
Hourly	\$ 33.89	\$ 44.25
		\$ 82.90 Daily Increase
Annual # Payments	24	24
Original Pay Information 8 Hr Days		
Original Hourly Rate	\$ 33.8854	
Calendar Days Worked	49	
Original Annual	\$ 61,264.72	
Original Daily Rate	\$ 271.08	
Payments Received	5	
Earned to Date	\$ 13,283.06	
Check Amt	\$ 2,552.70	
Paid to Date	\$ 12,763.48	
New Pay Information		
New Hourly Rate	\$ 44.2478	
Remaining Calendar Days	177	226 Total Days
New Annual FY	\$ 80,000.00	
New Daily Rate	\$ 353.98	
Earnings b4 Cont Bal Adjmt	\$ 62,654.87	19 \$ 3,297.62
Original Check Amount	\$ 2,552.70	
New Check Amount FY	\$ 3,333.33	
		\$ 780.64 Per Ck Increase
Contract Balance	\$ 519.58	Contract Remaining Adj Rte \$ 63,174.44
Payments Remaining	19	
Current Check Amount	\$ 2,552.70	
New 8 Hr Days Prorated Amt	\$ 3,324.97 (Incls Contract Balance)	

Remaining earnings	\$ 62,654.87	\$ 3,324.97	\$ 3,996.68 Paid
Earned to date	\$ 13,283.06	19	\$ 3,324.97 S/B Paid
Total Contract	\$ 75,937.93	Rem YTD Contract to Be Paid \$ 63,174.44	\$ 671.71
			19 Checks
			\$ 12,762.48 Overage
		New OT Rate \$ 66.37	

\$ 13,283.06	Earned	Total Contract
\$ 12,763.48	Paid	\$ 13,283.06
\$ 519.58	Earned But Unpaid	\$ 62,654.87
\$ 62,654.87	Future Earnings	\$ 75,937.93
\$ 63,174.44	To be paid	

*Difference is in rounding. \$ 3,324.97 New Prorated Amount

PHC

0-7-13-17
 Pk Hand
 Down

GA
10/1/17

Employee Name

Sydney Hanner

	From	226	To	226 Days
Annual Rate	\$ 61,264.7200		\$ 80,000.0000	
Calendar Days	226		226	
Daily Rate	\$ 271.08		\$ 353.98	
Hours Per Day	8		8	
Hourly	\$ 33.89		\$ 44.25	

Annual # Payments 24 24 \$ 82.90 Daily Increase

Original Pay Information 8 Hr Days

Original Hourly Rate	\$ 33.8854
Calendar Days Worked	49
Original Annual	\$ 61,264.72
Original Daily Rate	\$ 271.08
Payments Received	5
Earned to Date	\$ 13,283.06
Check Amt	\$ 2,552.70
Paid to Date	\$ 12,763.48

New Pay Information

New Hourly Rate	\$ 44.2478
Remaining Calendar Days	177
New Annual FY	\$ 80,000.00
New Daily Rate	\$ 353.98
Earnings b4 Cont Bal Adjmt	\$ 62,654.87
Original Check Amount	\$ 2,552.70
New Check Amount FY	\$ 3,333.33

226 Total Days

19 \$ 3,297.62

\$ 780.64 Per Ck Increase

Contract Balance	\$ 519.58
Payments Remaining	19
Current Check Amount	\$ 2,552.70
New 8 Hr Days Prorated Amt	\$ 3,324.97 (Incls Contract Balance)

Contract Remaining Adj Rte \$ 63,174.44

S/A/B
W/A/S

Remaining earnings	\$ 62,654.87	\$ 3,324.97
Earned to date	\$ 13,283.06	19
Total Contract	\$ 75,937.93	Rem YTD Contract to Be Paid \$ 63,174.44

This number was keyed into Skyward

\$ 3,996.68	Paid
\$ 3,324.97	S/B Paid
\$ 671.71	
19	Checks
\$ 12,762.48	Overage

New OT Rate \$ 66.37

\$ 13,283.06	Earned	Total Contract
\$ 12,763.48	Paid	\$ 13,283.06
\$ 519.58	Earned But Unpaid	\$ 62,654.87
\$ 62,654.87	Future Earnings	\$ 75,937.93
\$ 63,174.44	To be paid ← S/B This #	

*Difference is in rounding.

\$ 3,324.97 New Prorated Amount

FPBC

*SA
8/1/08*

226

	Max Work Days	Actual Work Days	Payments Rcvd	
July	20	20	2	
Aug	23	23	2	
Sept	21	6	1	
Oct	21		0	
Nov	19		0	
Dec	12		0	
Jan	21		0	
Feb	20		0	
Mar	18		0	
Apr	18		0	
May	21		0	
Jun	12		0	
July	0		0	
Aug	0		0	
Total	226	49	5	

226

	Max Work Days	Actual Work Days	Payments Rmg	
July	20		0	
August	23		0	
Sept	21	15	1	
Oct	21	21	2	
Nov	19	19	2	
Dec	12	12	2	
Jan	21	21	2	
Feb	20	20	2	
Mar	18	18	2	
Apr	18	18	2	
May	21	21	2	
Jun	12	12	2	
July	0	0	0	
August	0		0	
Total	226	177	19	

226

PTBC

6
20014

Hanner, Sydney

Check Date	Check Number	Gross Wages	Federal Wages	Check Amt	Annual Salary
				\$2,552.70	24 \$61,264.72
				\$ (100.00)	24 \$ (2,400.00)
06/27/2017	900188543	4084.68	3740.58		
06/13/2017	900187581	4096.68	3751.66		
05/26/2017	900186626	4096.68	3751.66		
05/12/2017	900185678	4096.68	3751.66		
04/27/2017	900184715	4096.68	3751.66		
04/13/2017	900183758	4096.68	3751.66		
03/27/2017	900182794	4096.68	3751.66		
03/10/2017	900181836	4096.68	3751.66		
02/27/2017	900180878	4096.68	3751.66		
02/13/2017	900179935	4096.68	3751.66		
01/27/2017	900179009	4096.68	3738.94		
01/27/2017	900179007	4096.68	3738.94		
01/27/2017	900179007	-4096.68	-3738.94		
01/13/2017	900178063	4096.68	3738.94		
12/16/2016	900177130	4096.68	3738.94		
12/09/2016	900176189	4096.68	3738.94		
11/18/2016	900175246	4096.68	3738.94		
11/10/2016	900174307	4096.68	3738.94		
10/27/2016	900173379	4096.68	3738.94		
10/13/2016	900172450	4096.68	3738.94		
09/27/2016	900171536	4096.68	3731.24		
09/13/2016	900170698	2652.7	2406.14		
09/13/2016	241450	357.84	330.29		
08/26/2016	900169930	2563.24	2328.69		
08/12/2016	900169187	2563.24	2328.69		
07/27/2016	900168448	2563.24	2328.69		
07/13/2016	900167518	2563.24	2328.69		

voided by payroll

SPECIAL RUN
for PAYROLL PM
INCREASE

*Slight difference in Excel rounding.

ABC

GA
7/20/18

EXHIBIT N

Meet w/ Sydney
12/15

Things are still very tense. HW made statement she was embarrassed by Sydney's wk. How was she going to explain that to DL.

HW told Sydney she felt like she was lazy and didn't want to work and at the least only wanted to do the fun jobs

Asked what she was journaling. Felt like she was talked down to and treated like a child.

HW asked her about her salary and how she made what she did.

Sydney explained Mr. Offins gave her the salary when the other director left. Sydney said she found out this year her salary was wrong and she talked to HR about it. She received more \$ than suppose to. KS told her "was anybody complaining?" and it would be okay

I gave her some suggestions on how to handle certain work project situations

Sandy Alexander

From: Reeves, Deidra [reevesd@greenvilleisd.com]
Sent: Tuesday, March 27, 2018 3:44 PM
To: sandy@caforensicsllc.com
Subject: Ms. Kirk's notes
Attachments: 03272018152935-0001.pdf

Here you go.

Thank you,

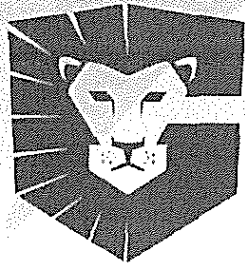
Deidra

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It is the policy of Greenville Independent School District not to discriminate on the basis of race, color, national origin, gender, or handicap in its vocational programs, services or activities as required by Title VI of the Civil Rights Act of 1964, as amended; Title IX of the Education Amendments of 1972; and Section 503 and 504 of the Rehabilitation Act of 1973, as amended. Greenville Independent School District will take steps to ensure that lack of English language skills will not be a barrier to admission and participation in all educational programs and services.

EXHIBIT O



GREENVILLE ISD
LESSONS FOR WHEREVER LIFE LEADS

To: Sydney Hanner, Multi-Media Specialist

From: Marcia Kirk, Chief Human Resources Officer
Deidra Reeves, Chief Financial Officer

Date: March 5, 2018

Re: Compensation and Overpayment for 2016-2017 School Year- Revised

I and Deidra Reeves met with you on March 5, 2018, to discuss your compensation for the 2016-2017 school year and the overpayment that occurred during that period. This memo will confirm the communications we had.

As we discussed, your starting annual salary for the 2016-2017 school year was \$61,264.72 in the position of Community Engagement Specialist. Following the start of the 2016-2017 you were reassigned to the position of Director of Communications and your salary was increased to a new annual salary of \$80,000. This salary became effective on 9/27/16. Based on this new salary, your monthly pay sent by direct deposit should have been in the amount of \$3424.97 minus taxes and deductions twice a month. However, due to a clerical error concerning the Skyward system, starting on 9/27/16, you were actually paid \$4096.68 twice a month for the remainder of the 2016-2017 contract year. Our records show that while your total compensation due for 2016-2017 school year should have been \$75,937.93 you actually received \$88,700.41, resulting in an excess payment in the total amount of \$12,762.48 for the 2016-2017 school year. The District has the duty to pursue payment in an effort to collect these public funds.

Your contract of employment with the District for the 2016-2017 school year stated that, "You agree that the District may deduct any wage overpayments under this Contract from one or more of your paychecks". Your contract of employment for the 2017-2018 school year provides the same agreement. Because the overpayment error was discovered in the 2017-2018 contract year, the District will deduct a set amount from your paycheck starting with the current school year.

As you know, in our meeting with you, we discussed the need for the District to seek return of these funds, and you agreed to the return of these funds. Towards that end, this memorandum confirms that the overpayment from the 2016-2017 school year in the total amount of \$12,762.48

will be deducted from your paycheck over the next 24 pay periods in equal deductions in the amount of \$531.81 until the total amount of \$12,762.48 has been refunded to the District. The first deduction will occur with the March 27, 2018 paycheck, and will occur with each subsequent paycheck for the remainder of the 2017-2018 school year as well as the first 17 pay periods in the 2018-2019 school year.

In the event you leave the District's employment prior to the total amount of overpayment being returned, the District will deduct the balance due at that time from your final paycheck.

We regret that this error has occurred, and the District appreciates your cooperation in resolving this matter.

Per your request, should you want to pay the remaining balance of the overpayment during the 24 months, the district will accept payment.

Please sign below to acknowledge your understanding of the above and your agreement to the repayment process outlined above.

Sydney Hanner
Sydney Hanner

3/7/18
Date

EXHIBIT P



Ralph



I have placed a call regarding the meeting. I will let you know as soon as I can.

Friday 1:51 PM

My doctor can't see me until Wednesday morning. I promise that you will be contacted then.

Friday 3:56 PM

Ok. Thank you for keeping me informed.

Saturday 5:46 PM

Dr. Liggins, upon advice of my legal counsel, I am declining any meetings with the forensic auditor or the Chief Human Resources Officer.

Ok. Thank you, Mr. Sanders.



Text Message



EXHIBIT Q



(See "Continuing Disclosure Information" herein)

OFFICIAL STATEMENT

Dated July 1, 2014

Ratings:
Moody's: "Aaa"/"Aa3"
S&P: "AAA"/"A+"
PSF Guarantee: "Approval Received"
(See "OTHER INFORMATION - Ratings" and "THE PERMANENT SCHOOL FUND GUARANTEE PROGRAM" herein)

NEW ISSUE - Book-Entry-Only

In the opinion of Bracewell & Giuliani LLP, as Co-Bond Counsel, under existing law interest on the Bonds is excludable from gross income for federal income tax purposes and the Bonds are not "private activity bonds." See "TAX MATTERS" for a discussion of the opinions of Co-Bond Counsel, including a description of alternative minimum tax consequences for corporations.

THE BONDS HAVE NOT BEEN DESIGNATED AS "QUALIFIED TAX-EXEMPT OBLIGATIONS" FOR FINANCIAL INSTITUTIONS

\$64,315,000

GREENVILLE INDEPENDENT SCHOOL DISTRICT
(Hunt County, Texas)

UNLIMITED TAX SCHOOL BUILDING BONDS, SERIES 2014

Dated Date: July 1, 2014

Due: As shown on Page 2

Interest Accrual Date: Delivery Date

PAYMENT TERMS . . . Interest on the \$64,315,000 Greenville Independent School District Unlimited Tax School Building Bonds, Series 2014 (the "Bonds") will accrue from the date of their delivery to the Underwriters (the "Delivery Date"), will be payable February 15 and August 15 of each year commencing on February 15, 2015, until maturity or prior redemption, and will be calculated on the basis of a 360-day year consisting of twelve 30-day months. The Bonds will be issued as fully registered obligations in the denominations of \$5,000 of principal amount or any integral multiple thereof for any one stated maturity. The definitive Bonds will be initially registered and delivered only to Cede & Co., the nominee of The Depository Trust Company ("DTC") pursuant to the Book-Entry-Only System described herein. Beneficial ownership of the Bonds may be acquired in authorized denominations thereof. No physical delivery of the Bonds will be made to the beneficial owners thereof. The principal and interest on the Bonds will be payable by the Paying Agent/Registrar to Cede & Co., which will make distribution of the amounts so paid to the participating members of DTC for subsequent payment to the beneficial owners of the Bonds. See "THE BONDS - Book-Entry-Only System" herein. The initial Paying Agent/Registrar is U.S. Bank National Association, Dallas, Texas (see "THE BONDS - Paying Agent/Registrar").

AUTHORITY FOR ISSUANCE . . . The Bonds are issued pursuant to the Constitution and general laws of the State of Texas (the "State"), including particularly Sections 45.001 and 45.003(b)(1) of the Texas Education Code, as amended, an election held in the Greenville Independent School District (the "District") on May 10, 2014 and an order (the "Order") adopted by the Board of Trustees (the "Board") of the District. The Bonds are direct obligations of the District, payable from an annual ad valorem tax levied, without legal limitation as to rate or amount, on all taxable property located within the District, as provided in the Order (see "THE BONDS - Authority for Issuance"). The District has applied for and received conditional approval for the payment of the Bonds to be guaranteed by the corpus of the Permanent School Fund of Texas (see "THE PERMANENT SCHOOL FUND GUARANTEE PROGRAM" herein).

PURPOSE . . . Proceeds from the sale of the Bonds will be used (1) for the construction, acquisition, renovation and equipment of school buildings in the District, including construction of a new Bowie Elementary School, construction of a career and technology academy addition and renovations to the existing high school, various facility renovations District-wide, and technology upgrades at each campus and (2) to pay the costs associated with the issuance of the Bonds.

LEGALITY . . . The Bonds are offered for delivery when, as and if issued and received by the Underwriters and subject to the approving opinion of the Attorney General of Texas and the opinions of Bracewell & Giuliani LLP, Dallas, Texas, and Walsh, Anderson, Gallegos, Green and Treviño, P.C., San Antonio, Texas, as Co-Bond Counsel (see "Appendix C - Forms of Co-Bond Counsel's Opinions"). Certain legal matters will be passed upon for the Underwriters by Locke Lord LLP, Dallas, Texas, Counsel for the Underwriters.

DELIVERY . . . It is expected that the Bonds will be available for delivery through DTC on or about July 31, 2014.

MATURITY SCHEDULE

See Schedule on Page 2

RBC CAPITAL MARKETS

BOSC, INC.
A subsidiary of BOK Financial Corporation

GEORGE K. BAUM & COMPANY

SOUTHWEST SECURITIES

MATURITY SCHEDULE

CUSIP⁽¹⁾ Prefix: 396730

Maturity (2/15)	Principal Amount	Interest Rate	Initial Yield	CUSIP ⁽¹⁾ Suffix	Maturity (2/15)	Principal Amount	Interest Rate	Initial Yield	CUSIP ⁽¹⁾ Suffix
2015	\$ 80,000	2.000%	0.160%	LC5	2027	\$ 2,210,000	5.000%	2.700% ⁽²⁾	LQ4
2016	210,000	2.000%	0.280%	LD3	2028	2,320,000	5.000%	2.810% ⁽²⁾	LR2
2017	260,000	2.000%	0.540%	LE1	2029	2,430,000	4.000%	3.110% ⁽²⁾	LS0
2018	325,000	2.000%	0.900%	LF8	2030	2,540,000	5.000%	2.960% ⁽²⁾	LT8
2019	385,000	2.000%	1.240%	LG6	2031	2,670,000	5.000%	3.030% ⁽²⁾	LU5
2020	95,000	2.000%	1.570%	LH4	2032	2,805,000	5.000%	3.110% ⁽²⁾	LV3
2021	105,000	2.250%	1.850%	LJ0	2033	2,950,000	5.000%	3.170% ⁽²⁾	LW1
2022	100,000	2.500%	2.080%	LK7	2034	3,100,000	5.000%	3.220% ⁽²⁾	LX9
2023	110,000	3.000%	2.270%	LL5	***	***	***	***	***
2024	110,000	4.000%	2.420%	LM3	2038	3,790,000	5.000%	3.310% ⁽²⁾	LZ4
2025	115,000	5.000%	2.540% ⁽²⁾	LN1	2039	3,985,000	5.000%	3.340% ⁽²⁾	MA8
2026	125,000	5.000%	2.640% ⁽²⁾	LP6					

\$10,295,000 5.000% Term Bonds due February 15, 2037 Priced to Yield 3.270%⁽²⁾ – CUSIP⁽¹⁾ Suffix: LY7
 \$23,200,000 5.000% Term Bonds due February 15, 2044 Priced to Yield 3.500%⁽²⁾ – CUSIP⁽¹⁾ Suffix: MB6

(Interest to accrue from the Delivery Date)

- (1) CUSIP is a registered trademark of the American Bankers Association. CUSIP data is provided by CUSIP Global Services, managed by Standard & Poor’s Financial Services LLC on behalf of the American Bankers Association. This data is not intended to create a database and does not serve in any way as a substitute for the CUSIP services. Neither the District, the Financial Advisor, nor the Underwriters take any responsibility for the accuracy of CUSIP numbers.
- (2) Yield shown is yield to first call date, February 15, 2024.

OPTIONAL REDEMPTION . . . The District reserves the right, at its option, to redeem Bonds having stated maturities on and after February 15, 2025, in whole or in part in principal amounts of \$5,000 or any integral multiple thereof, on February 15, 2024, or any date thereafter, at the par value thereof plus accrued interest to the date of redemption (see “THE BONDS – Optional Redemption”).

MANDATORY SINKING FUND REDEMPTION. . . The Term Bonds maturing on February 15 in the years 2037 and 2044 are subject to mandatory redemption prior to maturity on the dates and in the amounts described herein under “THE BONDS – Mandatory Sinking Fund Redemption”.

No dealer, broker, salesman or other person has been authorized by the District or the Underwriters to give any information, or to make any representations other than those contained in this Official Statement, and, if given or made, such other information or representations must not be relied upon as having been authorized by the District or the Underwriters. This Official Statement does not constitute an offer to sell Bonds in any jurisdiction to any person to whom it is unlawful to make such offer in such jurisdiction.

Certain information set forth herein has been obtained from the District and other sources which are believed to be reliable but is not guaranteed as to accuracy or completeness, and is not to be construed as a representation by the Financial Advisor or the Underwriters. Any information and expressions of opinion herein contained are subject to change without notice, and neither the delivery of this Official Statement nor any sale made hereunder shall, under any circumstances, create any implication that there has been no change in the affairs of the District or other matters described herein since the date hereof. See "THE PERMANENT SCHOOL FUND GUARANTEE - PSF Continuing Disclosure Undertaking" and "CONTINUING DISCLOSURE INFORMATION" for a description of the undertakings of the Texas Education Agency (the "TEA") and the District, respectively, to provide certain information on a continuing basis.

The Underwriters have provided the following sentence for inclusion in this Official Statement. The Underwriters have reviewed the information in this Official Statement in accordance with, and as part of, their respective responsibilities to investors under federal securities laws as applied to the facts and circumstances of this transaction, but the Underwriters do not guarantee the accuracy or completeness of such information.

The cover pages contain certain information for general reference only and are not intended as a summary of this offering. Investors should read the entire Official Statement, including all schedules and appendices attached hereto, to obtain information essential to making an informed investment decision.

IN CONNECTION WITH THE OFFERING OF THE BONDS, THE UNDERWRITERS MAY OVER-ALLOT OR EFFECT TRANSACTIONS WHICH STABILIZE OR MAINTAIN THE MARKET PRICES OF THE BONDS AT A LEVEL ABOVE THAT WHICH MIGHT OTHERWISE PREVAIL IN THE OPEN MARKET. SUCH STABILIZING, IF COMMENCED, MAY BE DISCONTINUED AT ANY TIME.

NEITHER THE DISTRICT, ITS FINANCIAL ADVISOR, NOR THE UNDERWRITERS MAKE ANY REPRESENTATION OR WARRANTY WITH RESPECT TO THE INFORMATION CONTAINED IN THIS OFFICIAL STATEMENT REGARDING THE DEPOSITORY TRUST COMPANY ("DTC") OR ITS BOOK-ENTRY ONLY SYSTEM OR THE AFFAIRS OF THE TEXAS EDUCATION AGENCY ("TEA") DESCRIBED UNDER "THE PERMANENT SCHOOL FUND GUARANTEE PROGRAM", AS SUCH INFORMATION HAS BEEN PROVIDED BY THE DTC AND THE TEA, RESPECTIVELY.

THE BONDS ARE EXEMPT FROM REGISTRATION WITH THE SECURITIES AND EXCHANGE COMMISSION AND CONSEQUENTLY HAVE NOT BEEN REGISTERED THEREWITH. THE REGISTRATION, QUALIFICATION, OR EXEMPTION OF THE BONDS IN ACCORDANCE WITH APPLICABLE SECURITIES LAW PROVISIONS OF THE JURISDICTIONS IN WHICH THE BONDS HAVE BEEN REGISTERED, QUALIFIED, OR EXEMPTED SHOULD NOT BE REGARDED AS A RECOMMENDATION THEREOF.

THIS OFFICIAL STATEMENT CONTAINS "FORWARD-LOOKING" STATEMENTS WITHIN THE MEANING OF SECTION 21E OF THE SECURITIES EXCHANGE ACT OF 1934, AS AMENDED. SUCH STATEMENTS MAY INVOLVE KNOWN AND UNKNOWN RISKS, UNCERTAINTIES AND OTHER FACTORS WHICH MAY CAUSE THE ACTUAL RESULTS, PERFORMANCE AND ACHIEVEMENTS TO BE DIFFERENT FROM FUTURE RESULTS, PERFORMANCE AND ACHIEVEMENTS EXPRESSED OR IMPLIED BY SUCH FORWARD-LOOKING STATEMENTS. INVESTORS ARE CAUTIONED THAT THE ACTUAL RESULTS COULD DIFFER MATERIALLY FROM THOSE SET FORTH IN THE FORWARD-LOOKING STATEMENTS.

Neither the Securities and Exchange Commission nor any state securities commission has approved or disapproved of the Bonds or passed upon the adequacy or accuracy of this document. Any representation to the contrary is a criminal offense.

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The cover page hereof, this page and appendices included herein and any addenda, supplement or amendment hereto, are part of the Official Statement.

OFFICIAL STATEMENT SUMMARY

This summary is subject in all respects to the more complete information and definitions contained or incorporated in this Official Statement. The offering of the Bonds to potential investors is made only by means of this entire Official Statement. No person is authorized to detach this summary from this Official Statement or to otherwise use it without the entire Official Statement.

- THE DISTRICT**..... The Greenville Independent School District (the "District") is a political subdivision located in Hunt County, Texas and covers approximately 133.63 square miles in area (see "INTRODUCTION - Description of the District").
- THE BONDS**..... The \$64,315,000 Unlimited Tax School Building Bonds, Series 2014 (the "Bonds") are issued in part as serial bonds maturing on February 15 in the years 2015 through 2034, 2038 and 2039; and in part as term bonds maturing on February 15 in the years 2037 and 2044 (see "THE BONDS - Description of the Bonds").
- PAYMENT OF INTEREST ON THE BONDS**..... Interest on the Bonds accrues from the date of their delivery to the Underwriters and is payable on February 15, 2015 and each August 15 and February 15 thereafter until maturity or prior redemption.
- AUTHORITY FOR ISSUANCE**..... The Bonds are being issued pursuant to the Constitution and general laws of the State of Texas, including particularly Sections 45.001 and 45.003(b)(1) of the Texas Education Code, as amended, and an election held in the District on May 10, 2014 and an order (the "Order") adopted by the Board (see "THE BONDS – Authority for Issuance.").
- SECURITY FOR THE BONDS**..... The Bonds constitute direct obligations of the District, payable from a continuing direct annual ad valorem tax levied by the District, without legal limit as to rate or amount, on all taxable property within the District. **Additionally, an application has been filed on the Bonds and the District has received conditional approval for the payment of the Bonds to be guaranteed by the corpus of the Permanent School Fund of Texas (see "THE PERMANENT SCHOOL FUND GUARANTEE PROGRAM " and "THE BONDS - Security and Source of Payment". Also see "STATE AND LOCAL FUNDING OF SCHOOL DISTRICTS IN TEXAS" and "CURRENT PUBLIC SCHOOL FINANCE SYSTEM" for a discussion of recent developments in State law affecting the financing of school districts in Texas).**
- OPTIONAL REDEMPTION** The District reserves the right, at its option, to redeem Bonds having stated maturities on and after February 15, 2025, in whole or in part in principal amounts of \$5,000 or any integral multiple thereof, on February 15, 2024, or any date thereafter, at the par value thereof plus accrued interest to the date of redemption. If less than all of the Bonds are to be redeemed, the District may select the maturities of the Bonds to be redeemed. If less than all the Bonds of any maturity are to be redeemed, the Paying Agent/Registrar (or DTC while the Bonds are in Book-Entry-Only form) shall determine by lot the Bonds, or portions thereof, within such maturity to be redeemed (see "THE BONDS - Optional Redemption"). Additionally, the Term Bonds maturing on February 15 in the years 2037 and 2044 are subject to mandatory sinking fund redemption prior to maturity (see "THE BONDS – Mandatory Sinking Fund Redemption").
- NOT QUALIFIED TAX-EXEMPT OBLIGATIONS** The District has not designated the Bonds as "qualified tax-exempt obligations" for financial institutions.
- TAX EXEMPTION** In the opinion of Bracewell & Giuliani LLP, as Co-Bond Counsel, under existing law interest on the Bonds is excludable from gross income for federal income tax purposes and the Bonds are not "private activity bonds." See "TAX MATTERS" herein for a discussion of the opinions of Co-Bond Counsel, including a description of alternative minimum tax consequences for corporations. The opinion of Walsh, Anderson, Gallegos, Green & Treviño, P.C., Co-Bond Counsel, does not address any federal income tax matters.
- USE OF PROCEEDS** Proceeds from the sale of the Bonds will be used (1) for the construction, acquisition, renovation and equipment of school buildings in the District, including construction of a new Bowie Elementary School, construction of a career and technology academy addition and renovations to the existing high school, various facility renovations District-wide, and technology upgrades at each campus and (2) to pay the costs associated with the issuance of the Bonds.

RATINGS The Bonds have been rated “Aaa” by Moody’s Investors Service, Inc. (“Moody’s”) and “AAA” by Standard & Poor’s Ratings Services, a Standard & Poor’s Financial Services LLC business (“S&P”) by virtue of the guarantee of the Permanent School Fund of the State of Texas. The Bonds and the presently outstanding tax supported debt of the District are rated “Aa3” by Moody’s and “A+” by S&P without regard to credit enhancement. The District also has issues outstanding which are rated “Aaa” by Moody’s and “AAA” by S&P by virtue of the guarantee of the Permanent School Fund of the State of Texas (see “OTHER INFORMATION - Ratings” and “THE PERMANENT SCHOOL FUND GUARANTEE PROGRAM”).

BOOK-ENTRY-ONLY SYSTEM The definitive Bonds will be initially registered and delivered only to Cede & Co., the nominee of DTC pursuant to the Book-Entry-Only System described herein. Beneficial ownership of the Bonds may be acquired in denominations of \$5,000 or integral multiples thereof. **No physical delivery of the Bonds will be made to the beneficial owners thereof.** Principal of, premium, if any, and interest on the Bonds will be payable by the Paying Agent/Registrar to Cede & Co., which will make distribution of the amounts so paid to the participating members of DTC for subsequent payment to the beneficial owners of the Bonds (see “THE BONDS - Book-Entry-Only System”).

PAYMENT RECORD The District has never defaulted in payment of its tax supported debt.

SELECTED FINANCIAL INFORMATION

Fiscal Year Ended 8/31	Estimated District Population ⁽¹⁾	Taxable Assessed Valuation ⁽²⁾	Per Capita Taxable Assessed Valuation	Tax Supported Debt at End of Fiscal Year ⁽³⁾	Per Capita Tax Supported Debt	Ratio Tax Supported Debt to Taxable Assessed Valuation	% of Total Tax Collections
2010	27,200	\$ 1,393,254,118	\$ 51,223	\$ 21,690,923	\$ 797	1.56%	98.56%
2011	27,800	1,567,107,757	56,371	21,415,000	770	1.37%	98.68%
2012	27,800	1,576,137,330	56,696	21,170,000	762	1.34%	99.05%
2013	28,400	1,654,696,515	58,264	20,010,000	705	1.21%	99.44%
2014	29,544	1,585,870,018	53,678	83,120,000 ⁽⁴⁾	2,813 ⁽⁴⁾	5.24% ⁽⁴⁾	99.99% ⁽⁵⁾

- (1) Source: The District.
- (2) As reported by the Hunt County Appraisal District on the District’s annual State Property Tax Reports and such values are subject to change during the ensuing year.
- (3) Does not include maintenance tax notes, loans payable or lease/purchase obligations payable from the District’s maintenance & operations tax rate.
- (4) Includes the Bonds.
- (5) Collections as of April 30, 2014.

For additional information regarding the District, please contact:

<p>Billy Myers Chief Financial Officer Greenville Independent School District 4004 Moulton Street Greenville, Texas 75401 (903) 408-4416</p>	or	<p>Jeff Robert Managing Director First Southwest Company 325 N. St. Paul Street, Ste. 800 Dallas, Texas 75201 (214) 953-8744</p>
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DISTRICT OFFICIALS, STAFF AND CONSULTANTS

ELECTED OFFICIALS

<u>Board of Trustees</u>	<u>Length of Service</u>	<u>Term Expires</u>	<u>Occupation</u>
Anne Haynes President	16 Years	May, 2016	Retired Restaurant Owner
Dr. Kim Butcher Vice President	7 Years	May, 2017	Psychologist/Domestic Engineer
Trena Stafford Secretary	9 Years	May, 2017	Domestic Engineer
Slack Brown Boardmember	13 Years	May, 2016	Manufacturing Engineer
Leslie Overstreet Boardmember	Newly Eected	May, 2017	Tactical Logistics, MPM
Charles Sivley Boardmember	8 Years	May, 2015	Retired Principal
Leah Tillotson Boardmember	9 Years	May, 2015	Retired Teacher

SELECTED ADMINISTRATIVE STAFF

<u>Name</u>	<u>Position</u>	<u>Length of Service with the District</u>	<u>Total School District Service</u>
Donald Jeffries	Superintendent	8 Years	42 Years
Billy Myers	Chief Financial Officer	5 Months	27 Years

CONSULTANTS AND ADVISORS

Auditors Rutherford, Taylor & Company, P.C.
Greenville, Texas

Co-Bond Counsel Bracewell & Giuliani L.L.P.
Dallas, Texas

Co-Bond Counsel Walsh, Anderson, Gallegos, Green and Treviño, P.C.
San Antonio, Texas

Financial Advisor..... First Southwest Company
Dallas, Texas

EXHIBIT R

Minutes of Called Meeting

The Board of Trustees Greenville ISD

A Called of the Board of Trustees of Greenville ISD was held Tuesday, September 23, 2014, beginning at 5:00 PM in the Wesley Martin Administration Building, 4004 Moulton Street, Greenville.

I. Call to Order

Ms. Haynes called the meeting to order at 5 p.m.

A. Announcement by the president whether a quorum is present, that the meeting has been duly called and notice of meeting has been posted for the time and manner required by law.

B. Invocation and Pledge of Allegiance

Mr. Brown led the invocation and pledge.

II. School Board Dinner provided by Huckabee Architect 5:00 p.m.

Ms. Haynes dismissed for dinner.

III. Call to Order 5:30 p.m.

Ms. Haynes called the meeting to order at 5:47 p.m. All board members were in attendance.

IV. Receive Individuals and / or Delegates

V. Board Workshop - Bond Program Management and Reporting Processes

Mr. Jefferies gave an introduction of the presentation and said Mr. Jarvis, Principal at GHS, and Mr. Mason, Principal at Bowie, would be able to give testimonies. Huckabee presented first and Barlett Cocke presented second.

Gary with Huckabee gave a PowerPoint of the process for bond elections as it pertains to construction and the role architects play in the process, as well as what they are contractually obligated to provide.

Ms. Haynes asked if, when he said Barlett Cocke was responsible for “safety precautions”, he was referring to the safety of the workers or the safety of the building. Gary said it was in reference to the safety of the workers.

Dr. Butcher asked if she understood correctly that it is Huckabee’s responsibility to monitor the work done, but, if the work is done incorrectly, they are not responsible for it. Gary said that that was correct but that they would point out any problems or errors in construction as the building is done and the process continues. He also said all walk-throughs would be done with Bruce Shores.

Mr. Jefferies asked if the punch list was Huckabee’s responsibility. Gary said the list is developed by the construction manager and then Huckabee verifies the list for execution.

Chris with Bartlett Cocke gave the contractor portion of the presentation, explaining Bartlett Cocke’s contractual obligations.

Ms. Overstreet asked if for the summary they used historical data or if they gathered the data for that time. Chris said they largely use historical data but they do both. She also asked if there was a percentage firm quotes that they use when they produce an estimate or if that was later down the road. Chris said that it was later down the road as the drawings progress.

Ms. Haynes asked if they would make an effort to use local subcontractors for the project. Chris said yes and that they would hold a subcontractor outreach event on October 16th.

Ms. Overstreet asked what would happen if we come in under or over budget and asked, if we’re under budget, will the board have the opportunity to reallocate those funds?

Chris said yes and if we come in over budget we will know early on in the drawing process. Chris also said they go through a process of constructability and identify the areas of the building that may be more difficult either in price or labor and how to handle those.

Ms. Overstreet asked, if we end up going through the whole process and are under the anticipated budget, does the school district or Barlett Cocke get to keep those funds. Chris said that all money goes back to the school district.

Chris explained the bidding process for subcontractors after they have received the scope of the project. Chris explained that it is a very competitive process because the subcontractors are pitted against each other.

Ms. Overstreet asked if that process was based off of 100% firm quotes, Chris confirmed that to be true.

Gary from Huckabee remarked that, when it comes to bids from subcontractors, there will be some that give a lower bid price and some that give a more qualified bid. The decision of which to go with will be made all together as a group.

Chris moved on from the preconstruction phase of production and began explaining the construction phase.

Ms. Overstreet asked who pays the subcontractors. Chris said that GISD will pay Bartlett Cocke, who will in turn pay the subcontractors.

Chris explained the risk management process of production.

Ms. Overstreet asked about the audit process and oversight. Chris said it is usually an owner audit.

Ms. Overstreet asked if there was a governmental agency that is strictly responsible for financial audits and oversight; Chris responded that it is the school district.

Mr. Jefferies remarked that, as far as governmental codes and standards such as ADA standards, following those codes are part of their contract. Chris agreed and said that those organizations, such as ADA, regulate that.

Ms. Overstreet asked what SB9 Compliant meant. Chris said that is part of Senate Bill 9 and states that all personnel have had background checks and have been cleared.

Mr. Jefferies added that all cleared personnel will either have a GISD badge or Barlett Cocke badge.

Ms. Haynes gave a quick overview of the oversight process to make sure that she understood completely. Chris said that the overall process could not and will not be completed without the combined efforts and oversight of all 3 entities of GISD, Bartlett Cocke and Huckabee.

Ms. Haynes presented a hypothetical situation of an imposter that appears with a hard hat on a worksite and asked what kind of precautions can be taken to protect against unauthorized personnel. Chris said badging will be the biggest defense against that as well as the SB9 Compliance.

Ms. Stafford asked who's property the design drawings. Chris said that the school owns them but they do not own them in such a way that they could sell them to someone else.

VI. Reports/Discussion Items

A. Superintendent's Report

1. District News Update

Mr. Jefferies said there was an Ag project barn committee meeting last night. The Ag barn would be located on one of the practice fields at the high school. There are several businesses willing to donate money to the project but there will be more reports on that later.

Mr. Jefferies also said that the Career and Technology Center visits will be tomorrow in Garland.

2. Set Dates for District Goals and Strategic Planning

Mr. Jefferies gave 3 handouts dictating GISD principles and superintendent priorities that reflect the beliefs, commitments and goals adopted by the board. Ms. Haynes suggested that strategic planning be reviewed in April or May.

Ms. Haynes asked the board if April or May would be a good time to review the strategic planning. Ms. Tillotson said we need to make sure to plan that around the test schedule. Mr. Jefferies said there should be a community committee present for that as well.

Ms. Tillotson referred back to the foundation principles and asked if there could be designated parking or football tickets for veterans and seniors. Mr. Jefferies said we already have a Lion Gold Pass that is a free pass for people over 65 years old that gets them into all GISD events for free except for varsity football. Mr. Jefferies said he also mails out a pass to all of the ministers and youth pastors in town with the same clearance.

Ms. Tillotson remarked that that would be something that we should publicize with the newspaper so that more seniors know about it.

Mr. Jefferies acknowledged that there is not currently any kind of pass like that for veterans but that he believed that was a good idea and something we could look into for the future.

VII. Closed Session

Entered closed session at 7:45 p.m.

A. Closed meeting will be held for the purposes authorized by the Texas open meetings Act, Texas Government Code Section 551.071 et seq. concerning any and all purposes permitted by the Act, including but not limited to the following sections and purposes:

1. Texas Government Code Section 551.071 Consultation with the board's

attorney on all subjects or matter authorized by law

- a. Consider legal advice regarding personnel issues.
 - b. Consider legal advice regarding any agenda action item.
2. Texas Government Code Section 551.074 For the purpose of considering the appointment, employment, resignation, evaluation, reassignment, duties, discipline, termination or dismissal of a public officer or employee.
- a. Closed session pursuant to Section 551.074 of the Texas Government Code to deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of a public officer or employee.

VIII. Action on Closed Session Items

A. Professional New Hires

IX. Adjournment

With there being no further discussion, the meeting adjourned at 8:01 p.m.



Anne Haynes, Board President



Trena Stafford, Board Secretary

EXHIBIT S

Bartlette Cocke General Contractors, LLC

FY2015	10/15/2014 – 08/12/2015	\$ 5,752,000.00
FY2016	09/23/2015 – 08/18/2016	\$41,081,252.00
FY2017	09/29/2016 – 08/23/2017	\$ 9,135,000.00
FY2018	09/20/2017 – 11/29/2017	\$ 1,793,320.00

\$57,761,572.00

Huckabee and Associates, Inc.

FY2015	10/15/2014 – 08/25/2015	\$2,361,481.00
FY2016	09/23/2015 – 08/18/2016	\$ 834,391.00
FY2017	10/27/2016 – 08/23/2017	\$ 208,203.00
FY2018		\$ 0.00

\$3,404,075.00

\$61,165,647.00

EXHIBIT T

March 26, 2018

2:57 PM

Conversation with Brandon Patton. He returned my phone call request.

Asked Brandon Patton about why they will not release the management rep letters. He said the CFO and CEO of Bartlett Cocke are not going to release since they are a private company. Also said he has never viewed the letters.

Asked Brandon Patton if he has always been over the GISD account. He said he came into North Texas Regional Manager in 2015. Prior to 2015 he was a senior project manager in the Central Texas Office.

The person who executed the contract with GISD was Steve McClesky, he retired not too long after the contract. Scott Liston was then assigned to the GISD account and they severed employment with him in 2015 when Brandon became the North Texas Regional Manager in 2015.

Deidra Reeves, CPA
CFO
Greenville ISD

Sandy Alexander

From: Brandon Patton [BPatton@bartlettcocke.com]
Sent: Tuesday, March 20, 2018 5:39 PM
To: Reeves, Deidra; Jill Mayhew
Cc: sandy@caforensicsllc.com; Brandon Patton
Subject: RE: Management Letters

Deidra –

I have spoken with our auditors, and we do not believe these letters should be shared outside of the company.

If you have any questions, please do not hesitate to give me a call.

Brandon Patton
North Texas Regional Manager
Bartlett Cocke General Contractors
14500 Trinity Boulevard
Suite 106
Fort Worth, Texas 76155
(817) 952-3270 phone
(817) 685-1188 fax
bpattton@bartlettcocke.com
www.bartlettcocke.com

From: Reeves, Deidra [mailto:reevesd@greenvilleisd.com]
Sent: Monday, March 19, 2018 5:24 PM
To: Jill Mayhew <JMayhew@bartlettcocke.com>
Cc: sandy@caforensicsllc.com; Brandon Patton <BPatton@bartlettcocke.com>
Subject: RE: Management Letters

Jill,

We were looking for any management letters issued by the Auditing firm. Did you have any such letters issued by RSM US, LLP with recommendations for Bartlett Cocke?

Thank you,

Deidra

From: Jill Mayhew [mailto:JMayhew@bartlettcocke.com]
Sent: Monday, March 19, 2018 8:23 AM
To: Reeves, Deidra <reevesd@greenvilleisd.com>
Cc: sandy@caforensicsllc.com; Brandon Patton <BPatton@bartlettcocke.com>
Subject: FW: Management Letters

Deidra,

Attached please find the management representation letter for our 2016 audit. Last week I sent you the engagement letter in error. My apologies for any confusion.

Thank you,

Jill

Jill Mayhew

Assistant Controller
Bartlett Cocke General Contractors
8706 Lockway
San Antonio, Texas 78217
(210) 655-1031 office
(210) 655-1587 fax
jmayhew@bartlettcocke.com
www.bartlettcocke.com

From: Jill Mayhew

Sent: Thursday, March 15, 2018 1:39 PM

To: 'Reeves, Deidra' <reevesd@greenvilleisd.com>

Cc: sandy@caforensicsllc.com; Brandon Patton (BPatton@bartlettcocke.com) <BPatton@bartlettcocke.com>

Subject: RE: Management Letters

Deidra,

Attached please find the management letters for our 2015, 2016 and 2017 audits. Please let us know if you have any questions.

Thank you,

Jill

Jill Mayhew

Assistant Controller
Bartlett Cocke General Contractors
8706 Lockway
San Antonio, Texas 78217
(210) 655-1031 office
(210) 655-1587 fax
jmayhew@bartlettcocke.com
www.bartlettcocke.com

From: Reeves, Deidra [<mailto:reevesd@greenvilleisd.com>]

Sent: Friday, March 9, 2018 4:55 PM

To: Brandon Patton <BPatton@bartlettcocke.com>; Jill Mayhew <JMayhew@bartlettcocke.com>

Cc: sandy@caforensicsllc.com

Subject: Management Letters

Brandon or Jill,

Were you able to get the management letters?

Thank you,

Deidra

Deidra Reeves, CPA
CFO
Greenville ISD
4004 Moulton

Greenville, TX 75403
903-408-4421

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EXHIBIT U

Information withheld under Texas
Government Code Section 552.108, Texas
Transportation Code Chapter 730, and
Texas Government Code Section 552.101.