

Joint Legislative Audit Committee Oversight Hearing

Inglewood Unified School District

- **Presented by:**
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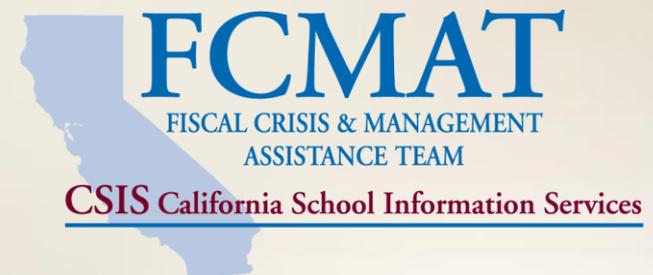
Fiscal Crisis & Management Assistance Team

- FCMAT was established by legislation in accordance with Assembly Bill 1200 in 1992 to help local educational agencies comply with fiscal accountability standards.
- FCMAT provides both management assistance and fiscal crisis intervention services.
- FCMAT is an external, independent agency of the state. The FCMAT Board of Directors provides support and oversight to the Team.



FCMAT's Role and Responsibilities

- SB 533, signed by Governor on September 14, 2012
- Primary role is to implement the comprehensive review process
 - Assess the district's progress in meeting legal and professional standards assigned
 - Requires FCMAT to prepare an initial assessment and return annually to gauge progress
- Superintendent of Public Instruction may request FCMAT to perform other duties to assist district in recovery
- FCMAT has no authority to return powers to IUSD's elected governing board



FCMAT Report

- The report is FCMAT's written assessment of the district's progress toward attaining a set of industry standards developed by experienced education administrators, FCMAT and other state agencies:
 - Some are legal standards – to measure compliance with some portion of the law
 - Some are professional standards – best practices
- The standards cover five major operational areas and are common to all school districts; not something unique to IUSD

FCMAT Report (Contd.)

- Standards are scored on a scale of 0 to 10
 - 0 means the standard has not been implemented
 - 1-7 means the standard is partially implemented
 - 8-10 means the standard is fully implemented

Section/Team	No. of Stds.	July 2013 Avg. Score	July 2014 Avg. Score	July 2015 Avg. Score
Pupil Achievement	31	3.23	2.03	2.87
Community Relations & Governance	20	1.05	0.45	1.40
Personnel Mgmt.	28	1.46	1.36	2.82
Facilities Mgmt.	31	2.24	2.59	3.81
Financial Mgmt.	43	1.19	1.33	1.95
TOTAL	153			

FCMAT Report (Contd.)

- Analysis of scores

Review Period	Not Implemented	Partially Implemented	Fully Implemented
Initial – July 2013	34	120	1
2 nd Review – July 2014	44	107	4
3 rd Review – July 2015	21	127	5

FCMAT Report (Contd.)

- The report is a deficit analysis – in other words it is a focus on what is lacking. The process generates recommendations on how to fully implement each standard.
- Each of the 153 standards generates one or more recommendations
 - July 2015 report contained between 1 to 22 recommendations per standard
 - Averaged 736 recommendations per year over past 3 years

Improvements From 2nd Review Report

- Pupil Achievement
 - Principals had been trained in the proper uses of categorical funds to ensure federal funds are used to supplement programs.
 - Programs for students to meet high school graduation requirements included not only independent study and summer school for core courses but also online courses.
 - The district's special education policy manual was updated. The manual was adopted on March 18, 2015 so the next review will determine what, if any, changes the new policies have brought.

Improvements From 2nd Review Report (Contd.)

- Community Relations & Governance
 - Uniform complaint procedure brochures and forms in both English and Spanish are updated and available on the district's website.
 - All schools had a single plan for student achievement that had been approved by school site councils and included in the January 21, 2015 board agenda for approval.
 - The flow and clarity of information communicated to staff showed improvement.

Improvements From 2nd Review Report (Contd.)

- Personnel Management
 - The head of the HR department is a member of the state administrator's cabinet.
 - The HR and payroll staff communicate regularly with one another even though they are located in separate buildings.
 - Negotiations with the district's bargaining units had begun.

Improvements From 2nd Review Report (Contd.)

- Facilities Management
 - All recent architectural contracts indicated that architectural firms were selected based on a process approved by the board.
 - The district was actively seeking members of the public to join the citizens' oversight committee for Measure GG.
 - The district's budget for its maintenance department met the legal account requirements.

Improvements From 2nd Review Report (Contd.)

- Financial Management
 - The district had a districtwide organizational chart and one for the business services department, and most staff knew who their supervisor was and understood the chain of command.
 - The district updated its budget within 45 days of the governor's signing of the annual Budget Act, complying with EC section 42127.
 - The district implemented its position control system, which provides staffing and budgeting information for both the HR and business departments.

What is the FCMAT Report Used For?

Why Does it Matter?

- The report provides a roadmap to organizational recovery that can be used by the district.
- Superintendent of Public Instruction uses the FCMAT report, as well as other information, to determine when legal authority can be returned to the elected governing board
 - Historically, FCMAT has been able to recommend a return to local control of an operational area when that section of the report has a sustainable average score of either 6 or 7, with no individual standard having a score of less than a 4.

IUSD's 4th Comprehensive Review

- Currently underway
 - FCMAT will be on site conducting interviews and site visits from March 8 – May 4, 2016
 - Teams review documents and gather information from the district, county office and CDE
 - Report is then drafted and goes through FCMAT's internal review process
 - IUSD and CDE provide their comments to the draft report
 - Final report issued in late summer/early fall and posted on FCMAT's website: www.fcmat.org