January 20, 2015

Arturo Delgado, Ed.D., Superintendent
Los Angeles County Office of Education
9300 Imperial Highway
Downey, CA 90242

Dear Superintendent Delgado,

In December 2011, FCMAT completed a review of the Los Angeles County Office of Education’s governance structure; staffing and organization; fiscal management; financial status and procedures; and juvenile court, community and community day schools programs.

This report is a follow-up to that review and consists of summaries and highlights of progress on key recommendations from each area reviewed in FCMAT’s 2011 report, as reported by LACOE, and an appendix that condenses the document LACOE first produced immediately following FCMAT’s 2011 report to track progress in implementing FCMAT’s recommendations. This information is intended to provide a summary overview and key specifics regarding the actions LACOE reported it has taken to implement recommendations from FCMAT’s 2011 report.

We appreciate the opportunity to serve you and we extend thanks to all the staff of the Los Angeles County Office of Education for their cooperation and assistance in preparing this follow-up report.

Sincerely,

Joel D. Montero
Chief Executive Officer
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About FCMAT

FCMAT’s primary mission is to assist California’s local K-14 educational agencies to identify, prevent, and resolve financial and data management challenges. FCMAT provides fiscal and data management assistance, professional development training, product development and other related school business and data services. FCMAT’s fiscal and management assistance services are used not just to help avert fiscal crisis, but to promote sound financial practices and efficient operations. FCMAT’s data management services are used to help local educational agencies (LEAs) meet state reporting responsibilities, improve data quality, and share information.

FCMAT may be requested to provide fiscal crisis or management assistance by a school district, charter school, community college, county office of education, the state Superintendent of Public Instruction, or the Legislature.

When a request or assignment is received, FCMAT assembles a study team that works closely with the local education agency to define the scope of work, conduct on-site fieldwork and provide a written report with findings and recommendations to help resolve issues, overcome challenges and plan for the future.

FCMAT also develops and provides numerous publications, software tools, workshops and professional development opportunities to help local educational agencies operate more effectively and fulfill their fiscal oversight and data management responsibilities. The California School Information Services (CSIS) arm of FCMAT assists the California Department of Education with the implementation of the California Longitudinal Pupil Achievement Data System (CALPADS) and also maintains DataGate, the FCMAT/CSIS software LEAs use for CSIS services. FCMAT was created by Assembly Bill 1200 in 1992 to assist LEAs to meet and sustain their financial obligations. Assembly Bill 107 in 1997 charged FCMAT with responsibility for CSIS and its statewide data management work. Assembly Bill 1115 in 1999 codified CSIS’ mission.

AB 1200 is also a statewide plan for county offices of education and school districts to work together locally to improve fiscal procedures and accountability standards. Assembly Bill 2756 (2004) provides specific responsibilities to FCMAT with regard to districts that have received emergency state loans.

In January 2006, SB 430 (charter schools) and AB 1366 (community colleges) became law and expanded FCMAT’s services to those types of LEAs.
Since 1992, FCMAT has been engaged to perform more than 1,000 reviews for LEAs, including school districts, county offices of education, charter schools and community colleges. The Kern County Superintendent of Schools is the administrative agent for FCMAT. The team is led by Joel D. Montero, Chief Executive Officer, with funding derived through appropriations in the state budget and a modest fee schedule for charges to requesting agencies.
Introduction

Background

In January 2011, the Fiscal Crisis and Management Assistance Team (FCMAT) received a request from the interim superintendent of the Los Angeles County Office of Education to conduct a management assistance review. During January and March 2011, FCMAT met with the interim superintendent, a representative of the board of education, and representative cabinet members to discuss the request and refine the scope of the review. On April 4, 2011, FCMAT and the Los Angeles County Office of Education entered into an agreement for FCMAT to conduct a review of staffing of core programs; fiscal management practices including reporting of budget and financial information; management and administration of educational programs including attendance at juvenile court school (JCS); management at the division and principal/site level; and management of grant and categorical programs. The scope and objectives of the study were as follows:

1. Identify mandated County Office of Education programs as required by Education Code and statute.
   
   (a) Identify core County Office of Education programs.

2. Identify and differentiate between the functions of the County Office of Education and the functions and responsibilities of the County Board of Education.

3. Conduct a comprehensive analysis of the organizational structure of each division and staffing levels of each core and mandated program at the central office administrative level.

4. Analyze the process each division uses to determine staffing needs and the process each uses to communicate with human resources to fill positions.

5. Review the functions of each division and identify any duplication of service among divisions. Provide recommendations for restructuring, if any, to improve efficiency and effectiveness. FCMAT will use professional and legal standards to measure operations as a baseline for recommendations to improve effectiveness and efficiency.

6. Analyze the budget and financial reports that are presented to the governing board of education as to content, frequency and transparency and make recommendations, if necessary, to improve communication.

7. Review and provide recommendations on the procedures and policies related to internal and external fiscal management, including those related to:

   • Position control
   • Internal controls
   • Payroll
INTRODUCTION

- Purchasing
- Accounts payable
- Accounts receivable
- Budget development and monitoring
- AB 1200 oversight

The primary focus of this scope point is to provide LACOE with reasonable assurance based on the testing performed that adequate management controls are in place. Management controls include the processes for planning, organizing, directing, and controlling program operations, including systems for measuring, reporting, and monitoring performance.

8. Review the county office policies and procedures related to consultant and personal service contracts and provide the LACOE with reasonable assurance based upon the testing performed that adequate management controls are in place with regard to bid and award of consultant and personal service contracts. FCMAT’s review will be completed by examining a test sample of referenced documentation for consultant and personal service contracts, invoices, bid documents, and any other necessary documentation required.

   a. Review whether contracts are entered into by properly authorized personnel and whether the bidding and award of contracts follow county office policy and Government Code and make recommendations for improvement, if needed, based upon best practices.

   b. Evaluate the division of labor and segregation of duties between administration and staff with regard to bidding, award, and oversight of consultant and personal service contracts.

   c. Identify any instances where consultant or personal service contracts may supplant the responsibilities of existing employee positions.

9. Prepare an independent reconciliation of position control to budget and payroll.


   a. Develop a multiyear financial projection (MYFP) for the current and two subsequent fiscal years utilizing the district’s 2010-2011 2nd Interim Financial Report as the baseline for the projection. FCMAT’s Budget Explorer software will be used to prepare the MYFP.

   b. Prepare a cash flow analysis for 2010-11 and 2011-12 including the impact of other funds and alternative strategies for cash management from both internal and external sources.

11. Review attendance records and processes for maintaining and reporting attendance in the Juvenile Court Schools.
a. Determine the percentage of ADA lost due to court mandated appointments, disciplinary and medical appointments that are scheduled during the school day.

12. Review the effectiveness and efficiency of management at the JCS and CDS division level and at the principal/site level, including but not limited to:
   a. Operational practices
   b. Budget development/monitoring/updating
   c. Purchasing procedures/Fiscal Crisis & Management Assistance Team
   d. Personnel hiring/evaluations/staffing ratios

13. Conduct an analysis of the JCS and CDS budget to determine the level and cause of the encroachment and provide recommendations to reduce the encroachment.

14. Review JCS and CDS budgets and test invoices to verify that funds are used appropriately and comply with program guidelines as well as state and federal requirements.

FCMAT organized the 2011 management review into five main sections: 1) Governance; 2) Staffing and Organization; 3) Fiscal Management; 4) Fiscal Analysis; and 5) Juvenile Court, Community and Community Day Schools.

Presentation and Acceptance of the FCMAT Study

FCMAT provided the results of its review to the Los Angeles County Board of Education on December 6, 2011. The 378-page report, which contained 419 recommendations, was received by County Superintendent Arturo Delgado. During the last three years, LACOE, under the direction of Superintendent Delgado, has reviewed, considered and/or implemented each of the recommendations made by FCMAT.

After FCMAT presented the report, LACOE created an action plan and assigned recommendations to specific cabinet members and/or divisions. The division leaders to whom the recommendations were assigned developed specific, measurable, assignable, realistic and time-related (SMART) goals to implement the recommendations.

These goals were tracked using an online tool created by LACOE to monitor progress in implementing the FCMAT recommendations. The tracking tool is available to the public as part of the LACOE website at https://actionplan.lacoe.edu/FCMAT/Recommendations.aspx.

This online resource provides LACOE’s response to each FCMAT recommendation. In addition, each division collected evidence to support the brief descriptions of progress on the website.

The action plan covers the three years since FCMAT’s review was presented to the Los Angeles County Board of Education in late 2011. Although most of the recommendations were reported as fully implemented, the implementation of many recommendations will depend on the development and integration of new financial, human resources, and other software systems including Aeries, Novatime, and the new Business Enhancement System Transformation (BEST) program.
Recommendations for changes in processes or increased activities have been implemented and become part of the organization, and thus are reflected in the way LACOE does business.

The purpose of this follow-up report is not to have FCMAT review LACOE’s progress on every recommendation from the 2011 review; LACOE has already done this as evidenced by the online tool discussed above. Instead, this brief follow-up report is designed to revisit the broad scope of the 2011 report and demonstrate, based on the information provided to FCMAT, that LACOE’s leadership valued FCMAT’s recommendations and acted on them.

Thus this report uses the structure of FCMAT’s 2011 review, which addressed five major areas: 1) Governance; 2) Staffing and Organization; 3) Fiscal Management; 4) Financial Analysis; and, 5) Juvenile Court, Community and Community Day Schools, and Special Education.

This report summarizes FCMAT’s recommendations from 2011 in each of these five areas and provides a brief discussion of LACOE’s response to each area. Although such a summary cannot adequately convey the many hours of effort expended by FCMAT and LACOE leadership and staff, one need only consult FCMAT’s 2011 report and LACOE’s action plan website to understand the scope of the study and the actions taken to implement its recommendations.

One of the benefits of this self-study and follow-up review is its extensive discussion of progress, including analysis of LACOE’s structures and challenges from an independent and external perspective that provides insights and information on alternative structures in other county offices of education.

**Study and Report Guidelines**

FCMAT worked with LACOE in December 2014 to review LACOE’s self-review. This follow-up report is the result of those activities and LACOE’s self-review and is divided into the following sections:

- Governance
- Staffing and Organization
- Fiscal Management
- Financial Analysis
- Juvenile Court, Community and Community Day Schools
- Appendix

Each of the first five sections summarizes progress on key recommendations from FCMAT’s original report and includes LACOE’s summaries of progress in key areas. The appendix contains all recommendations followed by excerpts from LACOE’s documentation produced in response to FCMAT’s recommendation soon after presentation of the 2011 report. These items together are intended to give both an overview of LACOE’s efforts and progress and specific detail regarding the implementation of recommendations. FCMAT did not alter LACOE’s wording or content in the excerpts from LACOE’s documentation provided in the appendix.

In writing its reports, FCMAT uses the Associated Press Stylebook, a comprehensive guide to usage and accepted style that emphasizes conciseness and clarity. In addition, this guide emphasizes plain language, discourages the use of jargon and capitalizes relatively few terms.
Study Team

The study team was composed of the following members:

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Chief Executive Officer, FCMAT  
Petaluma, CA

William P. Gillaspie, Ed.D.  
Deputy Administrative Officer, FCMAT  
Bakersfield, CA

Michelle Plumbtree  
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Intervention Specialist, FCMAT  
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John Lotze  
FCMAT Technical Writer  
Bakersfield, CA

Each team member reviewed the draft report to confirm accuracy and achieve consensus on the highlights of specific progress in implementing key recommendations.
Follow-up Review

Governance

Recommendations
FCMAT made a total of 15 recommendations in the Governance section of the December 2011 report. The recommendations called for clarification of the roles of the board of education and the county superintendent, mainly in the area of budgeting and fiscal oversight.

Other recommendations suggested that LACOE review its programs to determine which are required of county offices and which are value-added (not required). Once identified, value-added programs should be prioritized and discussed by cabinet annually in the context of how they affect the budget for core programs. The 2011 report noted that LACOE provides more value-added services than most of California’s 58 county offices of education.

The 2011 report also recommended that the board of education and the superintendent continue to increase and improve communication and that board members be given the opportunity to receive training.

FCMAT also suggested that the superintendent establish a plan for the organizational mission of LACOE and share that plan with the board of education.

LACOE Response
Following the report, LACOE, including the board, superintendent, and staff, implemented all 15 governance recommendations. LACOE improved communication between the board and the superintendent, updated polices and processes to clarify roles, and provided training to board and key staff members.

After FCMAT’s review, LACOE reviewed its board policies and aligned those policies with the California School Boards Association’s (CSBA’s) suggested policy updates to ensure best practices. In addition, LACOE’s mission policy was revised in collaboration with the board of education.

New board members have received training in policy and procedures, and communication with the board has increased, with more information provided in weekly board memos.

As suggested by FCMAT, standing committee meetings were coordinated with board meetings to allow staff and board members to make more efficient use of their time.

Budget approvals are now based on the budget information provided in reports instead of being motivated by elements outside of the budgeting process.

Updating policies, continuing to provide training, and providing clear and open communication are key to maintaining the progress made in this area.
Staffing and Organization

Recommendations
FCMAT made a total of 140 recommendations in the Staffing and Organization section of the 2011 review. FCMAT analyzed and provided recommendations for each LACOE division separately. Because of this, there were many similar or nearly identical recommendations for different divisions, and thus a variety of themes emerged that apply to multiple divisions. Themes included consolidation and/or reorganization of divisions and division functions; consolidation of positions and/or redistribution of workloads; review of position descriptions including review of what constitutes a management position; and better tracking of temporary and other non-permanent positions.

Some recommendations in this section included improving the business and human resources financial systems and integrating these two functions more closely. Other recommendations focused on time accountability software and the possibility of developing electronic tools to speed the hiring process. These software programs are discussed in more detail later in this report.

LACOE Response

Consolidation and Reorganization of Business Units
In response to FCMAT’s recommendations, LACOE consolidated School Financial Services and the Controller’s Office under the direction of an executive director. This reorganization eliminated two director positions and various secretarial positions.

On a smaller scale, technology personnel who were assigned to individual divisions outside of the Technology Services Division were moved into the Technology Services Division. This same process also occurred with most human resources personnel who were assigned to divisions outside of the Human Resources Division.

LACOE also implemented large-scale consolidation of positions within divisions through the Public Agency Retirement Services (PARS) early retirement incentive in 2012. As employees decided to take advantage of early retirement, only the most vital positions were replaced. This process served as a catalyst for identifying priority functions and redistributing workloads among fewer personnel. These reconfigurations were directed within divisions, allowing each division to analyze and implement the best structure for completing its work.

Positions are now closely monitored. Proposed new positions come to executive cabinet to be approved.

Review of Positions and Classification of Positions
FCMAT’s 2011 report recommended a large-scale and complete analysis of positions and their descriptions. Since the FCMAT report, LACOE has instead worked as needed to analyze positions and update the requirements for each position. This is a labor-intensive process that requires substantial research and a multi-step approval process. LACOE will continue to update position descriptions when they are not adequate and to reclassify positions if necessary. Although much of the work has been accomplished, at any given time a large number of reclassifications and/or updates of positions are taking place.

Temporary and Non-Permanent Employees
LACOE has reduced the number of temporary workers, especially among its clerical staff. Before the 2011 FCMAT report, a large group of clerical staff were used to perform functions that could
have been performed by regular full-time staff; these duties were reassigned appropriately. The personnel commission and the Human Resources Division now monitor other non-permanent functions to manage the number of non-permanent employees and the length of time they are allowed to work.
Fiscal Management

Recommendations
FCMAT provided a total of 166 recommendations in the Fiscal Management section of the 2011 review. These recommendations were in 11 areas related to fiscal management and can be divided into five main topics: budget development; internal control; daily accounting functions; AB 1200 functions; and facilities and leases.

The recommendations regarding budget development, internal control, and daily accounting functions focus on procuring or developing new financial software and other software; streamlining methods for budgeting and accounting processes; standardizing budget reporting and increasing transparency; and increasing awareness of the need for and scope of internal controls.

Recommendations regarding the Assembly Bill (AB) 1200 functions that LACOE provides focus on increasing communication with LACOE’s 80 constituent districts and their chief business officials (CBOs).

Facilities and lease recommendations revolve around finding and using the right expertise to complete construction projects and find appropriate sites for LACOE and its programs.

LACOE Response

Budget Development, Internal Control, and Daily Accounting Functions
Since FCMAT’s 2011 report, LACOE’s budget formats have been standardized and budget updates are reported monthly to the board of education finance committee and approved by the board of education during its regular meeting, which follows the finance committee meeting. The budget is organized in parts, which isolates specific program expenditures so that contributions to specific programs are readily apparent to the board and the public. The annual budget approved by the board of education is comprehensive in nature and describes in detail how funds are distributed to individual programs and purposes.

The annual budgeting process is clearly outlined in a budgeting manual, and since FCMAT’s 2011 review the budget development process has been conducted electronically instead of with paper and pencil worksheets. This speeds the process and eliminates human errors that used to occur when transferring data from paper to electronic format.

Internal controls have always been important to LACOE. Since FCMAT’s review internal audits have increased in number and scope. These audits help employees in the various divisions understand the importance and role of internal controls and the role they as employees play in internal control. Although not completely attributable to internal audits, the number of external audit findings has decreased.

Regarding daily accounting functions, FCMAT repeatedly indicated the need for a more robust, modern and unified financial system that includes budgeting and human resources modules. The recommendation was that the system be flexible enough to produce reports on demand and to be modified for the specific changing needs of LACOE and the school districts that use the LACOE program. LACOE has long known of this need but until now has been unable to implement a process to develop or purchase a new comprehensive system.

LACOE instituted the Business Enhancement System Transformation (BEST) project to address the need for a comprehensive, integrated financial system that will meet the needs of LACOE and external districts. The BEST team is working with key districts and internal staff to map the
budgetary, business, and human resources processes so that they can create detailed specifications for the future system.

BEST has a long-term perspective; the team understands that clearly detailing requirements and needs for the system now will make implementation of the system less vulnerable to common conversion difficulties. LACOE is committed to this process and understands that it is needed to enable LACOE to better serve its districts.

Although almost all of FCMAT’s recommendations regarding daily accounting functions have been implemented in some manner using LACOE’s current system, a new BEST system will address many of the shortfalls outlined in FCMAT’s report that stem from LACOE’s older and separate enterprise systems that cannot be updated.

The lack of an automated time accounting system was one of the daily accounting issues that FCMAT’s 2011 report mentioned. To address this, LACOE is currently adopting Novatime, a time accounting software that will help streamline employee attendance accounting functions and vacation and leave balances.

**AB 1200 Functions**

LACOE provides AB1200 fiscal oversight to its constituent school districts. FCMAT’s eight recommendations in this area expressed the need for additional communication between LACOE and school districts’ CBOs. In the time since it received FCMAT’s 2011 review, LACOE has focused on the frequency and quality of countywide CBO meetings and on the bulletins it sends to the districts and their CBOs.

FCMAT also recommended that LACOE’s Business Advisory Services occasionally change which business services consultant works with individual districts to approve interim reports. Since FCMAT’s review this has occurred naturally as consultants have retired or changed jobs, and was completed on a wider scale three months ago as business services consultant assignments were changed to help districts with more challenging issues and to give a fresh perspective to the more stable districts.

**Facilities and Leases**

FCMAT recommended that the Facilities Department analyze whether to change from multi-prime construction, that it not change architects on each project, and that it review the template used for contracts with architectural firms.

FCMAT also recommended that LACOE put in-house personnel in place to negotiate leases and to communicate with the Educational Programs Division regarding costs and improvements.

LACOE has adopted and implemented all of the recommendations regarding facilities and leases.
Financial Analysis

Recommendations
FCMAT made a total of 18 recommendations in the Financial Analysis section of the 2011 review. Those recommendations focused on position control in the context of budget and payroll, the multiyear projection created in fiscal year 2011-12, and cash flow.

Although financial conditions have improved substantially since 2011, FCMAT’s recommendations included review processes that are industry-standard budgetary practices and should be followed.

LACOE Response

Position Control
Since FCMAT’s 2011 report, LACOE has implemented an electronic personnel requisition (EPR) system to ensure that regular protocols are followed before additional personnel are hired. The EPR has an electronic workflow structure that culminates in the superintendent’s cabinet discussing every position to be added. Before approval, the EPR workflow requires that each proposed position pass through a budgeting process to provide funds for the position. The EPR process has greatly decreased the time it takes to accurately process new positions and to start the hiring process.

Multiyear Projection
At the time of FCMAT’s 2011 review, LACOE was under heavy financial stress. Currently, LACOE is projected to end the year with a 13% available ending fund balance. This change in LACOE’s fiscal solvency was due principally to a large reduction in force facilitated by a PARS early retirement program.

Cash Flow
LACOE has implemented all recommendations regarding cash flow and reviewing cash levels regularly.
Juvenile Court, Community and Community Day Schools

Recommendations
FCMAT made a total of 80 recommendations in this section of the review. These recommendations were spread among 27 areas but can be organized under three main topics: monitoring and improving attendance; modifying staffing to meet average or negotiated staffing ratios; and budgeting and budget maintenance of educational programs.

LACOE Response

Attendance
LACOE’s assistant superintendent of educational programs and his directors have implemented FCMAT’s recommendations to make student attendance an integral organizational priority. Since FCMAT’s review, attendance and attendance-related strategies have become a part of the evaluation process in the division. Enrollment and attendance numbers are regularly reviewed in principals’ meetings and in division leadership meetings.

As recommended by FCMAT, EPIC, LACOE’s then-current student administration system, was modified to supply more consistent student attendance reports. As EPIC was analyzed further, LACOE leadership decided that attendance data could be more accurately and frequently reported by moving to a more robust, off-the-shelf student administration system. In September of 2014, LACOE implemented the Aeries student administration system. Although there were implementation challenges as the new software was adopted, Aeries will enable real-time analysis of student attendance data. Aeries also has a series of preprogrammed reports that organize data in an efficient, administrator-friendly format that is already being received positively by LACOE’s leadership.

The Aeries implementation and strategies for using its data and reports are common topics in Educational Programs Division leadership meetings.

Staffing Ratios
FCMAT’s 2011 report recommended that LACOE review its staffing ratios in teaching, counseling, and para-educator support. The recommendations included suggestions to increase pupil-to-staff ratios for cost savings and to more closely align ratios with those in other counties. Although LACOE’s executive cabinet discussed these recommendations at the time of FCMAT’s report, it was decided that staffing ratios were consistent with program needs and that these issues would not be raised with contracted employee groups at that time.

LACOE decided instead to focus on meeting the staffing ratios already in the contract language. To accomplish this, LACOE reviewed staffing ratios for possible consolidation and examined sites for possible closure. However, because of the distances between program sites, the possibility of combining sites or programs proved unfeasible in almost all cases.

As the mechanisms associated with the LCFF have become clearer, districts are becoming more sophisticated about attendance and about creating nontraditional programs for students who generate supplemental apportionment revenue. Because of these shifts, enrollment in LACOE’s community schools and independent study programs is decreasing as students move to districts. This has precipitated additional analysis of the viability of many of these programs, and LACOE
is using FCMAT’s recommendation to analyze the structure of a self-sustaining program to calculate the total cost per site and then compare that cost to the income generated by each student.

LACOE realizes that its educational programs receive contributions from county oversight funds. However, LACOE’s leadership realizes the importance of providing excellence in student programs. This is why, under the leadership of Superintendent Delgado, the Road-to-Success Academy program was instituted. Road-to-Success provides cohesive, research-based instructional techniques that help motivate students to learn. The Road-to-Success program requires an extensive professional development commitment from teachers and staff. Although LACOE realizes that the cost of this commitment exceeds the revenues generated by these students, LACOE’s leaders understand the value that this investment provides.

**Budgeting and Budget Maintenance**

Educational Programs Division staff receive an updated budget report each month. Budgeting parameters for the upcoming fiscal year are sent out in January so that budgets can be developed in a timely manner and consolidated into a larger LACOE budget. Current year revenues will provide a starting point from which to estimate program expenditures. One of the goals of the BEST program is to produce real-time budget reports that can provide a basis for good decisions. Integrating the human resources system with the business system using BEST will be key to accurate budgeting.
Appendix

FCMAT Recommendations and LACOE-Reported Implementation Goals and Evaluation Criteria and/or Indication of Progress

This appendix provides excerpts from documentation LACOE’s created to implement FCMAT’s recommendations from the 2011 FCMAT report; this includes each of FCMAT’s recommendations from the 2011 FCMAT report (referenced by page number), followed by LACOE’s goal or goals created in response to each recommendation, and LACOE’s criteria for evaluating progress implementing the recommendation, and/or tasks completed. This document was prepared by LACOE and not verified by FCMAT.

Validating specific progress on every recommendation is beyond the scope of FCMAT’s follow-up work, and this excerpted information does not include all of the metrics and assignments LACOE created in response to FCMAT’s recommendations, or details of work completed; rather, it is designed to provide a condensed snapshot of LACOE’s documentation of its efforts to implement FCMAT’s recommendations.
Governance

Functions and Responsibilities of County Boards of Education
• Functions and Responsibilities of a County Superintendent of Schools • Work of the Los Angeles County Board of Education

FCMAT Recommendation (p44)
1. Continue to develop open communication between the superintendent and the board of education and mutual sharing of information to help each accomplish their respective functions.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: The Board of Education will take steps to ensure open communication between the Board and the Superintendent. By July 31 of each year, the Board and Superintendent will have demonstrated their collaborative communication as evidenced by information shared in the weekly Board memo and Board meeting minutes. The Board President and Vice President will continue to meet with the County Superintendent prior to each Board meeting to discuss items on the agenda. Board members will make themselves available to meet with the Superintendent.

LACOE-Reported Evaluation: As evidenced by open communication via the weekly Board memos and Board meeting minutes.

FCMAT Recommendation (p44)
2. Consider developing mutual goals to demonstrate and measure open communication.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: The Board of Education will take steps to ensure open communication between the Board and the Superintendent. By July 31 of each year, the Board and Superintendent will have demonstrated their collaborative communication as evidenced by information shared in the weekly Board memo and Board meeting minutes. The Board President and Vice President will continue to meet with the County Superintendent prior to each Board meeting to discuss items on the agenda. Board members will make themselves available to meet with the Superintendent.

LACOE-Reported Evaluation: As evidenced by open communication via the weekly Board memos and Board meeting minutes.

FCMAT Recommendation (p44)
3. Consider implementing an administrative panel process to hear interdistrict appeals. If implemented, consider whether the board can reduce the number of board meetings to two each month
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: The Superintendent and the Board of Education in collaboration with the Assistant Superintendent of Educational Services and the Director of Student Support Services have developed Board policy language to establish an administrative panel process to hear interdistrict appeals as evidenced by the adoption of the new policy on May 8, 2012. As of the adoption, the administrative panel requirement of 25 family appeals has not been activated.

LACOE-Reported Evaluation: On May 8, 2012, the Superintendent recommended and the board of education adopted Board Policy 5117 that established an interdistrict appeals administrative hearing panel.

FCMAT Recommendation (p45)
4. Continue to schedule committee meetings on the same days as board meetings to effectively manage staff and board members’ time.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: In order to effectively manage staff and Board members’ time, all committee meetings will be scheduled on the same day as Board meetings. By mid-May of each year, the Cabinet member responsible for each committee (Audit Committee/ Curriculum, Instruction, and Assessment Committee/ Finance Committee/ Policy Committee) will submit the committee calendar to the Board secretary. The committee calendar will be posted on the LACOE website and will be updated as needed to reflect committee meetings scheduled on the same day as Board meetings.

LACOE-Reported Evaluation: The committee calendar will be posted on the LACOE website and will be updated as needed to reflect committee meetings scheduled on the same day as Board meetings.

FCMAT Recommendation (p45)
5. Refrain from using the budget approval process to exert influence on the superintendent regarding other business matters that are clearly within the superintendent’s scope of authority. Continue to develop open communication and a relationship of mutual trust to achieve the long-term goals of the board of education.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: The roles and responsibilities of the Superintendent and Board of Education with respect to the LACOE budget will be clearly articulated and defined. The Superintendent and Board of Education hold clearly defined roles with respect to the budget adoption/approval process. The Board of Education will meet its responsibility as delineated in the Board Policy and Education Code. The Superintendent will follow and assume all other budget related activities.

LACOE-Reported Evaluation: The Superintendent and Board of Education will be provided an opportunity to communicate questions and comments related to the LACOE budget monthly at Finance Committee meetings and periodically throughout
the fiscal year during budget presentations, as measured by the timely passage of the budget by June 30 of each year.

**FCMAT Recommendation (p45)**

6. Continue to assign a board member to the Head Start policy council.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By July 31 of each year, the Board President will select a liaison to the Head Start Policy Council.

LACOE-Reported Evaluation: As measured by the selection of a liaison to the Head Start Policy Council.

**FCMAT Recommendation (p45)**

7. Establish a plan for LACOE’s organizational mission and review it with the county board of education.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Evaluation: As evidenced - LACOE’s Board Policies were revised to be in alignment with CSBA. LACOE’s mission policy was revised in collaboration with the Board of Education.

**FCMAT Recommendation (p45)**

8. Develop a process to provide new board members with board training that includes cabinet members and orients the new board members to the various divisions and programs provided through LACOE. Provide new members with governance training that distinguishes between the role and responsibilities of the board and the role and responsibilities of the superintendent.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Evaluation: As evidenced by - an orientation is provided to all new board members. An informational binder is given to each board member during the orientation (i.e. information on programs, board bylaws, etc.).

**FCMAT Recommendation (p45)**

9. Provide training to board members to ensure that they stay abreast of changing statutes. Training is available through CCSESA and the California County Boards of Education (CCBE).

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Evaluation: As evidenced by - information is forwarded to each Board Member on upcoming trainings and conferences including CSBA, CCBE, CCSA, and from local agencies. Registration can be made through the Board Secretary on any upcoming training, conference, and workshop. LACOE also holds a Board Retreat to discuss items that the Board wishes to discuss in further detail.
FCMAT Recommendation (p45)

10. Provide opportunities for the board to attend statewide trainings and conferences.

**LACOE-Reported Implementation Status**

LACOE-Reported Evaluation: As evidenced by - information is forwarded to each Board Member on upcoming trainings and conferences including CSBA, CCBE, CCSA, and from local agencies. Registration can be made through the Board Secretary on any upcoming training, conference, and workshop. LACOE also holds a Board Retreat to discuss items that the Board wishes to discuss in further detail.

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Core, Mandated and Value-Added Programs and Services

**FCMAT Recommendation (p52)**

_The superintendent should:_

1. Review and establish the LACOE organizational mission and review with the County Board of Education.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Evaluation: As evidenced - LACOE’s Board Policies were revised to be in alignment with CSBA. LACOE’s mission policy was revised in collaboration with the Board of Education.

**FCMAT Recommendation (p52)**

_The county office should:_

2. Using LACOE’s mission as a guide, identify the organization’s core programs. This process should be transparent, led by the superintendent, and should include cabinet level administrators and input from their senior division staff.

   Develop criteria to help determine each program’s designation. The superintendent should establish a proposed budget that gives funding priority to mandated and core programs.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Led by the County Superintendent, Executive Cabinet and senior division staff will develop a three-year strategic plan by the end of November 2013.

LACOE-Reported Evaluation: As evidenced by the development and finalization of the three-year strategic plan titled LACOE 2013.
FCMAT Recommendation (p52)

3. Establish a system for determining the relative priority of programs that are defined as value-added. The needs of the districts and students LACOE serves should continue to drive the annual review of funding allocations.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: LACOE will review each value-added program.

LACOE-Reported Evaluation: As evidenced by the adoption of LCFF (Local Control Funding Formula) in collaboration with the three-year strategic plan, LACOE will have reviewed each program priority that are defined as value-added.

FCMAT Recommendation (p52)

4. Discuss value-added programs at the cabinet level annually, determine if funding should continue at the same level, and make necessary adjustments to avoid deficit spending.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: During the budget planning period of each spring, value-added programs will be up for review and discussion.

LACOE-Reported Evaluation: As evidenced by review of each program defined as value-added.

FCMAT Recommendation (p52)

5. When developing grants, determine if new staffing is required or if existing staff can be redirected to accomplish the grant’s goals.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: The Grants Development Office will collaborate with divisions (directors and program managers) on projected staffing for grant implementation. Communications will be conducted (face-to-face, phone, email) as grant proposals and applications are reviewed.

LACOE-Reported Evaluation: As measured by scheduled meetings on the calendar or other communication by the Grants Office and the division.
Staffing and Organization

Personnel Commission

FCMAT Recommendation (p64)

The Personnel Commission should:

1. Review the workload over the past three years, including the number of eligibility lists established, the number of reclassification/reallocation requests processed and other functions performed, and determine if trends warrant a change in the number of staff.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: The PC Director will review workload and staffing levels over the past five years and forecast workload for 2012-2014 to determine the necessary staffing size and composition to meet LACOE staffing needs.

LACOE-Reported Evaluation: PC Office workload analysis has been reported in the PC annual reports for many years. The pattern in the last two years has been a reduction in recruitments in Paraeducator and broad-based clerical areas due to reductions in force with vacancies being filled largely through re-employment lists. There has been an increase in recruitments for specialized clerical, technical, professional, and managerial positions due to retirements, re-organizations, and changing technical demands of positions. Establishment of new classifications, class specification revisions have increased in response to re-organizations and changing technical demands of jobs. Further, requests for individual position studies have increased due to some employees feeling overworked or receiving assignments that extend beyond their usual duties. Further, in the past two years the Office of the Personnel Commission has taken responsibility for the oversight of classified temporary assignments and the management of the Mobile Clerical Support Unit without an increase in staff (although one existing clerical positions is funded through the MCSU).

Reorganizations, classifications studies, and desk audits associated with other FCMAT recommendations, combined with the PARS early retirements will result in further increase in overall workload. Staffing levels may be adequate; however, specific positions adjustments may be needed.

FCMAT Recommendation (p64)

2. Conduct desk audits of the workload and type of work at each desk to determine if assignments can be redistributed to increase efficiency.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: Conduct desk audits of the workload and type of work at each desk to determine if assignments can be redistributed to increase efficiency.
LACOE-Reported Evaluation: Process and workflow analysis has been completed and documented. Organizational structure has been simplified by eliminating a level of HR clerical support positions and establishing a single level of generalist support positions capable of performing the full range of support duties without role constraints. Related classification adjustments will be made at the analyst and senior analyst levels.

**FCMAT Recommendation (p64)**

3. Closely monitor the use of temporary or limited-term employees and independent contractors to ensure compliance with employment regulations.
   - Review procedures for the use of professional experts to determine if work could be assigned to permanent staff.
   - Identify whether limited-term employees are hired to perform overload work or as a substitute so that it can more clearly define these employees’ roles and more easily monitor the six-month limit applicable to these employees.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: In collaboration with Executive Cabinet, a complete tracking system will be established for tracking the type and duration of every temporary classified engagement. Review and improve requisition, justification, and authorization procedures for engaging temporary employees, and evaluate the opportunities for utilizing a Web-based requisition, approval, and tracking system. Prior to utilizing a temporary employee, a “desk audit” of adjacent positions shall be conducted to ensure business necessity. Reports will be provided cabinet members to assist in monitoring temporary assignments in their respective divisions. Metrics will be established that tracks the number, duration, and cost of assignments.

LACOE-Reported Evaluation: Prototype tracking system has been established. Temporary categories will be clearly delineated and documented. Procurement process will ensure business necessity.

**FCMAT Recommendation (p64)**

4. Determine in a timely manner if open positions should be continued in the organization, and, if so, establish an eligibility list as quickly as possible.

**LACOE-Reported Implementation Status: Completed**

Goals: Establish a process by which “desk audits” are conducted for every vacant position and adjacent positions in the organization or business process to determine if work can be restructured, re-distributed, or eliminated prior to filling vacancies.

Conduct a process analysis on the classified requisition, recruitment, and selection process to evaluate efficiency and effectiveness. Establish cycle time metrics and manage the process to make continuous improvements in metrics.

LACOE-Reported Evaluation: Only positions that are evaluated to be essential given consideration of staffing and organizational alternatives will be filled. Cycle time to fill classified vacancies will be reduced 20% in 2012-13.
FCMAT Recommendation (p65)

5. Review the job titles and classifications of classified positions such as accountant, business services consultant, financial operations consultant, and specialist to determine if specific job titles need to be modified to more closely reflect the skills required in certain departments.

**LACOE-Reported Implementation Status: Completed**

Goals: The entire accounting and finance professional/managerial job series will be studied and redefined to ensure role clarity, role separation, and career path clarity. Common, transferable competencies will be identified for aggregating positions, and differentiating knowledge and skills will be used as a basis for classification specialization.

Split Business Services Consultant classification to reflect differences in duties performed in BAS and at Head Start.

LACOE-Reported Evaluation: A collaborative cross-divisional consensus will be achieved regarding the most functional occupational structure for the accounting and finance job classifications.

New classification established for Head Start: Head Start Fiscal System Delegate Liaison. Business Services Consultant classification remains unchanged in Business Advisory Services

FCMAT Recommendation (p65)

6. Review classified clerical support personnel’s job descriptions and determine if job descriptions can be combined into like families, but at the same time consider the impact of like titles being assigned to positions with different responsibilities when a RIF must be implemented.

**LACOE-Reported Implementation Status: In Progress**

FCMAT Recommendation (p65)

7. Continue to discuss processes with other divisions within LACOE to clearly define the role of the Personnel Commission to improve its efficiency and reduce any duplication of services.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: The Director of Classified HR and Assistant Superintendent of Human Resources will inventory and review their organizational and legally mandated functions to identify areas of functional duplication and overlap. They will also review their functional interfaces to established shared processes, technology, and procedures.

LACOE-Reported Evaluation: A report will be prepared summarizing HR functions performed by HRS and the PC. The conjoint and separate responsibilities will be provided on their respective websites.
FCMAT Recommendation (p65)

8. Review requests for independent contractors at the cabinet level to determine if current employees can perform the necessary tasks.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: In collaboration with Executive Cabinet, a complete tracking system will be established for tracking the type and duration of every temporary classified engagement. Review and improve requisition, justification, and authorization procedures for engaging temporary employees, and evaluate the opportunities for utilizing a Web-based requisition, approval, and tracking system. Prior to utilizing a temporary employee, a “desk audit” of adjacent positions shall be conducted to ensure business necessity. Reports will be provided cabinet members to assist in monitoring temporary assignments in their respective divisions. Metrics will be established that tracks the number, duration, and cost of assignments.

LACOE-Reported Evaluation: Prototype tracking system has been established. Temporary categories will be clearly delineated and documented. Procurement process will ensure business necessity.

FCMAT Recommendation (p65)

9. Ensure that it regularly reviews limited-term provisional appointments and other temporary assignments to identify any individuals who are being continued in long-term assignments.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: In collaboration with Executive Cabinet, a complete tracking system will be established for tracking the type and duration of every temporary classified engagement. Review and improve requisition, justification, and authorization procedures for engaging temporary employees, and evaluate the opportunities for utilizing a Web-based requisition, approval, and tracking system. Prior to utilizing a temporary employee, a “desk audit” of adjacent positions shall be conducted to ensure business necessity. Reports will be provided cabinet members to assist in monitoring temporary assignments in their respective divisions. Metrics will be established that tracks the number, duration, and cost of assignments.

LACOE-Reported Evaluation: Prototype tracking system has been established. Temporary categories will be clearly delineated and documented. Procurement process will ensure business necessity.

FCMAT Recommendation (p65)

10. If a major classification study is considered in the future, develop a multiphase plan and prioritize the review of positions based on management survey results. The management survey should determine which position titles are most dated, are not descriptive of the actual duties performed, or are overly broad or overly narrow in scope.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Major classification studies will be conducted on a job-family/occupational hierarchy basis (rather than agency-wide). Classification studies will include adjacent classification in the vertical series and adjacent classifications in the respective business process to ensure organizational and operational integrity and alignment of classification.
LACOE-Reported Evaluation: A defined methodology will be established, documented, and technology supported to ensure consistency, accuracy, and organizational/operational relevance of classification specifications.

FCMAT Recommendation (p65)
11. Review classified management designations to determine if they meet the designated exemption under Education Code Section 45130, Labor Code sections 204c and 510, the Fair Labor Standards Act (FLSA) 13(a)(1).

LACOE-Reported Implementation Status: In Progress

Human Resource Services Division

FCMAT Recommendation (p73)
The Human Resource Services Division should:
1. Identify items in the collective bargaining agreements, and in particular the Bridging Document, that may impede the organization’s ability to effectively and efficiently manage operations. Make recommendations to the superintendent to help establish management’s position for the bargaining process. Give priority to items in the contract that are problematic, and revisit these each time negotiations occur. Consult legal counsel when taking these steps.

LACOE-Reported Implementation Status: Completed
Goals: (1) Labor Relations Director to meet with representatives of the identified union groups to brainstorm ideas and identify problem areas in the contract. (2) Identify the contract language that is problematic and that is impeding the operational efficiency of the office: Bridging document/LACEA document - March 2012 (Ongoing); CSEA document - April 2012 (Ongoing); SEIU document - May 2012 (Ongoing). (3) The Assistant Superintendent HRS will report problem areas to the Superintendent - March 2012 (Ongoing)
LACOE-Reported Evaluation: A list of identified issues will be brought to the June 11th RMT Meeting by each group. Success is measured by presentation of each list to the Assistant Superintendent, HRS of all problematic contract language that is impeding the operational efficiency of the office. Fiscal impact cannot be measured.
FCMAT Recommendation (p73)

2. Conduct a desk audit of the workload and responsibility level of each position in the Human Resource Services Division. Adjust workloads and eliminate positions as appropriate.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: The Assistant Superintendent of HRS and the Personnel Commission Director will devise a plan for a desk audit tool appropriate to the workload and responsibility level of each position in HRS. (2) Investigate the viability of outside vendors to complete the task.

LACOE-Reported Evaluation: Creation of the desk audit tool and adjustment of workloads and elimination of positions as appropriate will result in fiscal savings. A meeting was held with the assistant superintendents and Dr. Freudenberg to discuss the tool that is being developed. A desk audit tool and desk audit proposed methodology has been prepared.

FCMAT Recommendation (p73)

3. Review job descriptions and determine if they accurately reflect the work being completed. Reduce the number of different job classifications whenever possible.

LACOE-Reported Implementation Status: Completed

Goals: (1) The Director of Personnel Commission will recommend an approach to HRS and together will determine a scope and timeline of LACOE-wide job description reviews.

(2) Implementation of project plan to be determined.

LACOE-Reported Evaluation: A project plan that outlines the scope and timeline of job description reviews will be created by the deadline. Assign appropriate staff in order to complete the project plan by the deadline. Fiscal impact cannot be measured at this time. Done on continual basis: System of review and written practice.

1. A project plan that outlines the scope and timeline of job description reviews will be created by the deadline.

2. Assign appropriate staff in order to complete the project plan by the deadline.

3. One product, being the establishment of a new classification: Senior HR Specialist, Operations was approved in the December 2013 PC meeting.

Fiscal impact cannot be measured at this time.

FCMAT Recommendation (p73)

LACOE-Reported Implementation Status: In Progress

**FCMAT Recommendation (p73)**

5. Review the overtime exemptions outlined by the United States Department of Labor and consult with its legal counsel to determine if each position has been appropriately designated.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Assistant Superintendent of Human Services will meet with Director Personnel Commission and General Counsel to review overtime exemptions outlined by the US Dept. of Labor to determine if each position has been appropriately designated. Positions will be identified and studied in conjunction with recommendation 4 directly above.

LACOE-Reported Evaluation: Classified Management positions will be evaluated and re-designated as appropriate per the US Dept. of Labor. A 25% re-designation will be the target for June 2015. This is on-going.

This is a wording variation on recommendation 4 directly above.

The PC has completed a plan, created a methodology, and identified specific positions for study; however, because of the organizational disruption associated with executing the study, Cabinet has shown reluctance to initiate it. The study can be completed in one month, and recommendations provided to Cabinet as soon as we agree to do it. There will likely be no fiscal savings from the study. Involved positions have been identified and will be studied and reclassified in conjunction with progress on 73.04. This item is treated as completed.

**FCMAT Recommendation (p73)**

6. Reconsider the need to maintain a separate technology unit within the Human Resource Services Division. Review its technology needs in conjunction with LACOE’s Technology Services Division to determine if its needs can be met through that division without a reduction in technology-related services but at a reduced cost to LACOE.

**LACOE-Reported Implementation Status: Completed**

Goals: 1. In an effort to consolidate Technology Services in HRS for organizational efficiency and cost-effectiveness, the following steps will be taken: a. Technology Services will summarize survey results and meet with the Assistant Superintendent of HRS to complete assessment of equipment and technology applications.

2. The Director of HRS will evaluate job duties of the current employees.

3. HRS Manager in conjunction with Technology Services will conduct a work flow analysis to further determine the continued need for a separate technology unit in HRS and transfer of any services to Technology Services.

LACOE-Reported Evaluation: Organizational efficiency will be measured based on the outcome of the position naire, technology survey, and position study. Potential savings by eliminating the HR Systems coordinator salary will be $7293/mo.
FCMAT Recommendation (p74)
7. Review the need for credentialing staff in the ROP and BTSA departments rather than using the Human Resource Services Division, and determine if consolidating these services would result in a more efficient use of the staff.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: To implement centralization of LACOE services and promote organizational efficiency and cost effectiveness, we will complete the following: The Assistant Superintendents of HRS and Ed Services will gather information including job descriptions, organizational charts, and/or other necessary documents to evaluate BTSA, ROP, and HRS credentialing to: (a) Create a team to determine further action if necessary. (b) Implement consolidation under the HRS umbrella.

LACOE-Reported Evaluation: A quantitative and qualitative data study from BTSA, ROP and HRS will be used to develop a work flow map to determine organizational efficiency. Fiscal impact cannot be measured. Cost reduction as replacement workers are eliminated and amount paid out on claims (temporary disability) is reduced.

FCMAT Recommendation (p74)
8. Establish a return-to-work policy and procedures to return injured workers to work sooner under an accommodated setting such as light duty and thus reduce the number of employees on extended workers’ compensation leave.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Develop a team (Personnel Commission, SEIU, CSEA, LACEA, Labor Relations, General Counsel, Assistant Superintendent of HRS, Coordinator of Workers’ Comp, Worker’s Comp Specialist) to define specific language to create an effective return-to-work policy and procedures.

LACOE-Reported Evaluation: Create a baseline of the number of employees on extended workers’ comp leave due to lack of accommodation of temporary work restrictions and reduce that number by 5%.

FCMAT Recommendation (p74)
9. Immediately take steps to more closely manage and control workers’ compensation costs, including the following:
   • Investigate the validity of workers’ compensation claims.
   • Require fitness for duty examinations, and review claims regularly for any needed follow-up including settlement of claims where warranted.
   • Use knowledge from past experiences to help ensure workplace safety.

LACOE-Reported Implementation Status: Completed
Goals: 1. Reduce the number of claims by 3.5% (02/01/12), through cost containment, prevention of fraud, and scoping the injury to ensure appropriate treatment. Reevaluate July 2012.
2. Provide a fitness for duty examination: Requirement of a job description, with a regular follow-up with the doctor. Develop open lines of communication between all parties.

3. Review and revise procedures and checklist.

4. Process and safety training for the sites regarding the procedures. Review certification.

5. Develop a training plan, in conjunction with risk management and site personnel, to determine what training is needed and how often.

6. Revitalize the safety committees in conjunction with risk management and promote safety awareness.

7. Institute a positive recognition program for safety systems by Division.

LACOE-Reported Evaluation: The reduction of the number of claims by 3.5%. Fiscal impact cannot be measured at this time due to the complexity of each claim.

FCMAT Recommendation (p74)

10. Consider contracting with a consulting firm to fully review the workers’ compensation program for potential cost containment.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: Assistant Superintendent of HRS in conjunction with the Workers Comp coordinator will conduct a cost benefit analysis to determine the viability of hiring a consulting firm to review the workers comp program for potential cost containment by the end of February 2012.

LACOE-Reported Evaluation: Determine the viability of hiring a consulting firm.

FCMAT Recommendation (p74)

11. Review workers’ compensation caseloads to ensure that they are manageable. Hire sufficient staff to provide the unit with time to analyze and develop a quality plan of action and adjust claims appropriately to resolve cases in a timely manner.

LACOE-Reported Implementation Status: Completed

Goals: (1) Speak to management to determine the number of actual claims by adjustors based on the LACOE contract (125 cases).

(2) Determining the number of claims will allow workers comp to be able to the manage claims effectively and reduce costs.

LACOE-Reported Evaluation: Determine if additional staffing is needed. Fiscal impact: approx. $65,000 i.e. potential new position.

FCMAT Recommendation (p74)

12. Carefully monitor the variables that are used in its actuarial report with regard to workers’ compensation to ensure that they reflect the most current information available.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: In an effort to reduce costs, The Assistant Superintendent of HRS will work with ABD and the actuarial vendor to determine the most current information reflecting LACOE employee job codes and job descriptions.

LACOE-Reported Evaluation: The actuarial report will reflect the most current and accurate information available on LACOE employees which may results in a fiscal impact to LACOE.

FCMAT Recommendation (p74)
13. Monitor employees’ extended leaves and ensure that employees’ leave balances are current.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Increase on time and attendance tracking project will include all employees who generate a payroll report. (b) Accuracy of payroll generated in January 2013 is to be 100%. Fiscal impact will include cost of software and implementation which is expected to be approx. $300,000. Additional fiscal impact will be reduction of monthly payroll amendments, i.e. reduction of time spent on preparation of amendments and appropriate allocation of vacation and illness leave.

We currently have a new contract for this project and are now in the implementation phase. We are planning a “go-live” date of July 2014.

FCMAT Recommendation (p74)
14. Work with the Internal Audit and Analysis Department to review hotline procedures and ensure that the Human Resource Services Division is notified when a complaint concerning an employee is referred to another division for investigation.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: The Internal Audit Director with discussion with HRS Director will review and if necessary incorporate in the hotline procedures the additional step of notifying HRS when a complaint concerning an employee is referred to another division for investigation. Procedures need to include a semi-annual communication to employees regarding Hot Line procedures and Hot Line information to be included in the New Employee Orientation packet.

LACOE-Reported Evaluation: Revise written hotline procedures that are produced by Internal Audit Unit. Fiscal impact cannot be measured at this time.

FCMAT Recommendation (p74)
15. Continue to discuss processes with other divisions within LACOE to clearly define the roles of the Human Resource Services Division and the Personnel Commission to improve efficiency and reduce any duplication of services.
**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: The Asst. Supt. Of HRS and the Director of Personnel Commission will confer and discuss processes to improve efficiency and reduce any duplication of services within all LACOE divisions.

LACOE-Reported Evaluation: Success to be determined by the revised organizational charts for each division that indicate a reduction of staff. Fiscal cannot be measured at this time.

**FCMAT Recommendation (p74)**

16. Consider implementing a September 1 deadline for submission of organizational charts from all divisions to better reflect the actual organization.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: To better reflect the actual organization of LACOE: (1) A survey developed by HRS will go to all departments re: the org chart software they have a license for and/or are currently using by May 15, 2012 (2) Software survey is due back to HRS by June 1, 2012 (3) Notification will go to department heads on June 15th and July 15th re: org chart deadlines. (4)The Assistant Superintendent of HRS will set a September 15th* deadline for submission of the organizational charts. (5) All Divisions will submit their charts to Director HRS by September 15th using the LACOE standard for org. charts. *(September 15th will better reflect location of all personnel assignments)

LACOE-Reported Evaluation: Submission of the org charts by September 15th using the LACOE standard for software. Possible increase in fiscal due to needed purchase of software. Emails were sent by Estela Marroquin to divisions on June 8 asking for Org Chart Contacts and on July 24 notifying divisions of the September 15 deadline and offering assistance in preparing Org Charts.

**FCMAT Recommendation (p74)**

17. Continue to implement its strategic plan and necessary changes. Use this model to help other divisions conduct staffing reviews.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: (1) The Assistant Superintendent of HRS will continue to implement its strategic plan through weekly updates in the directors’ meeting to ensure that action steps are on track and goals are being accomplished. (2) The Assistant Superintendent of HRS will collaborate with the Deputy Superintendent to present the HRS Strategic Plan at Leadership Tuesday for other divisions to use as a model to develop and implement a strategic plan for their divisions.

LACOE-Reported Evaluation: (1) Completion of all appropriate goals within the desired timeframes of the HRS Strategic Plan. (2) Each division director will have a timeline for the development of the strategic plan for their division by December 2012.
FCMAT Recommendation (p74)

18. Consider developing staffing ratios or formulas for some positions to help guide decisions regarding staffing.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: The Director of HRS in collaboration with the Director, Personnel Commission, with the assistance of a task force, will continue to develop more efficient staffing ratios or formulas to guide decisions regarding staffing LACOE-wide *DSP

- March 2012 * Special Education -June 2012* Other divisions - November 2012.

These staffing ratios will be implemented by August 31, 2013.

LACOE-Reported Evaluation: Establishment of new staffing ratios LACOE-wide may result in a cost reduction to individual divisions.

FCMAT Recommendation (p74)

19. In conjunction with division administrators, review the clerical support needs of each division and unit, and reduce and share clerical positions where appropriate.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: HRS and the Personnel Commission will create a survey to be completed by Division administrators to identify clerical needs within the division to determine staffing needs, and adjust positions accordingly for December RIF consideration.

LACOE-Reported Evaluation: Success is measured by adjustment in clerical staffing in the divisions and reduced fiscal impact to divisions. Currently there is no mid-year RIF.

FCMAT Recommendation (p75)

20. Work collaboratively with the Personnel Commission to establish common objective criteria to determine the different management level positions needed. Criteria can include number of staff directly supervised, level and purpose of communication (inform, represent, facilitate, coordinate, persuade, negotiate) with outside agencies (county, regional, state, federal), and level of education required. Ensure that the broader the scope of responsibility and span of control, the higher level of management required.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: In order to achieve equity within the organization standards, a task force will be created with HRS and Personnel Commission to construct a rubric in determining/evaluating the various management levels in terms of responsibilities, education, complexity, knowledge, scope and effect, skills and abilities, and other relevant factors.

LACOE-Reported Evaluation: Development of the rubric to be used in determining and evaluating the management levels will result in greater equity within the organization. Fiscal impact cannot be measured at this time.
FCMAT Recommendation (p75)

21. Assist each division as it reviews management needs in each of its departments and units, and assist the division to align and reduce management positions where appropriate.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: Upon completion of the rubric created in response to recommendation 20 directly above, the Assistant Superintendent HRS and the Director, Personnel Commission will meet with division directors to implement the rubric and reduce management positions where appropriate.

LACOE-Reported Evaluation: Each division will review its management needs and reduce where appropriate, 2-6%. Fiscal impact will be obtained via staff reduction per division. May result in a cost reduction to that division. The management reduction of over 30% through PARS early retirement incentive in 2012 has been maintained through “lean staffing” review of every management position filled or created. This lean staffing review will be on-going, and this recommendation is considered completed.

FCMAT Recommendation (p75)

22. Work collaboratively with the Personnel Commission to create a nonmanagement staff classification with a lower compensation level to reduce the hiring of management personnel who have no employees to supervise.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: The Personnel Commission Director and Assistant Superintendent of HR will review the existing management staff classification with a lower compensation level to determine if a third classification should be created to reduce the hiring of management personnel who have no employees to supervise.

LACOE-Reported Evaluation: Reduce management staff that have no supervisory duties by 25% by March 2013. Fiscal impact may be significant but is yet to be determined.

This is a wording variation on 73.04 and 73.05. This recommendation is subsumed under 73.04 and for tracking purposes is treated as completed.

FCMAT Recommendation (p75)

23. Investigate and implement new integrated financial and human resources systems.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: Create a team with representatives from HRS, Business Services, and Technology Services to conduct a needs assessment in order to identify the requirements for an integrated financial and HRS system. Coordinate with the team referred to in recommendation 2 in the Technology Services Division section (also on
page 85 of FCMAT’s 2011 report) regarding the feasibility study for a full integrated system.

LACOE-Reported Evaluation: Completion of the feasibility study and needs assessment are needed in order to determine fiscal impact.

FCMAT Recommendation (p75)
24. Create a plan to ensure that management is notified of any RIF action that affects their division or department.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Evaluation: All school site managers will be aware of RIF placements for their units prior to the arrival of RIF-placed staff. Fiscal impact is unknown is at this time.

FCMAT Recommendation (p75)
25. Develop policies that support professional development, particularly in regard to technology and software programs necessary to complete assigned tasks.

LACOE-Reported Implementation Status: In Progress

FCMAT Recommendation (p75)
26. Continue to provide all administrators and managers with annual training regarding employee disciplinary actions.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Continue to provide all administrators and managers with training in employee evaluation practices and techniques. All managers will have completed the FRISK training every two years.

LACOE-Reported Evaluation: Managers will complete FRISK and related evaluation trainings every two years in order to be compliant with LACOE requirements. Fiscal impact cannot be determined at this time.

FCMAT Recommendation (p75)
27. Using the Educational Employment Relations Act (EERA) definition of the “confidential employee” Government Code section 3540.1 (c), LACOE should review the actual role in collective bargaining of all classified employees who are designated as confidential.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Defer to Director Personnel Commission.
Technology Services Division

FCMAT Recommendation (p85)

_The county office should:_

1. Commission an external comprehensive review of its technology needs and solutions to support both administrative operational functions and instructional applications. Determine which technology services should be centralized, which should be decentralized and which should be a combination of both, to provide expeditious and effective customer support.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Evaluation: (1) Initial review of FCMAT report completed (2) CTO and TS staff will review TMP and provide a recommendation to determine if it can be considered the external TS review (3) By May 1, 2013, meet with the Deputy Superintendent and/or cabinet to determine if the Technology Master Plan can be considered the external review. If TMP is not considered (the external evaluation) - potential fiscal impact can range from approximately $100,000 - $200,000

5-29-13: The CTO believes the TMP can be considered the external review at this time but will look at the TS organization on an ongoing basis over the next several years. The Educational Technology Review Committee has been created and held its first meeting. This advisory group will be utilized to provide advice on both projects and structure as we move forward. It contains both internal and external technology specialists. Ongoing Process.

11-14-13 Have established the ETRC - Educational Technology Review Committee to review, advise, and provide recommendation on major projects and the direction technology is headed at LACOE. The committee has met twice now.

FCMAT Recommendation (p85)

2. Research the feasibility of a fully integrated financial software system that can provide all aspects of accounting, position control, payroll, budgeting, and report generation for both LACOE and school districts that contract with LACOE for financial, budget and payroll services. Involve both internal and external users in the feasibility study.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Evaluation: (1) In February 2012, SFS and TS conducted a comprehensive review to the Superintendent, Deputy Superintendent, Asst. Supt, HR, and the Interim CBO of all business applications relative to the functionality, scope, and integration architecture of the applications. Included in the presentation were training strategies, recent upgrades, and future enhancements. (2) Discussions with the Superintendent and CBO regarding the state of our existing PeopleSoft system led to the decision to begin a phased approach beginning with a needs assessment. (3) Presentation was made to Executive Cabinet in May to discuss/approve the first phase as described in this Smart Objective. FISCAL IMPACT: Not to exceed $100,000 - Phase...
One Needs-Assessment and Roadmap, plus project support from LACOE and District employees.

Construct a subsequent project plan to produce a quality RFI and publish it by January 2013.

(1) Gather system requirements (don’t restrict a solution just to a PeopleSoft upgrade, but the focus will be PeopleSoft Financials).

(2) Include District participation.

(3) The RFI responses are to include cost estimates.

(4) The intention is to follow up with a Business Case and RFP.

Identify project team members and steering committee members.

Hold a vendor conference to give vendors an opportunity to ask questions. Based on vendor requests, the Steering Committee approved extending the vendor response due date to April 23, 2013. We also plan to hold informational interviews with vendors that respond. Revised date to complete the RFI analysis report is May 24, 2013

5-29-13: RFI summary report will be complete prior to June 6, 2013. A three-year general timeline has been developed and is being reviewed in preparation to share with CBO’s and the District Advisory Committee. Finally, a core advisory team of 20-30 district superintendents or their designees will be convened to advise on the project as we start developing the business case and system requirements.

11-14-13 update: Based on the RFI report, the decision was made to proceed with a project team to develop a business case and subsequent RFP for a replacement system for our current financial system.

Based on the findings from the RFI analysis report, create plan to continue with next steps of Business Case and RFP.

Issue CAR.

Create first draft of RFI.

Complete internal review and edits of RFI and release.

Because of the complexity of the RFI, LACOE needed a longer review and edit cycle and the Steering Committee approved a release date of 2/28/2013.

**FCMAT Recommendation (p85)**

3. Review the technology division’s role, responsibility and structure, and the technology services provided by departments other than the technology division.

**LACOE-Reported Implementation Status: Completed**

This review will be in coordination with recommendation 11 below.
FCMAT Recommendation (p86)

4. Coordinate technology acquisition efforts and establish technological standards and protocols for the purchase of technology to ensure that all new technology is compatible and can be supported by the technology division.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Evaluation: (1) Technology services developed six standards categories to address cost savings and enhance customer service.

(2) Technology Services is working with Purchasing to establish a technology review process which will allow TS personnel to review all technology acquisitions associated with bulk orders of computers including any servers, systems or applications. FISCAL IMPACT: $500,000 - $1m in projected savings, over several years.

5-29-13

Technology Services will be working with Purchasing to establish a technology review process which will allow TS personnel to review all technology acquisitions associated with bulk orders of computers including any servers, systems or applications. In addition, a standards price list will be posted on the Intranet whereby items purchased off the list will be auto-approved from a technology standpoint. Protocols will be developed for routing of purchase orders for technology purchases, and personnel in the approval line will have adequate backup personnel to review in the event they are out of the office. Expectations will be that purchase orders are reviewed at least once per day for technology review. For items not on the price list, LACOE staff should contact the helpdesk for assistance getting quotes and/or explaining the justification and need for a particular item. In all areas where possible, standard equipment and software will be the protocol for purchasing. Exceptions will be made only on an as needed and justified (educational or business need and the standard will not meet that need) basis.

11-14-13 Technology Services, in coordination with Purchasing has created a Standard Pricing list for the manufacturers we use and placed the list on the Intranet. All purchasers can now review the list and select products from that list for purchase that will be considered “pre-authorized” by Technology Services. Purchasing will still let TS know when large orders are placed to allow for planning of implementation. Items not on the list that are asked to be purchased will be routed to Technology Services for authorization review.

FCMAT Recommendation (p86)

5. Develop a plan for staff development, particularly in regard to technology and software programs necessary to complete assigned tasks.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Evaluation: (1) A plan was developed by the CTO, Director-ITO, Asst. Supt-HR, and ABD which includes a broader section of the LACOE organization to identify business software applications and priorities: Review of current ITO training, review of WOD online training, review of LACOE PeopleSoft training, review of HRS training. (2) Convened the work group (as the
Smart Objective directs) which has met twice in April 2012 to determine if the smart objective developed by the FCMAT committee required revision. The workgroup proposed a new smart objective, which was presented to the FCMAT- TS Committee on 4/20/12. The FCMAT committee agreed to adopt the new Smart Objective which is intended to move beyond a survey. The work group determined that a survey was not necessary considering the work group members either represent units who provide the online training for the office (WOD, ITO, ABD, HRS) and decided to move directly to a process which will evaluate those respective trainings/services to determine how they can be improved – relative to: (materials, format, technology requirements, delivery – online and or face to face). As an outcome of the work groups efforts, the CTO will receive by June 30, 2012 specific recommendations for improvement for each of the software trainings offered to LACOE staff. It is important that the work group focus improvements around where leveraging existing staff and resources and re-prioritization of existing budget allocations can be achieved, before requesting increases to budget for additional personnel or resources. PROJECTED ADDED COST - COULD RANGE FROM $500,000 - $850,000

5/29/13 Evaluation Updates:
(1) February 2013, LACOE employees are able to attend all applications workshops at no cost. Fees charged for school district employee attendance is still applicable; (2) February 2013, Instructional Technology Outreach staff evaluated three resources for delivery on web-based application training. Involved in the product review was SEIU staff, classified management and certificated management staff. Staff members involved in the product review process received demo accounts to continue accessing the sites more extensively. Feedback would be due in March.

(3) March 2013, feedback was reviewed and analysis conducted leading to a recommendation of Lynda.com as the training source of choice. However, we continue to look at other training sources; (4) April 2013, vendor recommendation was submitted to ITO director and CTO. Project timeline is outlined in document LACOE Applications Training project Plan.

The primary outcome of this item was a goal to provide MS Office Training to LACOE staff. The primary outcome of this item was a goal to provide MS Office Training to LACOE staff. Training has been scheduled and implemented and a number of staff have attended. However, because training has been done on the latest ‘stable’ version, staff do not always have that version on their desktop when they return from training. This has caused frustration across the office. In response to this need, LACOE has recently signed an enterprise license agreement with Microsoft which will provide us organization wide licensing on several Microsoft products including MS Office, and will actually save us money in the long run due to the lower pricing we afforded. This in addition to continued staff training should help us resolve this issue on an ongoing basis and has been scheduled and implemented and a number of staff have attended. However, because training has been done on the latest ‘stable’ version, staff do not always have that version on their desktop when they return from training. This has caused frustration across the office. In response to this need, LACOE has recently signed an enterprise license agreement with Microsoft which will provide us organization wide licensing on several Microsoft products including MS Office, and will actually save us money in
the long run due to the lower pricing we afforded. This in addition to continued staff training should help us resolve the issue on an ongoing basis.

**FCMAT Recommendation (p86)**

_The Technology Services Division should:_

6. Consider reorganizing the division and reducing staffing as part of the division’s budget reductions.

**LACOE-Reported Implementation Status: Completed**

**LACOE-Reported Goal:** This recommendation has been addressed/completed through a 6% reduction implemented in the FY 12/13 budget, activities associated with recommendation 12 directly below, and reorganization activities which have been completed to include the reduction of units and personnel as part of the TMP.

**LACOE-Reported Evaluation:** TMP Reductions due to reorganization in FY-11/12 are as follows: Finance and Administrative Manager: $151,985.00, Intermediate Typist Clerk $ 53,330.00, Administrative Aide $ 85,928.00, Director, ADS $153,824.00, Asst. Administrative Analyst $ 98,867.00, Director, ADS $153,824.00. FY 11/12 Total Staff Reductions: - $713,580.00. Proposed FY 12/13- 6% reduction: - $1.3 million.

**FCMAT Recommendation (p86)**

7. Conduct desk audits of staff by unit to determine workload, reorganize units and rebalance workload as needed.

**LACOE-Reported Implementation Status: Completed**

**LACOE-Reported Evaluation:** TS will participate in the desk audits. Fiscal impact: no cost to Technology Services.

5-29-13

It has been decided to conduct these as new positions come up or individual requests are submitted to the Personnel Commission.

**FCMAT Recommendation (p86)**

8. Develop timelines and actions for implementing critical portions of the technology master plan such as the standardization of technology equipment.

**LACOE-Reported Implementation Status: Completed**

**LACOE-Reported Evaluation:** Technology Services has developed six standards which – specifications will be finalized and presented by December 2012 (2) Significant reductions were realized due to the reorganization of TS as per the TMP. Fiscal impact: $714,000 in actual reductions in FY 11/12 with additional/projected savings ranging from $2-5m over several years.

5-29-13
Technology Services will be working with Purchasing to establish technology review process which will allow TS personnel to review all technology acquisitions associated with bulk orders of computers including any servers, systems or applications. In addition, a standard price list will be posted on the intranet whereby items purchased off the list will be auto-approved from a technology standpoint. Protocols will be developed for routing of purchase orders for technology purchases, and personnel in the approval line will have adequate backup personnel to review in the event they are out of the office. Expectations will be that purchase orders are reviewed at least once per day for technology review. For items not on the price list, LACOPE staff should contact the helpdesk for assistance getting quotes and/or explaining the justification and need for a particular item. In all areas where possible, standard equipment and software will be the protocol for purchasing. Exceptions will be made only on an as needed and justified (educational or business need and the standard will not meet that need) basis. (11-14-13 The standards price list is now online and available internally for staff use).

**FCMAT Recommendation (p86)**

9. Continue to work to improve the division’s image by establishing a service approach to internal and external clients and decreasing response times for user support and service.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Evaluation: 1. Technology Services Department was reorganized to be more responsive to service request. Reviewed and refined work order and work flow processes. Repurposed resources to better respond to work orders request. Meeting regularly with users to discuss requirements and expectations (2) All Tier one and Tier two managers have received ITIL training consistent with the TMP and the FCMAT.

**FISCAL IMPACT:** $20,000 for staff ITIL training.

5-29-13 In addition to the ITIL training, the division is working on establishing a division wide helpdesk/ticketing system that the entire division will utilize for all service requests. Also, the ETRC (Educational Technology Review Committee) was formed to review projects the division is working on to recommend prioritization as well as direction. Project charters have been implemented for all large projects and/or initiatives that require identifying cost/benefit, expectations and risks of a project as well as sign off of all parties to the project. Lastly, through reorganization, we have established a dedicated team to work with and assist our school sites with training and desktop support for all their technology needs. We will also review our helpdesk tickets to see what our average response time is and analyze whether that is reasonable or not.

11-14-13 A decision on a division wide help desk system has been made. Plans are being finalized for the implementation plan now. Expected completion (installation) by March 2014.

9/2/14 deployment of the unified helpdesk system on an initial limited rollout has begun. Will go TS wide as soon as pilot is completed in 4-6 weeks.
FCMAT Recommendation (p86)

10. Establish procedures to review any technology being considered for purchase by any LACOE division and/or department to determine if the technology can be supported by the Technology Services Division.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Evaluation: 1. Technology Services will have a procedure in place by July 2012 with Business Services which will allow for the review of technology equipment and software ordered by divisions throughout LACOE. FISCAL IMPACT: $200,000 - $750,000 projected savings over several years

5-29-13

TS PCS has been assigned the duty of establishing a standards price list for all desktop computers, printers, and peripherals. This will go on the LACOE.EDU web page. Standards for warranties (3 years) will be enforced going forward on all desktop computers (tablets and ipads are considered consumables and will only be purchased with standard warranties that are included). Once the price list is established, Technology Services will be working with Purchasing to establish a technology review process which will allow TS personnel to review all technology acquisitions: Protocols will be developed for routing of purchase orders for technology purchases, and personnel in the approval line will have adequate backup personnel to review in the event they are out of the office. Expectations will be that purchase orders are reviewed at least once per day for technology review. For items not on the price list, LACOE staff should contact the helpdesk for assistance getting quotes and/or explaining the justification and need for a particular item. In all areas where possible, standard equipment and software will be the protocol for purchasing. Exceptions will be made only on an as needed and justified (educational or business need and the standard will not meet that need) basis. [In production now]

FCMAT Recommendation (p86)

11. Identify the technology departments or groups in other divisions that are performing work that could in part or in whole be provided by the Technology Services Division, and work with the other divisions to negotiate a viable transfer process and timeline.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Evaluation: (1) Development of an assessment tool to determine centralized/decentralized services and functions (2) Use assessment results in context with the FCMAT recommendation to determine which technology services should be centralized/decentralized. Fiscal impact cannot be determined at this time

5-29-13

TS will conduct surveys and meetings to discern who is still running their own technology service “services” outside of Technology Services. A listing will be provided
then a protocol developed to see if those services should remain where they are or be folded into the organizational technology structure. Some services and systems such as COMIS, GAIN and FRS have been folded into TS but others such as ROP and HeadStart still remain outside TS.

Services are slowly being migrated to TS after careful review. Examples are the HRS servers and moving the EPIC system from a hosted solution to the LACOE data center saving $26,000/year.

12/9/13 - We have implemented Project Charters for this purpose. Additionally, Gain Desktop support staff now report to TS instead of Gain. We are unaware of any further technology services handled outside of TS with the exception of desktop support at iPoly and Lachsa.

**FCMAT Recommendation (p86)**

12. Determine if efficiency and cost savings would be achieved by assigning invoicing and requisition to clerical or other staff positions rather than to higher level personnel.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Evaluation: 3/15/2012- Meeting held with ABD and TS Budget to discuss the strategy for addressing this FCMAT SMART objective. TS has completed the business process map; ABD reviewed process map and determined it is consistent with current office practices; ABD agreed with the findings and considered the Smart Objective Closed - (emails and other correspondence available upon request)

**FCMAT Recommendation (p86)**

13. Examine the cost and staffing needed to provide value-added technology services, such as the television studio, and determine the feasibility and cost efficiency of continuing to maintain them. Determine the cost to replace aging equipment and decide whether using other multimedia resources would be more advantageous and cost effective.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Evaluation: Superintendent has directed the transition of the ETN/Production unit – over to the Communications Department as an outcome of this decision 86.13 is CLOSED

**FCMAT Recommendation (p86)**

14. Ensure that the proposed comprehensive study of the Technology Services Division includes an analysis of whether the instructional technology outreach department could best serve its clients if it were transferred to the Educational Services Division or if it were to partner with the division to a greater extent.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Evaluation: 3/29/12- Meeting Held to determine feasibility of FCMAT recommendation – decision to keep ITO with TS was reached with discussions planned/underway relative to partnering more effectively. THIS FCMAT SMART OBJECTIVE IS CLOSED.

FCMAT Recommendation (p86)
15. Ensure that the multimedia studio and the CDOL explore additional opportunities for the CDOL to use the multimedia studio staff to reduce operational costs and better serve clients.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Evaluation: TS and CDOL have held several meetings. Calendars have been calibrated for discussions. Production schedule has been established through the end of fiscal year. Studio usage has already increased two-fold (200%). Room rental costs eliminated.

FCMAT Recommendation (p86)
16. Establish a plan and timeline for replacing and supporting the LACOE telephone system that ensures these tasks will be accomplished no later than 2015.

LACOE-Reported Implementation Status: In Progress

FCMAT Recommendation (p87)
17. Establish a technology hardware and infrastructure replacement program and timeline.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By 12/31/2013, an internal review/analysis will be conducted by TS to identify all hardware and infrastructure requirements to include useful service life, modernization requirements, and criteria to determine replacement timelines, in alignment with 86.4 (standards).

LACOE-Reported Evaluation: (1) Inventory completed (2) Equipment budgets prioritized. FISCAL IMPACT: $200,000 - $2,000,000 projected over several years due to economies of scale/leveraging resources to do more.
5-29-13
For Technology Services equipment: Each manager has been assigned the task of identifying all known annual purchases they plan to make for the upcoming year (maintenance, equipment, subscriptions, etc.) as well as a 5 year “refresh” plan for items that need to be replaced, assuming 20% of items would be replaced each year with certain items such as critical servers being refreshed every 3 years. TS Finances will then maintain an “annual expenditure” spreadsheet that will track all these items and enable TS to retain funds for those that come due later in the fiscal
year. This spreadsheet will be finalized prior to any July 2013-2014 purchase orders being signed.

For all other equipment: TS will implement Microsoft System Configuration Center to automate the capture of inventory information along with other tools (BMC’s Atrium Discovery and Dependency Mapping, HP’s printer management tool, etc.) to accurately identify the quantity and age of LACOE equipment. Once that is accomplished, an annual refresh program can be developed with its goal to replace those computers over 5 years old each year.

Parallel modernization has started with LACOE’s Downey campus wireless network and core Wide Area Network components.

11-14-13 A manual inventory is currently underway. Part of the process will include standardizing the computer naming convention on all computers, deploying Microsoft’s SCCM product to manage the inventory and conduct software distribution, and joining many of our school sites to the Active Directory. Not having all sites on Active Directory has made this task more difficult than it should be and the reason for the manual inventory. It is expected the inventory will be done in January 2014, at which time a replacement plan can be developed to refresh those computers over 5 years old. Additionally, steps are being taken to professionalize the network cabling at our DSP sites. Bandwidth upgrades are pending awaiting E-Rate notification.

Inventory has been completed. A “Refresh” project has been authorized on an ongoing basis to replace all computers 5 years old or older with new devices from our standards list. Initially these will be computers but over time may be thin clients and vdi connections (virtual desktops). Project planning has begun with deployment due in January 15 for the first schools.

**Business Services Division**

**FCMAT Recommendation (p92)**

*The county office should:*

1. Include in its organizational chart the percentage or fraction of a full-time equivalent (FTE) for each position that is less than full time, including the FTE for each employee that is split between sites or supervisors.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: The directors of Business Services Management should, by June 30, 2013, review the reporting relationship of its employees to determine the extent that less than full-time supervisory relationships exist. Work with HRS to determine how this is reflected on the organization chart and implement.

LACOE-Reported Evaluation: The 2013-14 Organization Chart will reflect the less than full-time reporting relationships.
FCMAT Recommendation (p92)
The Business Services Division should:

2. Study the feasibility of reorganizing the division and reducing the number of separate departments. Examples include consolidating the controller’s office and the accounting and budget development department and/or consolidating the business advisory and school financial services departments. Retain separation between the departments, units and personnel who have AB 1200 oversight functions and those who provide direct financial services to school districts.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Evaluation: The Division of Business Operations was eliminated and responsibilities absorbed by ABD and Controller’s Office effective January 2012. Organizational charts reflect changes.

FCMAT Recommendation (p92)
3. Conduct desk audits of all positions to review the workload and responsibility level of each position and to help determine if duties need to be rebalanced and if positions need to be reduced.

**LACOE-Reported Implementation Status: Completed**
Goals: (1) Position control will establish desk audit criteria; (2) PC will conduct desk audits.

LACOE-Reported Evaluation: As a result of the desk audits, data will be collected and positions will be rebalanced and reduced as appropriate. Fiscal impact TBD.

FCMAT Recommendation (p92)
4. Standardize optical imaging systems where possible.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Goal: Technology Services will evaluate the types of imaging systems and where they are implemented throughout LACOE and determine compatibility. Determine the feasibility of establishing a standardized imaging system by June 30, 2013.

LACOE-Reported Evaluation: Technology Services will issue a report of findings with recommendations by June 30, 2013.

8-26-14 We have evaluated what is in use in LACOE and basically we are all using laserfiche. The one area for improvement is to move from 4 separate contracts to one contract. We will continue looking to do this in 2014/2015.

FCMAT Recommendation (p92)
5. Determine the feasibility of implementing one employee absence tracking system rather than two separate systems for internal and external services.
**LACOE-Reported Implementation Status: Completed**

Goals:
1. Research feasibility of a single system for absence tracking for LACOE and Districts
2. Publish RFP for absence tracking system that will support LACOE and potentially support the districts.

**LACOE-Reported Evaluation:** LACOE will have a comprehensive electronic absence tracking system operational in 2013.

**FCMAT Recommendation (p92)**

6. Investigate ways to produce one monthly financial system report that includes budget and actual financial data for sites and departments.

**LACOE-Reported Implementation Status: Completed**

**LACOE-Reported Goal:** The Division of Accounting and Budget Development will analyze current budget and financial reports and assess the feasibility of combining data into one monthly financial report by June 30, 2013.

**LACOE-Reported Evaluation:** A report on the feasibility will be completed by June 30, 2013.

**FCMAT Recommendation (p92)**

7. Investigate integrated financial and human resources systems.

**LACOE-Reported Implementation Status: Completed**

**LACOE-Reported Goal:** The Division of Accounting and Budget Development and the Division of Human Resources will analyze current financial and human resource systems and determine the viability of integrating them by June 30, 2013.

**LACOE-Reported Evaluation:** By June 30, 2013, a report will be prepared that identifies the feasibility of integrating the financial and human resource systems.

**Business Advisory Services • Business Operations Department**

**FCMAT Recommendation (p97)**

*The Business Services Division should:*

1. Conduct a desk audit of secretarial support positions in the Business Operations department to determine the number of hours required to complete the work assigned to each position, and rebalance workload and adjust staffing as needed.

**LACOE-Reported Implementation Status: Completed**

**LACOE-Reported Goal:** Based on internal review eliminate secretarial support positions and rebalance workloads pending formal desk audits by personnel commission.
LACOE-Reported Evaluation: An analysis was done on workload for the Procurement Section in the Controller’s Office – Business Operations. One secretary position was eliminated and the workload distributed to one other secretary and an assistant administrative analyst. A division secretary position that supported the assistant director – administrative services is now shared between the assistant director – administrative services in CO and financial services managers in SFS.

FCMAT Recommendation (p97)
2. Consider consolidating the transportation unit’s two transportation planner positions to one position while one of them is vacant.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Controller’s Office will re-organize the Transportation Unit to assign the accounting function to ABD and reclassify the Transportation Officer to Lead Transportation Planner resulting in reduction of one FTE and lowered personnel costs.
LACOE-Reported Evaluation: Elimination of one FTE and improved operational efficiency.

FCMAT Recommendation (p97)
3. Conduct a desk audit of the transportation services unit to determine the number of hours required to complete the work assigned to each position, and consolidate positions when possible.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Controllers Office will work with PC to assess the workload of the current Transportation staff to determine if positions can be consolidated, properly classified and staffed.
LACOE-Reported Evaluation: An analysis was done of workload and declining district participation in transportation services. The transportation officer and one transportation planner position were eliminated and replaced by a transportation coordinator. This position best meets the needs of the unit at its current workload level.

FCMAT Recommendation (p97)
4. Reconsider the need for the number of facilities planning management positions based on current facility projects. Ensure that the facilities planning unit conducts a desk audit and consider the feasibility of reorganizing the facilities planning specialists under one facilities planning manager. Consider redistributing workload and eliminating positions where feasible.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Based on internal review evaluate the number of facility management positions needed and rebalance workloads pending formal desk audits by personnel commission.
LACOE-Reported Evaluation: Upon receipt of results of desk audit, appropriate personnel adjustments will be made.

**FCMAT Recommendation (p97)**

5. Consider assigning architects to projects from inception to closeout for efficiency.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: LACOE has assigned a construction manager / architect to oversee the two high school construction projects from inception to closeout.

LACOE-Reported Evaluation: Open House and ribbon cutting ceremony.

**FCMAT Recommendation (p97)**

6. Consider assigning facility department staff to oversee construction projects from start through closeout.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: LACOE has assigned a construction manager / architect to oversee the construction/ renovation projects from inception to closeout.

LACOE-Reported Evaluation: Timely completion of projects

**FCMAT Recommendation (p97)**

7. Provide sites and departments with access to the business operations work order software and necessary training so that work order requests may be submitted electronically.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Evaluate the effectiveness of the SPMM system to determine suitability for site and departments access and make recommendation for appropriate work order software that meets requirements for reduced workload, user friendly interface, site input/processing, and reduced cycle time in fulfilling work orders.

LACOE-Reported Evaluation: Improved response time and completion of work orders. Fiscal impact TBD.

**FCMAT Recommendation (p98)**

8. Encourage the Communications Department to use the services of the Reprographics Department and existing graphics software to reduce costs.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Study the use of existing graphics software to determine that cost reduction is feasible by December 31, 2012.

LACOE-Reported Evaluation: Communications Dept. makes a decision on which services to use for fiscal impact.
Controller’s Office

Accounting and Budget Development

**FCMAT Recommendation (p106)**

*The Business Services Division should:*

1. Ensure that the controller’s office clearly communicates the services covered by the indirect cost charge to differentiate this from the services that are directly charged to the programs.

**LACOE-Reported Implementation Status: Completed**

Goals: 1. Controller will make a presentation to cabinet showing all the components of the indirect cost pool and the support provided by each component.

2. Information regarding indirect services will be addressed annually in the “nuts and bolts” fiscal workshop.

LACOE-Reported Evaluation: Feedback from cabinet and cost center managers will demonstrate a greater understanding of indirect costs.

**FCMAT Recommendation (p106)**

2. Conduct a desk audit of the management and support staff to rebalance workload and determine if some positions can be consolidated.

**LACOE-Reported Implementation Status: Completed**

Several management level positions (Division Director, Procurement Officer, Supervising Custodian, and Imaging Specialists) were eliminated and others will occur after receipt of desk audits.

**FCMAT Recommendation (p106)**

3. Work collaboratively with the Education Programs Division and SELPA to review the functions of the financial operations consultant position to determine if the workload can be redistributed and the number of positions reduced.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Clarify the responsibilities and duties of all the Financial Operations Consultants that support SELPAs to determine if level of workload is appropriate for the positions.

LACOE-Reported Evaluation: Workload assignments for financial operations consultants are appropriate to position.
School Financial Services Department

FCMAT Recommendation (p113)
*The School Financial Services Department should:*

1. Ensure that a clerical employee rather than management staff is responsible for collecting, reproducing and packaging training materials from the department’s various units rather than having the human resource services operations unit staff perform this task.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Goal: The School Financial Services Department will review the workflow associated with the preparation of training materials to ensure role clarification and appropriate assignment of duties.

LACOE-Reported Evaluation: Periodic review of workflow will indicate proper assignment of duties.

FCMAT Recommendation (p113)
2. Ensure that the human resource services operations unit in the district personnel information services section of the department reviews districts’ requests for ad hoc reports to determine if requests for certain reports occur frequently enough to warrant adding them to the standard list of reports that can be produced, thereby reducing the workload for individual reports.

**LACOE-Reported Implementation Status: Completed**
See implementation status for recommendation 3 below.

FCMAT Recommendation (p113)
3. Determine whether it is feasible to continue to make mass payroll data changes for individual districts in the HRS software system.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Goal: Because this recommendation requires implementation of a new financial system, a specific goal will be incorporated in an overarching financial system initiative.

LACOE-Reported Evaluation: TBD; Operational changes are dependent upon future system changes.

FCMAT Recommendation (p113)
4. Ensure that the human resource services systems support unit in the district personnel information services section reviews the necessity of filling the currently vacant clerical supervisor position.
**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: SFS will review the necessity of the clerical supervisor position in relation to alternative staffing and work assignment options.

LACOE-Reported Evaluation: Review completed and vacancy filled at same level.

**FCMAT Recommendation (p113)**

5. Consider conducting a desk audit of the work of the positions identified in the narrative above and determine if the positions could be combined and the number of positions reduced.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: The CBO will direct that an organizational analysis be conducted for all of SFS, the results of which will be used to restructure and clarify roles, responsibilities, and workloads.

LACOE-Reported Evaluation: CBO will receive a comprehensive analysis and recommendation for restructure.

**Duplication of Services • Risk Management Services**

**FCMAT Recommendation (p114)**

The Business Services Division should:

1. When reorganizing departments, carefully consider the level of management required. Review management duties and core functions and apply more uniform criteria to determine the level of management needed.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Personnel Commission will establish criteria that differentiate professional/technical staff from supervisory/managerial staff, and reclassify positions as needed.

LACOE-Reported Evaluation: All positions will be properly designated and classified.

**FCMAT Recommendation (p114)**

2. Investigate the capability of the districts’ financial software to process budget and expense transfer requests electronically.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Determine number of districts that are not using the standard financial software and investigate the feasibility of implementing an application programming interface (API) to ensure efficient business transactions.

LACOE-Reported Evaluation: Documentation/report to Cabinet summarizing of findings. Fiscal impact TBD. Financial system conversion project.
FCMAT Recommendation (p115)

3. Consider implementing employee absence tracking software that is capable of printing leave balances on each employee’s monthly payroll stub.

**LACOE-Reported Implementation Status: Completed**

Goals: 1. Business Services will research and evaluate employee absence tracking software to provide more timely and accurate absence leave balances for all employees.

2. BS will publish a RFP and select a viable vendor to provide the services. System testing and training will begin by January 2013.

LACOE-Reported Evaluation: A decrease in manual transactions and staff time in resolving conflicts in reports. Supervisor and employee will have access to real-time staff leave balance to better manage approval process of leave requests. A vendor will be selected by June 2012.

FCMAT Recommendation (p115)

4. Review the workload of each technology support position in the division and, where appropriate, develop a plan to consolidate technology services into the Technology Services Division once that division has proven that it can meet departments' and divisions’ technology needs at a lower cost and provide an adequate level of customer service and support.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: The director of Business Services Management and the Chief Technology Officer should analyze the feasibility of consolidating Business Services Tech Support into Technology Services by June 30, 2013.


Transfer of COMIS/EPIC to Technology Services.

Communications Department

**FCMAT Recommendation (p116)**

_The Communications Department should:_

1. Review the organization of the department and determine whether there are feasible opportunities to reduce the number of management level positions.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Instituted bi-annual review in January 2012 of departmental structure and duties with managers for opportunities to reduce classified / confidential management positions while maintaining service levels.

LACOE-Reported Evaluation: (1) By January 2013, use findings of review process to implement as identified a reduction in the number of classified and confidential
management positions in the Communications Department. (2) Determined not to replace a management confidential position; will continue to review every six months with change of circumstances due to increased responsibilities.

Next review scheduled for June/July 2012 has been re-scheduled for October/November 2012 to accommodate changes within the Communications Department as a result of the PARS program.

**FCMAT Recommendation (p116)**
2. Continue to provide training to LACOE managers regarding how to deal with media requests and how to respond to emergency situations.

**LACOE-Reported Implementation Status: Completed**
Goals: Beginning in May 2012, provide bi-annual training to key LACOE managers.
Review media guidelines in the “Nuts and Bolts” quarterly training sessions and in Leadership Tuesdays (SCHEDULE DATES)
Beginning in July 2012, provide bi-annual training to LACOE principals and assistant principals on media relations, crisis response and other communications issues.
LACOE-Reported Evaluation: 100% of key Division Directors and principals and assistant principals will have been provided training by June 2013.
Provided media training updates and emergency response information in overall Communications presentation to Division Directors and key managers at LACOE Management Conference August 16-17.
Provided presentation and media training during “Nuts and Bolts” session on April 10 to Business Division managers.
Scheduled for October 4 to accommodate new principals and assistant principals staff beginning at the start of the school year.

**FCMAT Recommendation (p117)**
3. Continue to provide guidelines for sites and departments to direct media inquiries to the Communications Department.

**LACOE-Reported Implementation Status: Completed**
Goals: By July 1 2012, review and update as needed media guidelines for sites and departments posted on LACOE website.
Present bi-annual work sessions on guidelines during Leadership Tuesdays for senior management
LACOE-Reported Evaluation: By August 1, 2012, incorporate revised media guidelines in manager and principal trainings in previous recommendation 116.2 and Leadership Tuesday workshops.
Track media inquiries; reduce number of situations where media inquiries not handled through channels. Verified through departmental reports. Current count is one to date for 2012.
Media training provided to Division Directors and management staff at LACOE Leadership Conference in September 2012, in lieu of Leadership Tuesday.

Next session is planned for April 2013, next opportunity for a Leadership Tuesday session.

Internal Audit and Analysis Division

FCMAT Recommendation (p119)

*The county office should:*

1. Make better use of the Internal Audit and Analysis Division to audit internal operations to improve LACOE operations and efficiency.

**LACOE-Reported Implementation Status: Completed**

Goals: 1. By June 30, 2012, identify current less technical and/or non-audit related work performed by IA&A that can be transferred to other area(s) of the office.

2. By July 31, 2012 prepare detailed, written description of work/transition documents and transfer knowledge/responsibilities to other area(s) of the office that are assuming responsibilities.

LACOE-Reported Evaluation: A list of less technical and/or non-audit related work previously performed by IA&A will be the evidence.

Detailed written work descriptions and knowledge transfer documents, in addition to other area(s) of the office performing the work will be the evidence.

FCMAT Recommendation (p119)

2. Consider transferring to another division the less technical monitoring tasks required by the DOJ agreement that are currently performed by highly trained staff members in the Internal Audit and Analysis Division. Work with legal counsel and the DOJ to negotiate and implement any changes in the monitoring process.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By September 30, 2012, review current DOJ monitoring work performed by IA&A with General Counsel and the Assistant Superintendent, Educational Programs to identify less technical monitoring tasks that can be performed by other area(s) of the office.

FCMAT Recommendation (p119)

3. Develop an annual schedule for internal audits of divisions and departments based on risk assessments, and ensure that all departments are reviewed regularly.

**LACOE-Reported Implementation Status: Completed**

Goals: By July 31, 2012 prepare an agency-wide risk assessment and obtain approval from the Executive Director, Business and Finance.
During fiscal year 2012-13, IA&A will perform proactive internal audits that include office-wide areas.

LACOE-Reported Evaluation: The completed, signed risk assessment for fiscal year 2012-13 will serve as evidence for this action step.

Completed audits reports that cover office-wide areas will serve as evidence for this action step.

**FCMAT Recommendation (p119)**

*The Internal Audit and Analysis Division should:*

4. Review the division’s organization to determine the feasibility of reducing the number of management positions without reducing the functions and responsibilities of the department.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By February 28, 2012 prepare a developmental budget for fiscal year 2012-13 that reduces the number of management positions in IA&A without reducing the division’s capacity to perform its responsibilities.

LACOE-Reported Evaluation: A comparison of management positions budgeted in IA&A for fiscal year 2011-12 compared to fiscal year 2012-13 shows a reduction of management positions.

**FCMAT Recommendation (p119)**

5. Conduct audits of LACOE’s internal functions, and monitor the corrective actions taken in response to the internal audit findings.

**LACOE-Reported Implementation Status: Completed**

Goals: During Fiscal Year 2012-13, IA&A will perform proactive internal audits to protect LACOE assets.

Quarterly recommendation follow-up reports will be issued during fiscal year 2012-13.

LACOE-Reported Evaluation: Final Audit Reports will be issued throughout fiscal year 2012-13 and serve as evidence that audits were performed.

Recommendation follow-up reports will be issued throughout fiscal year 2012-13 and serve as evidence that recommendations follow-up was performed by IA&A.

**FCMAT Recommendation (p119)**

6. Strengthen the risk assessment component of internal controls by devoting additional resources and time to this function.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By July 31, 2012 prepare an agency-wide risk assessment, including the Internal Control Review Program (ICRP) Questionnaires completed by
each division, and obtain approval from the Executive Director, Business and Finance on the agency-wide risk assessment.

LACOE-Reported Evaluation: A more detailed, extensive risk assessment for Fiscal Year 2012-13, including completed ICRP Questionnaires and signed by the Executive Director, Business and Finance, as compared to the Fiscal Year 2011-12, will serve as evidence that additional resources and time were devoted to this function.

**FCMAT Recommendation (p119)**

7. Using the internal control review program, expand proactive audits based on annual risk assessment and planned annual oversight reviews to be conducted by the Internal Audit and Analysis Division or independent audit firms.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By July 31, 2012 prepare an agency-wide risk assessment, including the Internal Control Review Program (ICRP) Questionnaires completed by each division, and obtain approval from the Executive Director, Business and Finance on the agency-wide risk assessment.

LACOE-Reported Evaluation: A more detailed, extensive risk assessment for Fiscal Year 2012-13, including completed ICRP Questionnaires and signed by the Executive Director, Business and Finance, as compared to the Fiscal Year 2011-12, will serve as evidence that additional resources and time were devoted to this function.

**FCMAT Recommendation (p119)**

8. Have the Office of the General Counsel review settlement agreements and determine if monitoring can be accomplished by other divisions with oversight provided by the Internal Audit and Analysis Division.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By August 31, 2012, meet with General Counsel to review and identify settlement agreement responsibilities currently performed by IA&A that can be performed by other division(s) with oversight by IA&A.

LACOE-Reported Evaluation: A completed review of IA&A settlement agreement responsibilities document will serve as evidence that the action step was completed.

**Office of the General Counsel**

**FCMAT Recommendation (p120)**

*The Office of the General Counsel should:*

1. Continue to assess areas of risk and liability for LACOE and work proactively to reduce the risks identified.
LACOE-Reported Implementation Status: Completed
Goals: Identify a practice, act or procedure within a division that exposes LACOE to liability and raise the issue with Executive Cabinet; ongoing.
Train or advise on implementation of change in practice, act or procedure; ongoing.
LACOE-Reported Evaluation: Conduct follow up to see if change in practice, act or procedure provided desired result; ongoing.

FCMAT Recommendation (p120)
2. In consultation with the cabinet, establish a protocol to determine when outside legal counsel can be used, and communicate this protocol to all divisions and departments; establish a policy that states that any contracting for outside counsel must be approved by the superintendent and the Office of the General Counsel.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Establish a policy with Executive Cabinet regarding the use of outside counsel.
LACOE-Reported Evaluation: Quantity reduced use of outside counsel and savings.

FCMAT Recommendation (p120)
3. Establish procedures to assist LACOE with employment contract oversight, developing standard contract language for personal service contracts, and reviewing contracts that exceed a designated monetary threshold.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: The General Counsel has established a procedure regarding oversight and designated a monetary threshold.
LACOE-Reported Evaluation: Divisions and departments forward contracts to the Office of General Counsel for review.

FCMAT Recommendation (p120)
4. Continue to support the county office administration, superintendent and board in legal issues.

LACOE-Reported Implementation Status: Completed
Goals: Administrator, superintendent or board makes a request for legal advice.
General Counsel and/or Deputy General Counsel will provide appropriate advice/recommendation.
LACOE-Reported Evaluation: Provide memorandum or verbally advise on request. ONGOING
Educational Programs Division

**FCMAT Recommendation (p123)**

*The Educational Programs Division should:*

1. Review its organizational structure for consistency, consolidate the number of program units where appropriate, and reduce the number of management level positions where possible.

**LACOE-Reported Implementation Status: Completed**

Goals: Preliminary staffing reductions were made in the 2012-2013 budget process.

By July 1, 2013, Ed Programs Assistant Superintendent in collaboration with Human Resources will examine each management position to identify overlap and redundancy in EP administration and analyze data to determine possible organizational restructuring and reduction of management levels and positions in order to maintain balanced staffing ratios.

LACOE-Reported Evaluation: (1) A report on actual staffing ratios and reductions will be presented to the Board during the annual budget presentation. (2) Staffing reductions will be reflected in the 2012-2013 budget. (3) Educational Programs reorganized July 1, 2013 by creating the Division of Pupil Support Services to reduce overlap and redundancy in services.

**FCMAT Recommendation (p123)**

2. Establish guidelines for staffing ratios for various positions such as speech and language pathologists to assist in staffing assignments and provide a more equitable distribution of student caseloads. Specific detail is provided in the Juvenile Court, Community and Community Day Schools section of this report.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By July 1, 2013, staff representing Ed Programs, HRS, LACOE SELPA and LACEA will examine the distribution of caseloads including but not limited to, speech and language pathologists’, and develop guidelines for consistent ratios across Ed Programs.

LACOE-Reported Evaluation: Equitable distribution of caseloads (e.g. SLP) and guidelines for consistent ratios across Ed Programs are standardized and aligned to contract language by February 1, 2013. $4,304,671 (as measured by reduction of certificated and classified staff).

**FCMAT Recommendation (p123)**

3. Continue efforts to reduce expenditures across the division specifically in the area of facilities leases as identified in the Juvenile Court, Community and Community Day Schools section of this report.
LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By July 1, 2012, and annually thereafter, Facilities Staff and DSP staff will review prior-year expenditures and conduct an analysis of facilities leases as a basis for identifying operational areas where expenditures can be reduced in order to maintain a balanced budget.

LACOE-Reported Evaluation: Reduction of facility expenditures, i.e. leases, when possible in order to maintain an ongoing balanced budget. Fiscal impact TBD.

FCMAT Recommendation (p123)

4. Increase collaboration with other LACOE divisions and seek opportunities to better use the services of the Educational Services and Technology Services divisions. Reduce the number of duplicate services in curriculum and instruction and staff development.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By September 30, 2012, LACOE division directors, Educational Services and Technology staff will implement a process by which service needs in curriculum, instruction, staff development and technology would be sought first through LACOE Educational Services and Technology Services.

LACOE-Reported Evaluation: Success will be measured by an increase in the number of interdivisional agreements/service level agreements with other divisions. Ongoing.

FCMAT Recommendation (p123)

5. Reconsider the need for the curriculum and instruction positions within the division.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By January 2, 2013, a team representing the Deputy Superintendent, Assistant Superintendent of Ed Programs and Assistant and Superintendent of Ed Services will conduct a review and analysis of curriculum and instruction positions in Ed Programs, their funding streams and program requirements to determine if there is a duplication of services with curriculum and instruction positions in Ed Services.

LACOE-Reported Evaluation: As measured by a report of findings and recommendations on the duplication of services in Ed Programs and Ed Services. Fiscal impact: TBD

Programs within the Educational Programs Division

FCMAT Recommendation (p130)

The Educational Programs Division should:

1. Review the recommendations related to staffing, staffing ratios, and program efficiencies in the Juvenile Court, Community and Community Day Schools section of this report.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By June 2012, staff representing Ed Programs, HRS, Business Services, Personnel Commission and all bargaining units will review FCMAT recommendations related to staffing, staffing ratios, and program efficiencies in the Juvenile Court, Community and Community Day Schools section of this report.

LACOE-Reported Evaluation: The agenda and sign-in sheets of above-mentioned FCMAT Recommendation meetings will demonstrate that the recommendations have been reviewed. $831,448 (as measured by a reduction of certificated and classified staff).

FCMAT Recommendation (p130)
2. Review the organization of management positions within the division; reconsider the practice of assigning managers on a project basis, and consider organizing the division based on type of service provided or type of client served.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By July 1, 2013, the Assistant Superintendent of Ed Programs, HRS and PC will review and consolidate administrative positions responsible for project management based on type of service or client needs.

LACOE-Reported Evaluation: As measured by a reduction in staffing and a consolidation of roles and responsibilities. Fiscal impact: TBD

FCMAT Recommendation (p130)
3. Consider consolidating programs that provide similar services and reducing the number of management positions within the division.

• In addition to other consolidations, consider combining the Workforce Investment Act unit with the transition and special needs unit under the leadership of the latter unit’s resources and development manager.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By July 1, 2013, the Assistant Superintendent of Ed Programs, HRS and PC will review and consolidate programs providing similar services, including the consolidation of the Workforce Investment Act (WIA) and Transition and Special Needs Units.

LACOE-Reported Evaluation: As measured by a report on the review and consideration to reduce staff and consolidate roles/responsibilities. Approximately $400,000 (which includes salary and benefits of three management positions).

FCMAT Recommendation (p130)
4. Review the specific recommendations in the Juvenile Court, community and Community Day Schools section of this report related to workload assignments, and assign workloads for identically titled positions more equitably. Ensure that this includes adjusting speech and language pathologists’ caseloads to achieve more equity.
LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By July 1, 2012, Ed Programs, HRS, Business Services, LACOE SELPA and LACEA staff will examine the distribution of caseloads and workload guidelines in order to maintain equitable workload ratios for identically titled positions across Ed Programs.

LACOE-Reported Evaluation: Guidelines for equitable caseload ratios across Ed Programs are reflected in Board Policy and contract language and are implemented during the 2013-14 school years.

FCMAT Recommendation (p130)

5. Continue efforts to reduce the cost of providing special education services so that LACOE remains a viable option for districts seeking services for their students with special needs.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By September 1, 2012, the Assistant Superintendent of Ed Programs will convene an internal review team to evaluate special education services in order to identify ways to improve program delivery and reduce costs.

LACOE-Reported Evaluation: The review team will present a report that identifies the services/costs and ways to improve program delivery.

FCMAT Recommendation (p130)

6. Ensure that Title I, which receives Part A, Neglected funds for foster youth, coordinates services more closely with the foster youth program in the special education division.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By July 1, 2013, the administrators from DSP Title 1 and DSE FYS will meet periodically to coordinate services.

LACOE-Reported Evaluation: Specific examples will be maintained and provided, e.g. tutoring services, to foster youth via a coordination of services with Title 1. Fiscal impact: Approximately $600,000 (as measured by the reduction of five (5) counseling positions)

FCMAT Recommendation (p130)

7. Establish a process for reviewing technology purchases to ensure that technology standards are met and educational programs are consistent.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By October 1, 2012, the Chief Technology Officer in collaboration with the Assistant Superintendent of Ed Programs will establish a process for reviewing site technology purchases to ensure that uniform standards are met and are consistently implemented across the DSP.
LACOE-Reported Evaluation: 100% purchases meet established and published standards and are consistently implemented division wide as determined by the routing and approvals on People Soft requisitions.

8-26-14 Implemented in PeopleSoft 7/1/14.

**FCMAT Recommendation (p130)**

8. Implement security procedures for educational technology to ensure that technology is used for appropriate educational purposes.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By December 31, 2012, Technology Services in collaboration with Ed Programs Staff will implement established security procedures for appropriate educational technology use for students and adults.

LACOE-Reported Evaluation: The agreed upon security procedures/protocols (Acceptable Use Policy) for all student and staff computers and usage will be monitored by quarterly reports.

**FCMAT Recommendation (p130)**

9. Consider requesting an independent and external review of the special education delivery system.

**LACOE-Reported Implementation Status: In Progress**

**Educational Services Division**

**Staffing Comparison • Curriculum and Instruction**

**FCMAT Recommendation (p135)**

*The Curriculum and Instruction Division should:*

1. Seek to combine curricular areas or projects under the project director III positions and where appropriate combine oversight functions and reduce high-level management positions.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: The assistant superintendents, Educational Services and Educational Programs and division directors will review project director III positions with the goal of combining responsibilities and/or eliminating positions where appropriate. Conduct this review by July 1, 2012, for position adjustments in the subsequent fiscal year.

LACOE-Reported Evaluation: By July 1, 2012 the project director position review will result in recommendations regarding actions needed to combine responsibilities and/or eliminate project director III positions. Evidence – revised organizational structure that reflects changes.
FCMAT Recommendation (p135)

2. Conduct a desk audit of secretarial and other support positions in the C&I division to determine which functions can be redistributed and which positions can be eliminated.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: The assistant superintendent, Educational Services will work with the division director, Curriculum and Instructional Services, and the director, Classified Personnel (advisory role), to examine workloads of secretarial and other support staff positions to determine any needed adjustments to balance workloads or eliminate positions. This work will be completed by June 30, 2013. This recommendation is aligned to other FCMAT recommendations that LACOE examine support staff positions and associated responsibilities, conducting desk audits as needed.

We will participate in the LACOE wide audit plan directed by Dr. Ybarra.

LACOE-Reported Evaluation: By 06/30/2013 a recommendation addressing this issue will be prepared by the assistant superintendent, Educational Services. Please note that work in this area may be part of a LACOE-wide effort, and that timelines, due dates, and action steps may be modified accordingly. Evidence – Recommendations and actions taken as a result of desk audits. Fiscal impact cannot be measured at this time.

FCMAT Recommendation (p136)

3. Review the level of function needed in the coordinator positions to determine if it requires a coordinator title or if a specialist title would be more appropriate.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: The Division of Curriculum and Instructional Services does not have coordinator positions. However, the intent of this recommendation appears to be aligned to other FCMAT recommendations that LACOE examine management positions and associated responsibilities, conducting desk audits as needed. The assistant superintendent, Educational Services will work with the assistant superintendent, Human Resources, director, Classified Personnel, and others assigned to this office wide study and analysis. LACOE will begin this effort by 07/01/2012, and expected outcomes include action steps for creating greater consistency across the office in classifying personnel roles and responsibilities, increasing organizational efficiency and effectiveness, and reducing costs.

LACOE-Reported Evaluation: By 06/30/2013 a recommendation addressing the classification of management positions will be prepared by the assistant superintendents, Ed Services and HRS, and director, Classified Personnel. Please note that work in this area will be part of a LACOE-wide effort, and timelines, due dates, and action steps may change as organization-wide plans are developed. Evidence – Recommendations and actions as a result of the management classification review. Fiscal impact is not measurable at this time.

Task Force Conclusion
• The Division of Curriculum and Instructional Services does not have coordinator positions. However, the intent of this recommendation appears to be aligned to other FCMAT recommendations that LACOE examine management positions and associated responsibilities, conducting desk audits as needed.

We will participate in the LACOE wide audit plan directed by Dr. Ybarra.

FCMAT Recommendation (p136)

4. Review the longitudinal attendance records of workshops and determine if attendance has remained strong or declined and if it warrants continued workshops in specific areas.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: Educational Services director will turn in to the assistant superintendent a list of workshops offered through different delivery methods (online, in person at LACOE, in person at the district or school, or through the ETN studio) with attendance at each during the 2011-12 fiscal year, and any available trend analysis information, by July 30, 2012, for the purpose of considering both customer service and cost effectiveness of multiple delivery modalities. The cost analysis and attendance report will be used to guide decision making about which workshops to offer, which delivery methods to use, and which workshops to increase or decrease. A summary and analysis document will be prepared by the Assistant Superintendent by August 30, 2012, and submitted to the Superintendent.

LACOE-Reported Evaluation: By 08/30/2012 the summary and analysis document will provide data for increasing, decreasing, or discontinuing specific workshops and/or changing or adjusting delivery methods, during the current fiscal year. Fiscal impact not measurable at this time.

Task Force Conclusion

• The Division of Curriculum and Instructional Services systematically collects data regarding workshop attendance, and utilizes that data for ongoing planning, increasing and decreasing workshop sessions scheduled accordingly. Data from workshops offered through the end of June 2013 will be analyzed during July 2013.

• This end of year review and analysis is in addition to the ongoing review that takes place during the course of the year.

This is done annually.

FCMAT Recommendation (p136)

5. Compare attendance among trainings that use different delivery methods (online, in person at LACOE, or in person at the district or school) to determine which delivery method garners the highest attendance.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: Each Educational Services director will submit to the assistant superintendent a report on the workshops offered through different delivery methods
(online, in person at LACOE, in person at the district or school, or through the ETN studio). The report will include attendance at each workshop during the FY 2011-12, and any available trend analysis information, by July 30, 2012. The purpose of the analysis is to consider both customer service and cost effectiveness of multiple delivery modalities. The cost analysis will include an attendance report to monitor cost neutrality to guide decision making about which workshops to offer, which delivery methods to use, and which workshops to increase or decrease. A summary of the analysis will be prepared by the Assistant Superintendent by August 30, 2012, and submitted to the Superintendent.

LACOE-Reported Evaluation: By 08/30/2012 the summary of the analysis will provide data for increasing, decreasing, or discontinuing specific workshops and/or changing or adjusting delivery methods, during the current fiscal year. Fiscal impact not measurable at this time.

- The Division of Curriculum and Instructional Services systematically collects data regarding workshop attendance, and utilizes that data for ongoing planning, increasing and decreasing workshop sessions scheduled accordingly. Data from workshops offered through the end of June 2013 will be analyzed during July 2013.

- This end of year review and analysis is in addition to the ongoing review that takes place during the course of the year.

- We are increasing the amount of professional development training and resources available through CDOL, through LACOE’s television studio, and online through the LACOE website.

- Units in our division have all added additional resources and services that are delivered or provided through technology, and all have more services planned for 2013-14.

- Some workshops and services seem best suited to face-to-face delivery (as evidenced by client comments and feedback, as well as numbers of participants), and others seem best suited to online or web-based delivery.

- Services are often offered through technology based AND face-to-face delivery systems, which give clients a choice.

- Blended learning approaches combine face-to-face with technology-based approaches, and blended learning approaches support clients in making the transition from using traditional approaches to technology for professional learning.

This is done annually.

**FCMAT Recommendation (p136)**

6. Consider alternate methods of delivering training to reduce costs, such as through the CDOL and LACOE’s television studio.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Each Educational Services director will submit to the assistant superintendent a report on the workshops offered through different delivery methods (online, in person at LACOE, in person at the district or school, or through the ETN studio) with attendance at each during the FY 2011-12. The purpose of the report is...
to analyze both customer service and cost neutrality of multiple delivery modalities. The report will include the cost analysis and attendance data to guide decision making about which workshops to offer; which delivery methods to use; and which workshops to increase or decrease. A summary and analysis document will be prepared by the Assistant Superintendent by August 30, 2012, and submitted to the Superintendent.

LACOE-Reported Evaluation: By 08/30/2012 the summary and analysis document will provide data for increasing, decreasing, or discontinuing specific workshops and/or changing or adjusting delivery methods, during the current fiscal year. Fiscal impact not measurable at this time.

• The Division of Curriculum and Instructional Services systematically collects data regarding workshop attendance, and utilizes that data for ongoing planning, increasing and decreasing workshop sessions scheduled accordingly. Data from workshops offered through the end of June 2013 will be analyzed during July 2013.

• This end of year review and analysis is in addition to the ongoing review that takes place during the course of the year.

• We are increasing the amount of professional development training and resources available through CDOL, through LACOE’s television studio, and online through the LACOE web site.

• Units in our division have all added additional resources and services that are delivered or provided through technology, and all have more services planned for 2013-14.

• Some workshops and services seem best suited to face-to-face delivery (as evidenced by client comments and feedback, as well as numbers of participants), and others seem best suited to online or web-based delivery.

• Services are often offered through technology based AND face-to-face delivery systems, which give clients a choice.

• Blended learning approaches combine face-to-face with technology-based approaches, and blended learning approaches support clients in making the transition from using traditional approaches to technology for professional learning.

This is done annually.

**FCMAT Recommendation (p136)**

7. In coordination with the Human Resource Services Division, develop management-level criteria and apply those criteria when filling management vacancies, developing new positions, or restructuring a department.

**LACOE-Reported Implementation Status: In Progress**

**FCMAT Recommendation (p136)**

8. In coordination with the Human Resource Services Division and the Personnel Commission, review the classification of management staff and determine if the position should be reclassified as nonmanagement, overtime-exempt.
LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: At LACOE, there are no non-management, overtime exempt positions. However, the intent of this recommendation appears to be aligned to other FCMAT recommendations that LACOE examine management positions and associated responsibilities, conducting desk audits as needed. The assistant superintendent, Educational Services will work with the assistant superintendent, Human Resources, director, Classified Personnel, and others assigned to this office wide study and analysis. LACOE will begin this effort by 07/01/2012, and expected outcomes include action steps for creating greater consistency across the office in classifying personnel roles and responsibilities, increasing organizational efficiency and effectiveness, and reducing costs.

LACOE-Reported Evaluation: By 06/30/2013 a recommendation addressing the classification of management positions will be prepared by the assistant superintendents, Ed Services and HRS, and director, Classified Personnel. Please note that work in this area will be part of a LACOE-wide effort, and timelines, due dates, and action steps may change as organization-wide plans are developed. Evidence – Recommendations and actions as a result of the management classification review. Fiscal impact cannot be measured.

School Health and Physical Education • Advancement Via Individual Determination (AVID) Program • After-School Programs • Center for Distance and Online Learning • Parent and Community Services

FCMAT Recommendation (p141)

The Parent and Community Services Department should:

1. Conduct a desk audit of the duties and workload of support staff positions to determine if work should be reallocated and positions eliminated.

LACOE-Reported Implementation Status: Planning

FCMAT Recommendation (p141)

2. Ensure that Personnel Commission reviews support staff job titles in the Parent and Community Services Department to determine if the type of work done by positions with different titles is similar enough to combine job descriptions.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Evaluation: By 06/30/2013 a recommendation addressing the review of support staff job titles, duties, and functions will be prepared by the director, Classified Personnel. Please note that work in this area may be part of a LACOE-wide effort, and that timelines, due dates, and action steps may be modified accordingly. Evidence – Recommendations and actions as a result of reorganization will determine changes in job titles. Fiscal impact cannot be determined.
Student Support Services Department

FCMAT Recommendation (p143)
_The Student Support Services Department should:_

1. Review workloads to determine if three project directors are needed or if projects can be combined under one or two project directors.

**LACOE-Reported Implementation Status: Completed**
During the 2010-11 fiscal year, workloads for student services project directors were reviewed and one full-time project director position was eliminated. A saving of $115,848 (does not include salary related benefits).

In September 2011, the Project Director III, California Counseling Leadership (CCLN) Network, held by a colleague who was retiring, was eliminated. The CCLN project, including the Support Personnel Accountability Report Card (SPARC) and College and Career Transition Guidebooks Project have been reduced in scope and are handled by a Consultant II.

FCMAT Recommendation (p143)
2. Conduct a desk audit of the workload of its secretarial staff and adjust and balances the workload as needed.

**LACOE-Reported Implementation Status: Planning**

**Head Start – State Preschool**

**FCMAT Recommendation (p148)**
_The Head Start – State Preschool Program should:_

1. Work with the Personnel Commission to create job titles and descriptions that reflect the unique job responsibilities and background for the employees assigned to its fiscal operations and support unit.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Evaluation: By 12/31/2012 the new or revised job descriptions for the Head Start Fiscal Operation and Support Unit positions have been completed. Personnel Commission and Head Start staff collaboratively reviewed and revised job descriptions.

**Task Force Conclusion**
The classification title for Business Services Consultant is being changed to Head Start Delegate Financial Liaison. The change is scheduled for the June 2013 Personnel Commission agenda.
FCMAT Recommendation (p148)

2. Ensure that its program review and support unit determines and documents the number of employee hours required to plan, prepare and conduct a site visit, and the number of sites to be visited annually, and adjusts its staffing accordingly.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: The Head Start director and program design specialist representatives will develop monitoring standards that provide time parameters and guidelines for monitoring visits. These procedural guidelines will be published in a manual, and implemented and operationalized by 12/31/2012.

LACOE-Reported Evaluation: By 12/31/2012 a monitoring standards and timelines manual will be developed for implementation in January 2013. Evidence – Recommendations and actions as a result of the restructuring. Fiscal impact is not measurable at this time.

FCMAT Recommendation (p148)

3. Implement recommendations related to internal controls and oversight as enumerated in other sections of this report.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: The assistant superintendent, Ed Services and Head Start director will develop internal controls and oversight standards for the Head Start Program Review and Support Unit in the areas of standards for program review and support and fiscal operations. Recommendation standards will be developed by 06/30/2013, and implemented and operationalized in the subsequent fiscal year.

LACOE-Reported Evaluation: By 06/30/2013 standards will be developed for implementation and operationalized in the subsequent fiscal year. Fiscal impact is not measurable at this time. Evidence – Revised HS Monitoring Manual.

Career and Workforce Development/Regional Occupational Programs

FCMAT Recommendation (p150)

The Career Workforce Development/Regional Occupational Programs Department should:

1. Conduct a desk audit of the workload of each of its counselors to determine if positions can be eliminated and if the workload needs to be rebalanced.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: The assistant superintendent, Educational Services will work with the division director, CWD/ROP, in consultation with the ROP District Program Council, to examine workloads of counselors for the purpose of determining whether counselor positions can be eliminated, or workloads rebalanced. This examination of the workload will be completed by 03/01/2013. This recommendation is aligned to other FCMAT recommendations that LACOE examine
positions and associated responsibilities, conducting desk audits as needed. Evidence – Recommendations and actions as a result of the CWD/ROP desk audit for counselors.

We will participate in the LACOE wide audit plan directed by Dr. Ybarra.

LACOE-Reported Evaluation: The CWD/ROP counselor position workload report will recommend any actions needed to reduce positions and/or balance workloads. Fiscal impact is not measurable at this time.

Task Force Conclusion

The ROP-CTE Division will participate in the LACOE-wide audit plan directed by Dr. Joseph Ybarra.

**FCMAT Recommendation (p150)**

2. Review the feasibility of transferring credentialing responsibility from ROP to the Human Resource Services Division.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: The directors of Regional Occupational Programs (ROP), Human Resource Services (HRS), and School Financial Services (SFS) will review the feasibility of transferring credentialing responsibility from ROP to HRS or SFS. A report with a recommendation will be produced by 06/30/2013.

LACOE-Reported Evaluation: By 06/30/2013, a report with a recommendation regarding the feasibility of transferring credentialing responsibility from ROP to HRS or SFS will be produced. Evidence – Recommendations and actions as a result of the feasibility study. Fiscal impact is not measurable at this time.

Task Force Conclusion

The credential services provided by the various LACOE credential programs vary so widely in size and scope. The technical knowledge and needed skill set allows for a more client-centered approach to immediate and efficient services. The services and clientele we service require a more personalized approach to streamline delivery structure. Thus, it is recommended to maintain the current structure for delivery of services.

**FCMAT Recommendation (p150)**

3. Collaborate with the Business Services Division to determine if some of the financial support functions can be transferred to that division.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By 06/30/2012 the administrators or their designees of the divisions of Career and Workforce Development/Regional Occupational Programs (CWD/ROP), Business Services, and Technology Services will jointly review the feasibility of transferring responsibility for financial support functions from ROP to Business Services and/or Technology Services. Recommendations will be produced by 09/30/2012.
LACOE-Reported Evaluation: By 09/30/2012, there will be recommendations regarding the feasibility of transferring responsibility for services. Evidence – job description of CDW/ROP Manager and copy of job study. Asst. Dir. position was eliminated. Savings est. $25,000. Still must follow up with Business Services so that AS can report out to Supt.

Task Force Conclusion

Due to the State Budget Proposal which significantly impacts the ROP-CTE funding model, and pending vote by the Legislator this recommendation was placed on hold.

FCMAT Recommendation (p150)

4. Collaborate with the Technology Services Division to determine if technology support for ROP systems can be transferred to the Technology Services Division.

LACOE-Reported Implementation Status: In Progress

Greater Avenues for Independence (GAIN) and General Relief Opportunity for Work (GROW) • Division for School Improvement

FCMAT Recommendation (p154)

The county office should:

1. Review the programs and services provided by Educational Programs and Educational Services divisions for opportunities to consolidate. Consider reorganizing the Division of Educational Programs and the Division of Educational Services and organizing the various programs and services based on whether they are provided to students served directly by LACOE or externally to school districts. Review organizational structures from Class II county offices to provide models for consideration.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By June 30, the assistant superintendents of Ed Services and Ed Programs will review the current configuration of programs and services. Consideration, including the review of Class II county offices, will be given to reorganizing, reconfiguring, and/or consolidating programs and services. The assistant superintendents will identify positions, functions or roles that might be more appropriately relocated to a different service area or division. This reorganization might be done for the purpose of grouping similar positions together. Initial recommendations for reorganization will be made by May 30th with possible implementation by July 2012, and additional time will be devoted to further study, with a final report by 12/31/2012.

LACOE-Reported Evaluation: Reorganization of roles and or positions across these two service areas requires thoughtful study and analysis. By 06/30/2012 initial recommendations will be presented to the superintendent for possible implementation by July 2012, with additional recommendations based on further study of more complex issues presented to the superintendent by 12/31/2012. Fiscal impact is not measurable at this time.
FCMAT Recommendation (p154)
2. Consider developing criteria for all management positions, and apply those criteria to determine the level of management required when it fills vacancies, develops new positions or restructures a department.

LACOE-Reported Implementation Status: In Progress

FCMAT Recommendation (p154)
3. Review its classification policy to determine if some of the management positions in the Parent and Community Services Department should be reclassified as nonmanagement, overtime-exempt.

LACOE-Reported Implementation Status: Completed
The review of management positions in the Division of Parent and Community Services has been completed. The Parent Academy position discussed for reclassification was eliminated.

FCMAT Recommendation (p154)
The Division of Educational Services should:
4. Continue to review its organizational structure to consolidate programs that provide similar services and reduce the number of management positions. Determine if some of the projects can be combined and reduce the number of project directors, whose total annual compensation ranges from $132,000 to $146,000.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: This recommendation is aligned to other FCMAT recommendations that LACOE examine management positions and associated responsibilities, conducting desk audits as needed. The assistant superintendent, Educational Services will work with the assistant superintendent of Human Resources, the director of Classified Personnel, and others assigned to this office wide study and analysis. LACOE will begin this effort by 07/01/2012, and expected outcomes include action steps for creating greater consistency across the office in personnel roles and responsibilities, increasing organizational efficiency and effectiveness, and reducing costs. The salary range mentioned includes salary and benefits.

LACOE-Reported Evaluation: Recommendations that result from this organizational structure study will be made by 06/30/2013, and needed actions related to reduction of project director positions will be taken in the subsequent fiscal year. Evidence – Recommendations and actions as a result of the management position reviews. Fiscal impact is not measurable at this time.

Task Force Conclusion
• DSSS received the After School Technical Assistance Unit (ASTAU) from the Curriculum and Instructional Services Division and the Friday Night Live/Comprehensive Prevention Services Unit (FNL/CPS) from the Parent and Community Services Division.
• The Division Eliminated a Regional Coordinator position in ASTAU and a Program Manager Position in CHSS. An Administrative Assistant supports the FNL/CPS Unit. This action resulted in savings of about $100,000.

• The Coordinated School Health Program Collaborative was formed with SHAPE (CIS), CDOL (CIS), CHSS (SSS), FNL/CPS (SSS), School Health Services (Ed Programs), Risk Manager, Psychological Services & Curriculum (Ed. Programs).

• The Foster Youth/Homeless Education Collaborative was created with Foster Youth Services (DSE) and Homeless Education (SSS). Ultimately, it was conducted that the Foster Youth Services Unit would be transferred to DSSS.

• The Positive Behavior Support Intervention Collaborative was also created, with CDOL, CHSS, and RSDSS (CIS).

Task Force Meeting and Conclusions

Dr. Avila and Ms. Benitez met several times throughout the year to discuss the EP Curriculum Unit consolidation with the Curriculum and Instructional Services Division. In July 2012, Dr. Avila and Ms. Benitez discussed the reorganization and decided we would revisit the idea later in the academic year to better understand the dynamics of EP and worked to have both units collaborate on curricular projects. Discussions were held throughout the year and the early part 2013. The decisions were made that due to the instructional needs of the students, it was best to continue the divisions’ collaboration and not reorganize the units.

FCMAT Recommendation (p154)

5. Consider reorganizing the division based on types of services provided or types of clients served rather than based on projects or funding sources. Review the organizational structures of other Class II county offices of education to find models for consideration to begin the discussion.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Evaluation: By June 2012 the plan for the division reorganization was completed and presented to the superintendent for approval and implementation by July 2012. A cost saving $188,664 (does not include salary related benefits).

Task Force Conclusion

• DSSS received the After School Technical Assistance Unit (ASTAU) from the Curriculum and Instructional Services Division and the Friday Night Live/Comprehensive Prevention Services Unit (FNL/CPS) from the Parent and Community Services Division.

• The Division Eliminated a Regional Coordinator position in ASTAU and a Program Manager Position in CHSS. An Administrative Assistant supports the FNL/CPS Unit. This action resulted in savings of about $100,000.

• The Coordinated School Health Program Collaborative was formed with SHAPE (CIS), CDOL (CIS), CHSS (SSS), FNL/CPS (SSS), School Health Services (Ed Programs), Risk Manager, Psychological Services & Curriculum (Ed. Programs).
• The Foster Youth/Homeless Education Collaborative was created with Foster Youth Services (DSE) and Homeless Education (SSS). Ultimately, it was conducted that the Foster Youth Services Unit would be transferred to DSSS.

• The Positive Behavior Support Intervention Collaborative was also created, with CDOL, CHSS, and RSDSS (CIS).

**FCMAT Recommendation (p154)**

6. Review management positions in the division and establish standards for workload and span of control to determine the management level required to perform the work.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: This recommendation is aligned to other FCMAT recommendations that LACOE examine management positions, workload, span of control, and associated responsibilities, conducting desk audits as needed. The assistant superintendent, Educational Services will work with the assistant superintendent of Human Resources, the director of Classified Personnel, and others assigned to this office wide study and analysis. LACOE will begin this effort by 07/01/2012, and expected outcomes include action steps for creating greater consistency across the office in personnel roles and responsibilities, increasing organizational efficiency and effectiveness, and reducing costs.

LACOE-Reported Evaluation: Recommendations that result from this organizational structure study will be made by 06/30/2013, and needed actions related to reduction of project director positions will be taken in the subsequent fiscal year. Evidence – Recommendations and actions as a result of the management position review. Fiscal impact is not measurable at this time.

**FCMAT Recommendation (p154)**

7. Review workload assignments and assign work more equitably for management positions that have the same title.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Evaluation: By 06/30/2013 a recommendation addressing management workload issues will be prepared by the assistant superintendent, Educational Services and assistant superintendent, HRS. Evidence – Recommendations and actions as a result of the management position review. No fiscal impact.

**FCMAT Recommendation (p154)**

8. Reduce the number of clerical staff as management-level positions are reduced.

**LACOE-Reported Implementation Status: Completed**

The restructuring plan was presented to the superintendent in June 2012. By July 1st, 2012, the restructuring plan eliminated one division director and one senior division
secretary, which resulted in a savings of $188,664. If further management positions are to be eliminated, according to the plan, then corresponding support staff positions will also be eliminated. Evidence – new organizational structure eliminated one Director and support staff. Renaming of PCS Division to Division of Accountability, Monitoring and Support. Minor reorganizing of HS-SPS management resulted in approximately $300,000 savings (4 positions eliminated).

**FCMAT Recommendation (p155)**

9. If LACOE has a policy requiring that coordinator positions supervise at least two staff, immediately begin an effort to change the policy so that staffing can be determined by program need.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Evaluation: There is no policy that requires that coordinators supervise at least two staff; therefore no policy change in this area is needed. Staffing is determined by program need. Evidence – Recommendations and actions as a result of the management position review. Fiscal impact is not measurable at this time.

**FCMAT Recommendation (p155)**

10. Review the feasibility of combining the work of the School Improvement Department with that of the Curriculum and Instruction Division.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: The assistant superintendent reviewed the feasibility of combining the work of the Division of School Improvement with that of the Division of Curriculum and Instructional Services, and action was taken to eliminate the Division of School Improvement, moving units to the Division of Curriculum and Instructional Services and other divisions within Educational Services. The 2012-13 budget reflects the fact that there will be six Educational Services divisions rather than the seven divisions that existed in 2011-12.

LACOE-Reported Evaluation: A cost saving $188,664 (does not include salary related benefits). Evidence – new organizational for Educational Services. The process began in 2011-12. Task force meetings were held during the 2011-12 school year to discuss the units that should go to Student Support Services and Curriculum and Instruction and determine which units should form the new Division of Accountability, Support and Monitoring. Budgetary decisions and personnel needs were discussed as a component of the Developmental Budget process.

Task Force Conclusion

The Division of Accountability, Support and Monitoring was created to consolidate the two divisions:

- Division of School Improvement
- Parent and Community Services
The Division of Accountability, Support and Monitoring is comprised of the following five units:

- Categorical Programs
- Charter Schools
- Migrant Education
- Quality Education Investment Act
- Williams/Valenzuela Legislation

The Regional System of District and School Support, Family Literacy Network, and CPIN were moved to Division of Curriculum and Instructional Services.

Friday Night Light and ECE Workforce Development were moved to the Division of Student Support Services.
Fiscal Management

Board Fiscal Communications

FCMAT Recommendation (p168)

*The county office should:*

1. Utilize staff input as well as conduct a board survey to guide staff in developing the content and format of routine supplementary information that accompanies the budget and interim reports. Set a specified period of time during which the format of the supplementary information remains unchanged, thus ensuring familiarity with the information by the users and comparability of information between time periods.

**LACOE-Reported Implementation Status: Completed**

Goals: (1) Provide budget revisions at monthly Finance Committee meetings. (2) Provide FCMAT correspondence findings as part of a supplemental attachment to the budget report.

LACOE-Reported Evaluation: Budget revisions are presented and approved by the Board.

FCMAT findings are presented to the Board as part of budget presentation.

FCMAT Recommendation (p168)

2. Use a consistent format and content throughout the organization for budget presentation materials prepared for the board and delivered by staff. Provide ongoing training by the Communications department on effective presentation styles to the staff that are responsible for making budget presentations. Allocate adequate time during meetings to ensure board members and the public have appropriate access to the information.

**LACOE-Reported Implementation Status: Completed**

Goals: ABD will change the budget presentation format and with Communications develop an improved budget presentation that clarifies the budget and budget development process.

Budget presentations will be made in the Finance Committee meeting and continued during the board meeting for discussion.

LACOE-Reported Evaluation: The board will demonstrate a more in depth understanding of the budget and budget process, and provide positive feedback on the budget presentation and communications.
FCMAT Recommendation (p168)

3. Provide board members with ongoing training and guidance on reading and assessing financial information on state reports and specially developed supplementary reports so they gain sufficient mastery to make informed decisions. Provide an overall orientation of budget reports and financial statements to all new board members.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Provide board training on school finance as a part of the finance committee meetings to enhance their ability to make informed decisions. (Also, refer to recommendation 3 under Budget Development and Monitoring later in this report, also on page 190 of FCMAT’s 2011 report, and team 6)

LACOE-Reported Evaluation: Positive feedback from the Board of Education. Ongoing.

FCMAT Recommendation (p168)

4. Continue to refine the format and content of routing budget revisions until these materials clearly present changes in the budget plan, including the underlying reasons for significant changes.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: The Superintendent and Chief Business Official shall work with the LACOE Board of Education about the content and format of budget revision materials requested by June 30, 2013.

LACOE-Reported Evaluation: Positive feedback from the Board of Education.

FCMAT Recommendation (p168)

5. Take board action on budget revisions based on the information presented in them.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: A new budget format will be created that improves communication of information to the Board.

LACOE-Reported Evaluation: New format delivered and accepted by the board.

FCMAT Recommendation (p168)

6. Review the information provided to the board relative to consultant agreements (Report of Contracts) and reach consensus between the board and superintendent as to the appropriate level of detail to be provided. Seek additional guidance and expertise from the organization’s general counsel, staff and by surveying other large county offices of education in California.
**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Establish practices that reflect the appropriate level of detail on the (Report of Contracts) that are provided to the Board of Education.

LACOE-Reported Evaluation: Revise the Board Policy and Administrative Regulation related to contracts so that they are in alignment with the established practice for the (Report of Contracts).

**FCMAT Recommendation (p169)**

7. Identify minimum criteria for cash balances, ongoing deficit size and debt load necessary to ensure the financial viability of charter school operations, and discuss these with the board. Use these criteria in assessing charter school petitions and recommend to the board the approval of only those petitions that meet these standards. Use these criteria to monitor the financial position of authorized charters.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: The Controller’s Office will identify minimum criteria for cash balances, deficit size and debt load necessary to ensure the financial viability of charter school operations, and provide the information to the board to inform their decisions on approving charters. These criteria will be used to monitor the financial condition of authorized charters.

LACOE-Reported Evaluation: Board will receive a report on fiscal criteria and pertinent interpretation guidance in June 2012.

**FCMAT Recommendation (p169)**

8. Review the purposes of the Audit and Finance committees. Complete a legal review of the duties and functions of these two committees as they relate to formal actions by the board during regularly scheduled meetings. Integrate the activities of both committees more strongly with those of the board of education’s meetings to facilitate and expedite decision-making. For instance, since the finance committee is a committee of the whole board, an evaluation should be made as to this committee’s effectiveness and need because the business could just as easily be discussed and followed through at the regular board meeting.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Develop a recommendation to present to Board of Education on the feasibility of combining the Audit and Finance committees or moving items to regularly scheduled meeting.

LACOE-Reported Evaluation: Superintendent’s recommendation to Board.
Fiscal Management Procedures and Policies

Internal Control

**FCMAT Recommendation (p178)**

_The county office should:_

1. Ensure that each person in the organization understands that they have responsibility for internal control in some capacity and must take responsibility for appropriately communicating problems in operations, noncompliance with policies or illegal actions.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Chief Business Officer shall recommend that Deputy Superintendent communicate to each employee that they have responsibility for internal control and must take responsibility for appropriately communicating problems in operations, noncompliance with policies and illegal actions by March 31, 2013.

LACOE-Reported Evaluation: Chief Business Officer has communicated the recommendation to the Deputy Superintendent to inform employees by March 31, 2013.

**FCMAT Recommendation (p178)**

2. Identify internal control principles that represent LACOE’s control environment and develop and implement an effective communication protocol for all internal control written policies and procedures, including the internal control principles, code of ethics and standards of conduct to ensure the control environment becomes integrated into LACOE’s culture.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Chief Business Officer shall recommend that Deputy Superintendent communicate to each employee that they have responsibility for internal control and must take responsibility for appropriately communicating problems in operations, noncompliance with policies and illegal actions by December 31, 2012.

LACOE-Reported Evaluation: Chief Business Officer has communicated the recommendation to the Deputy Superintendent to inform employees by December 31, 2012.

**FCMAT Recommendation (p178)**

3. Update Board Policy 3222, which addresses internal control, to strengthen the internal control culture in all layers of the organization.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: BP 3222 will be reviewed by IA&A, and recommendation for revisions will be made.
LACOE-Reported Evaluation: Revisions will be implemented which reflect best practices for internal controls LACOE-wide.

**FCMAT Recommendation (p178)**

4. Develop and implement a formal and comprehensive fraud prevention program including a fraud reporting hotline, unannounced audits, risk assessments and other activities designed to detect fraud, including ongoing employee education programs.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Redirect to Deputy Superintendent for goal development with IA&A and develop a plan for a fraud prevention program by June 30, 2013

LACOE-Reported Evaluation: A recommended plan is developed by June 30, 2013

**FCMAT Recommendation (p178)**

5. Educate stakeholders, including employees and interest groups on what reportable events are related to fraud. Encourage appropriate reporting, eliminate the fear of reprisal and ensure the source of the information remains confidential.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Red-direct to Deputy Superintendent for goal development with IA&A. See item 4 above.

LACOE-Reported Evaluation: Fiscal impact TBD. A recommended plan is developed by June 30, 2013.

**FCMAT Recommendation (p178)**

6. Strengthen the risk assessment component of internal controls by devoting additional resources and time to the function.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: See implementation status on recommendation 23 below.

LACOE-Reported Evaluation: Fiscal impact TBD.

**FCMAT Recommendation (p178)**

7. Using the internal control review program, expand proactive audits based on annual risk assessment and planned annual oversight reviews to be conducted by the Internal Audit and Analysis department or independent audit firms.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Re-direct to Deputy Superintendent for goal development with IA&A. See recommendation 5 above.

LACOE-Reported Evaluation: Fiscal impact TBD. A recommended plan is developed by June 30, 2013.
FCMAT Recommendation (p178)

8. Ensure that the final responsibility for fiscal monitoring for all programs, including Head Start and State Preschool, is assigned to the Internal Audit and Analysis department so that consistent standards and objective oversight are applied to all programs and a centralized responsibility for quality control exists.

LACOE-Reported Implementation Status: Completed
Recommendation not taken.

FCMAT Recommendation (p179)

9. Provide periodic, comprehensive training to the superintendent and executive cabinet on internal controls and appropriate tools for assessing existing controls in their areas of responsibility and so they can better understand the necessary internal controls to assess existing controls throughout the organization.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Chief Financial Officer recommends that the Deputy Superintendent and Director IA&A work with the Superintendent develop a training plan for the executive cabinet on internal controls that includes the appropriate tools to assess by December 31, 2012.

LACOE-Reported Evaluation: The Chief Business Officer development of a recommendation to develop a plan by December 31, 2012.

FCMAT Recommendation (p179)

10. Implement all independent auditor recommendations and management comments each year.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: The Office will develop a process for assigning and tracking implementation of all audit recommendations. The process will be implemented for the September 2012 audit.

LACOE-Reported Evaluation: CBO will present process to cabinet prior to publication of the 2011-12 CAFR (published in December, 2012).

FCMAT Recommendation (p179)

11. Assess the resources needed to sufficiently address chartering authority responsibilities defined in the Education Code. Identify and allocate ongoing funding to support these activities so that LACOE and the charter schools are in compliance with requirements.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Business Services and Ed Services will study the resource requirements for providing proper fiscal oversight for charter schools to ensure compli-
ance with appropriate regulation. Should additional resources be necessary, Business and Educational Services with investigate methods for recouping the costs.

LACOE-Reported Evaluation: Report and recommendation to CBO regarding necessary resources to provide proper fiscal oversight and methods for recouping the costs. Fiscal impact TBD.

FCMAT Recommendation (p179)
12. Define centralized support, especially in the areas of IT and day-to-day financial recordkeeping. Develop consistent, objective criteria to determine when and how individual programs may deviate from using centralized support services.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: The Chief Business Officer shall work with the Chief Technology Officer to analyze and recommend ways to centralize financial recordkeeping that is consistent and objective and includes the rationale when programs deviate from a centralized support system by June 30, 2013.

LACOE-Reported Evaluation: Fiscal impact TBD. Present a recommendation by June 30, 2013

FCMAT Recommendation (p179)
13. Improve communication practices between departments by identifying measurable objectives and implementing strategies to achieve those objectives. Begin by soliciting feedback on current communication practices; providing a set of guidelines for effective communications within and between departments; establishing a variety of communication avenues like employee surveys, meetings, or e-mail; implementing regular communication from the superintendent regarding vision, plans, goals, challenges; and providing clear contact points, such as a manager or a group of staff members, for specific issues.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Director of Communications shall work with Superintendent and Cabinet to develop a plan to improve communication practices agency-wide by June 30, 2013.

LACOE-Reported Evaluation: By June 30, 2013, a recommendation shall be developed.

FCMAT Recommendation (p179)
14. Document all internal control procedures in a standardized format and make them available for training and for monitoring internal controls.

LACOE-Reported Implementation Status: Completed
Goals: Document and train control procedures and implement performance standards regarding LACOE fiscal policies to ensure consistency and compliance. (See 180.24).
Include managerial oversight and evaluation in the PPAS to ensure that procedures are followed.

LACOE-Reported Evaluation: Quarterly training participant rates and annual survey of managers regarding comprehension of relevant fiscal policies.

**FCMAT Recommendation (p179)**

15. Review approval processes for financial transactions and eliminate all unnecessary layers of approval. Require no less than two approvals for transactions.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Cabinet will approve a revised signature matrix that streamlines approval process and eliminate unnecessary layers of approval.

LACOE-Reported Evaluation: Approval process is streamlined and transactions are completed in a more time fashion. Approval level/signature matrix was revised.

**FCMAT Recommendation (p179)**

16. Complete an inventory of one-half of LACOE capital assets each year in accordance with the Code of Regulations, Title 34, Section 80.32 and revise Board Policy 3262 to reflect this change. Reconcile the list with the financial records and include all additions and deletions each year. Require staff in programs and sites selected for inventory to be responsible for providing accurate information.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: The Controller’s Office will revise the inventory policies to reflect a bi annual inventory schedule with one half of the inventory being reconciled in the first year and the other half reconciled in the second year.

LACOE-Reported Evaluation: (1) The policies have been revised and year 1 procedures are currently being implemented. (2) All inventory processes will be completed and reconciled to meet annual audit guidelines.

**FCMAT Recommendation (p179)**

17. Provide the Inventory Control unit with tools such as bar code scanners that integrate with the PeopleSoft asset program to automate the inventory control process as much as possible. This recommendation should be viewed in light of a multidisciplinary approach to a potential conversion to a single, fully integrated, interactive budget, financial and human resource solution as discussed in the Budget Development and Monitoring section of this report.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: The Division of Accounting and Budget Development will include a recommendation about barcode scanners that integrate with the PeopleSoft asset program to automate the inventory control process as much as possible by June 30, 2013.

FCMAT Recommendation (p179)
18. Assign staff responsible for LACOE cash balances to validate reconciled cash balances every month.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: ABD will assess the value and associated cost of a redundant monthly cash reconciliation for District 999.
LACOE-Reported Evaluation: A recommendation on appropriate action will be provided to the Chief Business Officer.

FCMAT Recommendation (p180)
19. Provide ongoing training on internal control, good business practices, and strategies for categorical or restricted funds management to managers responsible for effective and timely use of program dollars.

LACOE-Reported Implementation Status: Completed
Goals: ABD will provide specialized training for managers of specially funded programs in addition to regular office training to ensure effective and timely use of program dollars.
Internal auditor will review the effectiveness of internal control functions within the business office to ensure effective and timely use of program dollars.
LACOE-Reported Evaluation: Analysis of categorical expenditures on a monthly basis and annual comparison to prior year expenditures. Reduction in categorical expenditures within month preceding purchasing deadline. Fiscal impact to be determined July 2013.

FCMAT Recommendation (p180)
20. Provide centralized support and oversight of contracts over a specified dollar amount and covering specific goods and services, such as personal services contracts, facility leases, IT project development and maintenance as defined by the executive leadership team.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Establish and maintain a dedicated database of contract, leases, and projects that exceed a dollar amount set by executive cabinet and superintendent. Contracts associated with cost overruns will be identified and contributing factors for overruns will be highlighted.
LACOE-Reported Evaluation: Superintendent and cabinet will have updates on all contracts and projects having significant costs and risks LACOE-wide.
FCMAT Recommendation (p180)

21. Provide and execute standardized lease documents, working with general counsel to develop such documents.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Standardize terms and conditions for property/facilities leases to ensure consistency and limit liability for LACOE.
LACOE-Reported Evaluation: Standardized terms and conditions are consistently used in leases agreements.

FCMAT Recommendation (p180)

22. Automate the process for tracking employee leave balances or change the timesheet due dates to allow for validation of available leave prior to payroll processing.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: See recommendation 3 earlier in this report under School Financial Services Department, Duplication of Services, Risk Management Services (page 115 of FCMAT’s 2011 report).
LACOE-Reported Evaluation: Fiscal impact TBD.

FCMAT Recommendation (p180)

23. Ensure that checks and balances are not overridden to achieve quicker business outcomes.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Document and implement check and balance procedures and performance standards. Include managerial oversight and evaluation to ensure that check and balance procedures are followed.
LACOE-Reported Evaluation: Verification of process documentation in procedure manuals and assessment in management performance reviews.

FCMAT Recommendation (p180)

24. Train managers to be knowledgeable about LACOE’s fiscal policies and procedures, and support them in enforcing those policies and procedures.

LACOE-Reported Implementation Status: Completed
Goals: Document and train operational procedures and implement performance standards regarding LACOE fiscal policies to ensure consistency and compliance.
Include managerial oversight and evaluation in the PPAS to ensure that procedures are followed.
LACOE-Reported Evaluation: Quarterly training participant rates and annual survey of managers regarding comprehension of relevant fiscal policies.
FMCAT Recommendation (p180)

25. Increase internal control monitoring in the accounts payable unit to offset limited segregation of duties.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: ABD and IA&A will review the workflow and roles in Accounts Payable to optimize internal control and segregation of duties within existing staffing budget limitations.

LACOE-Reported Evaluation: Report and recommendation to the Chief Business Officer.

Budget Development and Monitoring

FMCAT Recommendation (p190)

The county office should:

1. Communicate the annual budget goals and objectives more widely to the organization’s interest groups and within the organization.

LACOE-Reported Implementation Status: Completed

Goals: 1. Business Service will develop a written plan for effective method of budget information delivery, and mandatory training for budget development, monitoring and management for all cost center/location managers. *Note this should be in Section B for next year.

2. Business Services will work with Deputy Superintendent to develop budget guidelines and instructions to be provided to budget managers to ensure adequate lead time for programs to develop reasonable budgets and make appropriate adjustments for upcoming year. *Note this should be in Section B for next year.

3. Business Services will revise its budget development training to include not only the technical aspect of the budget, but also the managerial responsibilities for budget management. *Note this should be in Section B for next year.

LACOE-Reported Evaluation: (1) Business Services will deliver a plan for budget development and training to Dr. Ybarra by October 30, 2012 for review and approval. (2) Make attendance mandatory in the training by Directors and fiscal managers. To the extent possible, trainings will be scheduled during the times that monthly mandatory meetings are held and grouped according to actual budget operations.

FMCAT Recommendation (p190)

2. Implement a set of guiding principles stating the financial commitments of the organization, and use those principles as a framework for decision-making.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: CBO will hold weekly director meeting in which leadership methodologies will be review.
LACOE-Reported Evaluation: CBO will integrate leadership methodologies with Superintendent’s vision. Ongoing.

FCMAT Recommendation (p190)
3. Provide all board members with school finance training from a county board member’s perspective from the California County Boards of Education program or similar program. Supplement this course work with orientation information for new board members and ongoing training from county office staff members to ensure the board’s effectiveness with its local issues and circumstances.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Because of LACOE-wide subject matter, see recommendation 3 under Fiscal Management, Board Fiscal Communications (page 168 of FCMAT’s 2011 report), and team 6.

FCMAT Recommendation (p191)
4. Clarify the content and format required for reports prepared for the board and the finance committee, including linking the guiding principles with current budget allocations, future funding augmentations or expenditure reductions.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Change budget format to provide the Board and Finance Committee with clarity and transparency on the financial reports.
LACOE-Reported Evaluation: Positive feedback from the Board of Education

FCMAT Recommendation (p191)
5. Create opportunities for inclusion and transparency in the budget development process with revamped budget study sessions and monthly budget updates at board meetings.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Change budget format and study session presentations to provide the Board and Finance Committee with clarity and transparency on the financial reports.
LACOE-Reported Evaluation: Positive feedback from the Board of Education

FCMAT Recommendation (p191)
6. Ensure that all staff responsible for budget development and monitoring have access to online financial information.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: All staff responsible for budget development will be trained in the use of all online financial systems, as appropriate, to ensure informed budget development and monitoring.

LACOE-Reported Evaluation: (1) Business Services will deliver a plan for budget development and training to Dr. Ybarra by October 30, 2012 for review and approval. Refer to goal 190.1 (2) Make attendance mandatory in the training by Directors and fiscal manager. To the extent possible, trainings will be scheduled during the times that monthly mandatory meetings are held and group according to actual budget operations. (3) Paper reports for budget monitoring will be eliminated for 2012-13. Training for 2011-12 began in May 2012 and is on-going for 2012-13 (4) HRS will provide information to ABD of current and new managers to receive training. HRS will report to cabinet the status of training for each cost center manager.

FCMAT Recommendation (p191)
7. Eliminate production and distribution of printed financial reports for budget development and budget monitoring and require budget managers to use their online access to run their own financial information.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Minimize printed materials while ensuring that managers are trained in online budget development and monitoring.
LACOE-Reported Evaluation: Reduction in printed financial reports.

FCMAT Recommendation (p191)
8. Evaluate the advantages and disadvantages of migrating to a third party product that is a single, fully integrated, automated, interactive budget, financial and human resource solution with real-time event processing capability over the next several years.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: A committee will be formed to investigate the advantages and disadvantages of migrating to a different third party product. Completed RFI process-BEST Team in construction.
LACOE-Reported Evaluation: A report or recommendation will be generated. Fiscal impact TBD.

FCMAT Recommendation (p191)
9. Inventory all budget, financial and human resources software applications and related hardware requirements.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Technology Services will compile and maintain an inventory of all business critical software applications and hardware requirements LACOE-wide
to identify opportunities for consolidation, standardization, and improved efficiency in maintenance and support.

LACOE-Reported Evaluation: Inventory report and recommendation will be provided to executive cabinet and superintendent.

**FCMAT Recommendation (p191)**

10. Examine and formally document all current LACOE and school district day-to-day business processes for core activities.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: The Director of School Financial Services shall and examine and document all current LACOE and school district day-to-day business processes for core activities by June 30, 2013.

LACOE-Reported Evaluation: A report showing core activities will be prepared by June 30, 2013.

**FCMAT Recommendation (p191)**

11. Re-engineer all current day-to-day business processes for maximum effectiveness and efficiency.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Assess current day-to-day business process to determine a need for improved efficiency with recommended changes as required by June 30, 2012.


**FCMAT Recommendation (p191)**

12. Develop a multi-step plan to modernize business technology systems with the ultimate goal of a single, fully integrated, automated, interactive budget, financial and human resource solution.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: If the results of responding to recommendation 8 above support migrating to a new, third-party system, then develop a multi-step plan to modernize business technology systems.

LACOE-Reported Evaluation: A multi-step plan of action will be generated. Fiscal impact TBD.

**FCMAT Recommendation (p191)**

13. Identify key objectives, their benefits, measurable outcomes and critical dates in the planning process.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: The budget timeline will be reviewed and benchmarks will be established which highlight key objectives at each determined critical period in the budget process.

LACOE-Reported Evaluation: This budget timeline and action plan will be developed and implemented.

FCMAT Recommendation (p191)
14. Identify LACOE employees who routinely identify ways to improve processes and assign them, full-time, to a transition team. Identify a team leader with pragmatic business services management background who will report directly to the chief business officer and act as a liaison to the executive leadership team.

LACOE-Reported Implementation Status: Completed
Recommendation not taken.

FCMAT Recommendation (p191)
15. Implement a Transition Knowledge Center that provides regular updates and answers frequently asked questions.

LACOE-Reported Implementation Status: Completed
Goals: (1) Identify the needs associated with a Transition Knowledge Center (2) Communications and Technology Services Department work on building this into the website

LACOE-Reported Evaluation: A web portal for a Transition Knowledge Center is established. Fiscal impact TBD.

8-26-14 With the creation of the Digital Media Services this will be handled through the regular information channels support by DMS.

FCMAT Recommendation (p192)
16. Develop and implement an ongoing user-training program to ensure that the users of the system continue to take full advantage of it.

LACOE-Reported Implementation Status: Completed
Goals: (1) Business Services will work in conjunction with Technology Services to develop a user-training portal through the Business Services website. (2) Trainings will be uploaded onto the web portal.

LACOE-Reported Evaluation: A web-based portal with the necessary trainings will be implemented.

FCMAT Recommendation (p192)
17. Develop and implement a formal plan to fund the transition.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: In conjunction with recommendation 12 above, develop and implement a formal plan to fund the transition if the findings warrant it.
LACOE-Reported Evaluation: If the findings warrant it, present a formal plan to fund the transition to Cabinet for evaluation. Fiscal impact TBD.

FCMAT Recommendation (p192)
18. Automate manual processes that can be quickly accomplished with resources that are not currently assigned as defined in the previous recommendation.

LACOE-Reported Implementation Status: Completed
Goals: (1) Evaluate manual processes by June 30, 2014, through a desk audit (2) Prioritize manual processes that are to be automated by December 31, 2014 (3) Develop a plan and identify funding sources that will utilize existing software, or identify other software, by June 30, 2016 (4) Implement the plan by June 30, 2017.
LACOE-Reported Evaluation: Plan presented to Cabinet as each manual process and solution is identified. Fiscal impact TBD.

FCMAT Recommendation (p192)
19. Hold managers accountable for their performance in budget development by providing all budget assumptions for revenues and expenditures, guiding principles, fiscal stability standards and expectations, projected attendance in student programs, priorities for resource allocation and an approved list of priorities for budget reductions, if necessary.

LACOE-Reported Implementation Status: Completed
Goals: 1. Business Service will develop a written plan for effective method of budget information delivery, and mandatory training for budget development, monitoring and management for all cost center/location managers, and Technology Services will provide support in providing online information and training delivery.
2. HRS will build accountability and consequence into the management performance appraisal process.
3. Business Services will revise its budget development training to include not only the technical aspect of the budget, but also the managerial responsibilities for budget management.
LACOE-Reported Evaluation: (1) Business Services and Technology Services will deliver a joint plan for budget development and training to Dr. Delgado by 06/30/2012 for review and approval (2) Make attendance mandatory in the training by Directors and fiscal managers. To the extent possible, trainings will be scheduled during the times that monthly mandatory meetings are held and grouped according to actual budget operations (3) HRS will provide information to cabinet related to attendance of Directors and cost center managers at the budget training (4) HRS will support all Directors in creating a PPAS - SMART goal that requires mandatory attendance in training and increases skills for effective budget development and management.
FCMAT Recommendation (p192)
20. Prohibit encroachment and the budgeted expenditure of carryovers during budget development without prior approval from the county superintendent of schools and assistant superintendent of business services.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Develop a specialized budget training module for Part E and Part O program managers in alignment with SMART Goal 192.19.
LACOE-Reported Evaluation: 2013-14 training material will include instruction to obtain the appropriate approvals prior budget submissions.

FCMAT Recommendation (p192)
21. Budget the expenditure of any actual carryover after the prior year’s unaudited actuals report has been approved by the board.

LACOE-Reported Implementation Status: Completed
Goals: 1. Cost Center Managers will be held accountable through PPAS operational goals for budgeting and expending of entrepreneurial funds so that there is a justifiable balance between cost of service delivery and fees charged.
2. ABD will tighten its internal controls so that Part E and O programs cannot include ending balances in the developmental budget.
LACOE-Reported Evaluation: (1) Monitor PPAS if electronic by HRS (2) 2012-13 developmental budgets will not include 11-12 carry-overs without board approval.

FCMAT Recommendation (p192)
22. Include the amount of and priority use for unrestricted reserves to be used in support of one-time or ongoing operations as part of the discussion and approval of the guiding principles.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By 06/30/2012, Business Services will revise its year end closing procedures to include a revenue transfer from its unrestricted funds to zero out the negative balances in the Educational Program funds in order to comply with generally accepted accounting practices.
LACOE-Reported Evaluation: The beginning balances for 12/13 will reflect the support to educational programs from unrestricted reserves. The financial documents will clearly show the deficit ending balance and the actual revenue transfer from unrestricted reserves.

FCMAT Recommendation (p192)
23. Revise budget development and monitoring processes for student programs to reflect revenue and expenditure projections based on program needs and adjusted for current enrollment and ADA projections. Revise budget development processes
for categorical programs to reflect program operations that will produce balanced budgets.

**LACOE-Reported Implementation Status: Completed**

Goals: 1a. Based on the staffing standards developed by HRS, EP, and Deputy Superintendent, the Controller’s Office will develop the 2012-13 budget to reflect anticipated revenue and expense adjusted for current and projected enrollment information to reduce deficit spending by x%. HRS to confirm staffing ratios established.

1b. Budgets for categorical programs will be fully integrated into program operations to fully utilize 100% of available categorical funds to reduce encroachment on unrestricted resources while maintaining full compliance with program requirements. EP to implement; Controller expedite; ABD report.

LACOE-Reported Evaluation: (1) Use of restricted categorical dollars will be maximized in the program year for which they were provided. (2) The carryover balances for categorical programs will not exceed 10% (3) Title 1 Coordinator will work monthly with site principals to reconcile actual verses projected budget reports. (4) All programs will end fiscal with a zero or positive balance. (5) Smart goal 1a was partially completed.

**FCMAT Recommendation (p192)**

24. Develop budgets by site instead of principal administrative units to provide financial information for decision makers at the appropriate level of detail.

**LACOE-Reported Implementation Status: Completed**

Goals: (1) By December 31, 2012, evaluate current budget development and monitoring process at the site level to determine effectiveness. (2) By January 1, 2013, if warranted, implement a site-level budget development and monitoring process.

LACOE-Reported Evaluation: ABD Director will report to the CBO a recommendation.

**FCMAT Recommendation (p192)**

25. Require review and approval of budget development worksheets by an appropriate administrator.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: ABD will review the budget development process to improve efficiency and ensure necessary approvals are obtained in a timely manner.

LACOE-Reported Evaluation: Format change, utilization of electronic data capture and approval, budget study sessions conducted earlier in budget cycle, eliminated unused vacant positions for budget reduction over $8M.

**FCMAT Recommendation (p192)**

26. Require the business office to:
• Train school site, department and program staff in the proper use of budgeting tools and projection techniques.

• Be available to provide technical support as the managers develop their budgets.

• Review the approved budget development worksheets for technical accuracy and reasonableness before uploading them into the financial system.

**LACOE-Reported Implementation Status: Completed**

Goals: ABD will provide budget annual training at the principals meeting, and provide ad hoc consultation to site staff.

ABD will review the budget development process to improve efficiency and ensure accuracy and reasonableness in uploaded budgets.

LACOE-Reported Evaluation: Report and recommendations provided to CBO.

**FCMAT Recommendation (p192)**

27. Ensure that the working budget reflects all changes in assumptions and any known substantive changes as of the first and second interim report periods and as of June 1.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: The Director of Budget Development and Monitoring shall assure the working budget reflects all changes and assumptions and known substantive changes as of the first and second interim report periods by June 1 of each fiscal year.

LACOE-Reported Evaluation: The budget report reflects all changes and assumptions and known substantive changes as of the first and second interim report periods by June 1.

**FCMAT Recommendation (p192)**

28. Ensure that the annual allocation of federal Title 1 funds is spent each year.

Planning ahead in the summer months for the upcoming year can assist in this area.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Title I coordinator will develop a strategic plan and system for ensuring all administrators have a spending plan for Title I fund allocation and are provided training on spending planning; monitors the spending plan, and holds administrators accountable for performance against the plan.

LACOE-Reported Evaluation: (1) Use of restricted categorical dollars will be maximized in the program year for which they were provided. (2) The carryover balances for categorical programs will not exceed 10%. (3) Title 1 Coordinator will work monthly with site principals to reconcile actual versus projected budget reports. (4) All programs will end fiscal year with a zero or positive balance. (ABD to monitor and report; 06/30/12 date due is the expenditure deadline; 11/2012 date due is (reporting deadline).
FCMAT Recommendation (p193)

29. Provide school agencies with updated estimated costs for county-provided services based on the working budget as of the first and second interim report periods and as of June 1.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: FOCs in the Controller’s Office will train district CBOs on how to track costs and keep school administration informed in a timely manner on what to expect in year-end costs.

LACOE-Reported Evaluation: School agencies will have better understanding of the events that impact annual billings and will help the school administrator plan for year-end costs.

FCMAT Recommendation (p193)

30. Work with employee units to agree to pay only salary amounts assigned and authorized for position classifications within employee contracts.

LACOE-Reported Implementation Status: Completed

Goals: 1. Determine the number of cases in which LACOE pays above and beyond the assigned and authorized salary amounts for positions classifications within employee contracts. 2. Establish protocols so these payments are avoided whenever possible.

LACOE-Reported Evaluation: Reduce the number of instances when employees are paid over their assigned salary amounts for position classifications within employee contracts.

Position Control

FCMAT Recommendation (p196)

The county office should:

1. Reconcile the position control system to the budget at regular intervals during the year.

LACOE-Reported Implementation Status: Completed

Goals: 1. Quarterly, the Division of Accounting and Budget Development will reconcile position control reports with the operational budget in order to provide current and accurate information to staff that ensures budget monitoring and informed decision-making. Director of ABD will develop written procedures and timelines to ensure consistent and timely reconciliation of records.

2. Director ABD with Technology Services will research to determine feasibility of an automated system to replace manual reconciliation to increase efficiency, accuracy, and immediacy of data reporting.
LACOE-Reported Evaluation: Position control reports and operational reports will be in total synchronization. See recommendation 2 under Budget Development and Monitoring directly above. Position control monitoring is on-going.

**FCMAT Recommendation (p196)**

2. Ensure that staff members receive all position control data they need to reconcile the budget by updating the content of the position control reports. This recommendation should be viewed in light of a multi-disciplinary approach to the potential conversion to a single, fully integrated, interactive budget, financial and human resource solution as discussed in the Budget Development and Monitoring section of this report.

**LACOE-Reported Implementation Status: Completed**

Goals: 1. Quarterly, the Division of Accounting and Budget Development will reconcile position control reports with the operational budget in order to provide current and accurate information to staff that ensures budget monitoring and informed decision-making. Director of ABD will develop written procedures and timelines to ensure consistent and timely reconciliation of records.

2. Director ABD with Technology Services will research and develop an automated system to replace manual reconciliation to increase efficiency, accuracy, and immediacy of data reporting.

LACOE-Reported Evaluation: Position control reports and operational reports will be in total synchronization.

**FCMAT Recommendation (p196)**

3. Provide training for and allow access by appropriate staff to run their own position control reports.

**LACOE-Reported Implementation Status: Completed**

Goals: (1) Identify appropriate staff authorized to run position control reports by December 31, 2012. (2) Train staff identified above in the standardized method to be used by LACOE by June 30, 2013.

LACOE-Reported Evaluation: Complete staff training.

**FCMAT Recommendation (p196)**

4. Review and streamline the approval processes to shorten the hiring process timeline.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: The Controller and Director of Classified Personnel shall review and streamline the approval hiring process by June 30, 2013.

FCMAT Recommendation (p196)
5. Use position control to produce the working budget for use in preparing interim reports.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: ABD will implement the procedures outlined in 196.2 to synchronize position control with working budgets, which will ensure that the data included in the working budget used for interim reports is accurate and current.

LACOE-Reported Evaluation: Demonstrated reduction in duplicative and unused position in the Office’s operating budget. For 2012-12 ABD continues to perform monthly reconciliations and cash flow projections. $9 million reduction in 2011-12.

Payroll

FCMAT Recommendation (p199)
The county office should:

1. Explore new software systems that fully integrate the position control system to the payroll system so that adjustments are electronically updated in both systems when they occur, thus streamlining the payroll function, eliminating manual adjustments and increasing accuracy and timeliness. This recommendation should be viewed in light of a multidisciplinary approach to a potential conversion to a single, fully integrated, interactive budget, financial and human resource solution as discussed in the Budget Development and Monitoring section of this report.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: See recommendation 12 under Budget Development and Monitoring above (page 191 of the 2011 FCMAT report). By June 2015, as the feasibility of a fully integrated financial and human resource solution is explored, address the exploration of an integrated position control system.

LACOE-Reported Evaluation: A multi-step plan of action will be generated. Considered, but not practical.

FCMAT Recommendation (p199)
2. Consider negotiating with employee unions to revise the pay cycle so that employees receive their monthly pay on the last working day of the month rather than the 5th of the following month to align salary expenditures to the month in which the activity occurs.

LACOE-Reported Implementation Status: Completed
Goals: 1. HR to negotiate with all collective bargaining units to add language which allows for monthly pay periods. 2. Business services will establish the procedures necessary to pay once per month.
LACOE-Reported Evaluation: LACOE wide payroll is once per month. Recommendation not taken.

FCMAT Recommendation (p199)
3. Modify the sub-finder reporting so that additional information is input, such as name and position substituted for, so the costs for the substitute can be charged to the correct financial code.

LACOE-Reported Implementation Status: Completed
8-26-14 Implementation of new AESOP subfinder system resolved this.

FCMAT Recommendation (p199)
4. Implement an absence tracking system that integrates with the payroll system, eliminating manual entry and allowing timely and accurate information to be shared regularly with employees and supervisors, including notifying the employee and supervisor when an employee is running out of leave time. This recommendation should be viewed in light of a multidisciplinary approach to a potential conversion to a single, fully integrated, interactive budget, financial and human resource solution as discussed in the Budget Development and Monitoring section of this report.

LACOE-Reported Implementation Status: Planning

FCMAT Recommendation (p199)
5. Establish a process to share leave information with supervisors quarterly so they may confirm information and supervise employees’ leaves with knowledge of employees’ available balances. Once the process is automated, this will be an easier task.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Implement leave accounting software LACOE-wide.
LACOE-Reported Evaluation: Full implementation of the leave accounting system with managers able to access data instantly. Fiscal impact TBD.

Accounts Receivable

FCMAT Recommendation (p201)

_The county office should:_

1. Develop and initiate a formal process to log all incoming deposits prior to conducting any research needed to identify the issuing department or program. Include deposits that cannot readily be attributed to a department or program.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: All checks coming into accounts receivable are immediately logged, stamped and deposited. A copy of check is maintained if additional research is required for appropriate account posting.

LACOE-Reported Evaluation: All available interest is now being earned on deposited funds.

FCMAT Recommendation (p201)
2. Send out copies of checks to departments and programs when determining the issuing department or program. This will serve to expedite the timeline necessary to complete the deposit process, strengthen internal controls, and earn additional interest. Confirm agreements before issuing invoices (e.g., AVID) so that invoices are not unnecessarily prepared.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: IAA will review the A/R process and document an implementation plan that reflects best practices.

LACOE-Reported Evaluation: Recommendation from IAA will identify all gaps and establish a process for the AR personnel to follow.

FCMAT Recommendation (p202)
3. Mark all checks “for deposit only” as soon as they are received to prevent unauthorized negotiation of checks prior to deposit.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: All checks coming into accounts receivable are immediately logged, stamped for “deposit only” and deposited by authorized AR staff. A copy of check is maintained if additional research is required for appropriate account posting.

LACOE-Reported Evaluation: No unauthorized negotiations of checks prior to deposits.

FCMAT Recommendation (p202)
4. Reconcile all invoiced services (in addition to SELPA, child nutrition and transportation) monthly and annually to ensure all amounts due from third parties have been collected.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: The director of ABD and SFS will ensure that this practice is being carried out.

LACOE-Reported Evaluation: IAA will evaluate whether directors are adhering to this practice.
Accounts Payable

FCMAT Recommendation (p210)
*The county office should:*

1. Review and adjust the spending patterns of programs/departments so that purchases benefit the program during the fiscal year and do not substantially fall within the last 60 days of the end of the fiscal year.

*LACOE-Reported Implementation Status: Completed*
LACOE-Reported Goal: 1) Review protocols to ensure that expenditures are completed prior to 60 days before the end of the fiscal year. (2) Make adjustments to protocols as needed.
LACOE-Reported Evaluation: Analysis of annual expenditures and reduction / elimination of expenditures within 60 days of the end of the fiscal year.

FCMAT Recommendation (p210)

2. Review and revise site delivery receiving procedures to identify a single person responsible for verifying and reporting all deliveries to the Purchasing unit.

*LACOE-Reported Implementation Status: Completed*
LACOE-Reported Goal: Asst. Dir. for Administrative Services will work with Warehouse Supervisor to review all policies and procedures for verifying deliveries to Purchasing.
LACOE-Reported Evaluation: Procedures are updated to reflect a single position responsible for verifying and reporting all deliveries to Purchasing to reduce delay in reporting to Purchasing deliveries received.

FCMAT Recommendation (p210)

3. Provide training to employees so that they look for invoice discounts and take advantage of them whenever possible.

*LACOE-Reported Implementation Status: Completed*
LACOE-Reported Goal: Employees in Purchasing and AP will be trained to look for invoice discounts and take advantage of them whenever possible.
LACOE-Reported Evaluation: Directors will evaluate whether procedures were implemented and cost-savings from discounts are realized.

FCMAT Recommendation (p210)

4. Consider modifying procedures related to the delivery of warrants from the SFS Warrant Room to the AP unit to include two employees, one from each unit.
LACOE-Reported Implementation Status: Completed
(No narrative response in the LACOE document for this recommendation)

FCMAT Recommendation (p210)
5. Provide increased opportunities for communications between the Purchasing and Accounts Payable units to allow for better information flow and problem solving.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Regular monthly meetings will be held between the Purchasing and the Accounts Payable units to allow for better information flow and problem solving.
LACOE-Reported Evaluation: Communication and customer service will be improved; improved processes for purchases and vendor payments.

FCMAT Recommendation (p210)
6. Provide training to the Facilities and Accounts Payable units to ensure proper understanding of issues related to processing payments for construction projects.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Employees in Facilities and AP will be trained on best practices for processing payments and handling lien and stop notices related to construction projects.
LACOE-Reported Evaluation: Managers will ensure that best practices are being followed.

FCMAT Recommendation (p210)
7. Provide increased opportunities for communication within the AP unit to provide consistent instruction and ensure consistent implementation of policies/procedures.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Division director to ensure desk manuals are developed and practices and procedures are consistent across the Accounts Payable unit by implementing systematic cross-training of all staff and providing an enhanced level of management oversight.
LACOE-Reported Evaluation: AP procedures will be fully documented and staff will be adequately trained and supervised.

FCMAT Recommendation (p210)
8. Modify policies, procedures and regulations to standardize reimbursement procedures as they relate to reimbursement amounts for travel meals, meals paid within registration fees, incidental expenses, and mileage.
LACOE-Reported Implementation Status: Completed
(No narrative in LACOE documents for this recommendation)

FCMAT Recommendation (p210)
9. Review state and federal guidelines for per diem amounts on meals and hotels to ensure reimbursement amounts are closer to industry standard.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Implement a standardized Board policy and administrative regulations covering travel reimbursements.
LACOE-Reported Evaluation: Board approved policy and Office-adopted Administrative Regulation.

FCMAT Recommendation (p210)
10. Review and revise procedures to ensure that travel mileage is correctly claimed since there are two types of reimbursements: travel claims and computerized mileage reimbursement when traveling between school sites.

LACOE-Reported Implementation Status: Completed
See response to recommendation 9 directly above.

FCMAT Recommendation (p210)
11. Provide training to employees responsible for making hotel reservations to request all available state government discount rates and waiver of the transient occupancy tax.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: As part of annual training “Nuts and Bolts” workshop, the necessity for requesting all available state government discount rates and waiver of the transient occupancy tax will be identified and highlighted.
LACOE-Reported Evaluation: LACOE will benefit from reduced travel costs.

FCMAT Recommendation (p210)
12. Consider encouraging employees of the same gender to share hotel rooms where the employees are willing and the circumstance is appropriate to provide additional savings in travel expenditures.

LACOE-Reported Implementation Status: Completed
Recommendation not taken.

FCMAT Recommendation (p211)
13. Provide conference attendance policies and procedures on the back of the Travel Request form.
**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By June 2013, review current conference attendance policies and procedures and print on the back of the travel request forms.

LACOE-Reported Evaluation: Conference attendance policies and procedures are printed on the travel request forms.

**FCMAT Recommendation (p211)**

14. Consider contracting with an outside company to review LACOE’s utility bills for savings and efficiencies.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By December 2012, provide a recommendation as to the feasibility of contracting for a utility bill review.

LACOE-Reported Evaluation: Recommendation provided to CBO. Fiscal impact TBD.

**FCMAT Recommendation (p211)**

15. Review and revise policies and procedures to provide consistency in the identification and reimbursement of personal telephone charges between divisions and departments.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: CBO will meet with the Telephone Services manager to review all departmental telephone policies and procedures and implement best practices.

LACOE-Reported Evaluation: The implementation of a consistent plan of action. Fiscal impact TBD.

8-26-14 We have reviewed telephone procedures at the departmental level and also cellular procedures, made adjustments and implemented.

**FCMAT Recommendation (p211)**

16. Provide a copy of the telephone bill to Telephone Services unit immediately upon receipt of the bill and maintain the original bill in the Accounts Payable unit to provide additional time for payment processing, thus avoiding late fees and overnight delivery charges.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By December 2012, evaluate the feasibility of implementing the above recommendation.

LACOE-Reported Evaluation: If feasible the recommendation is implemented. Fiscal impact TBD.
FCMAT Recommendation (p211)

17. Ensure that each A/P employee prepares and maintains a current desk manual including step-by-step procedures for all assigned duties.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: ABD will direct each A/P employee to prepare and maintain a current desk manual including step-by-step procedures for all assigned duties.

LACOE-Reported Evaluation: All AP employees will have desk manuals specific to the tasks of the position. Desk manuals will have revision dates and be inspected annually by the supervisor to ensure currency and accuracy.

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FCMAT Recommendation (p211)

18. Ensure that policies and procedures manuals/handbooks are regularly reviewed and updated.

**LACOE-Reported Implementation Status: Completed**

Goals: (1) ABD will develop and maintain a procedure manual for Accounts Payable staff to ensure consistency in practice and communications (2) The ABD director will be responsible for training and managing staff performance to ensure consistent application of current policies and to maintain version control of policy changes.

LACOE-Reported Evaluation: Monitor for increased productivity resulting in decreased processing time and increased customer satisfaction.

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FCMAT Recommendation (p211)

19. Review and institute policies and procedures regarding new vendors and change of vendor information to provide for strong internal controls.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: ABD will strengthen internal controls to ensure a clear separation of duties between staff authorized to change vendor information and staff that are authorized to process payment.

LACOE-Reported Evaluation: (1) Written change in job assignments, workflow procedures, and corresponding staff training. (2) User profiles changed in PeopleSoft to restrict access to vendor changes to appropriate roles.

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FCMAT Recommendation (p211)

20. Review vendor lists periodically and eliminate old, outdated information and vendors who have not been used in the last three years.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Vendor list and information will be updated and/or deactivated at the beginning of each calendar year by Procurement Services.
LACOE-Reported Evaluation: Schedule for updating or deactivating vendors will be established and monitored.

**FCMAT Recommendation (p211)**

21. Review invoice approval protocols to eliminate the ability for one employee to both process and approve a vendor invoice.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: ABD will strengthen internal controls to ensure a clear separation of duties between staff authorized to process invoice payment and staff that are authorized to approve payment.

LACOE-Reported Evaluation: Written change in job assignments, workflow procedures, and corresponding staff training. User profiles changed in PeopleSoft to restrict access to payment approval to appropriate roles.

**FCMAT Recommendation (p211)**

22. Purchase a larger fireproof safe to store payroll warrants and revolving check stock.

**LACOE-Reported Implementation Status: Completed**

Goals: (1) Evaluate physical assets stored in existing payroll warrant safe to determine the need to purchase a larger fireproof safe by October 31, 2012. (2) If warranted, purchase and install a larger fireproof safe by June 30, 2013.

LACOE-Reported Evaluation: Revolving check stock is secured in a fireproof safe. Fiscal impact TBD. ABD has a fireproof safe to store checks.

**FCMAT Recommendation (p211)**

23. Revise the requisition form to include miscellaneous items such as tax, shipping, handling, and recycling fees to avoid budget issues in processing purchase orders.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Requisition system will be reviewed comprehensively to determine areas that need to be changed for efficiency, such as the finding above.

LACOE-Reported Evaluation: Changes are made in the above.

**FCMAT Recommendation (p211)**

24. Review and revise policies, procedures and protocols to allow minor coding changes to be approved without returning the purchase order package to the originator.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: (1) Controller’s Office will review the workflow for fulfilling purchase orders for improvements in efficiency and elimination of non-value-added steps. (2) Staff will be trained and accountable to be more proactive in communicating process difficulties to originator.
LACOE-Reported Evaluation: Improved customer satisfaction and reduced time to fulfill purchase orders.

FCMAT Recommendation (p211)
25. Revise PeopleSoft to allow application of sales/use tax to the entire purchase order. This recommendation should be viewed in light of a multidisciplinary approach to the potential conversion to a single, fully integrated, interactive budget, financial and human resource solution as discussed in the Budget Development and Monitoring section of this report.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: See recommendation 12 under Budget Development and Monitoring above (also on page 191 of FCMAT’s 2011 report). By June 2015, as the feasibility of a fully integrated financial and human resource solution is explored, address the exploration of adding sale/use tax to a purchase order.

LACOE-Reported Evaluation: A multi-step plan of action will be generated.

FCMAT Recommendation (p211)
26. Reconcile and correct accounts payable aging reports annually to ensure under- or overpayment to vendors is corrected in a timely fashion.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: ABD will reconcile and correct accounts payable aging reports annually to ensure under- or overpayment to vendors are corrected in a timely fashion.

LACOE-Reported Evaluation: Under- or overpayments are resolved within a year of the payment.

FCMAT Recommendation (p211)
27. Enter manual warrants each day into PeopleSoft so that the warrant register is more accurate.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: ABD will assign staff the task of entering warrants daily.

LACOE-Reported Evaluation: Warrant Register will be reviewed.

FCMAT Recommendation (p212)
28. Require employee address changes to be communicated to Accounts Payable each month through an automated process to avoid human error and protect sensitive employee information. This recommendation should be viewed in light of a multidisciplinary approach to the potential conversion to a single, fully integrated, interactive budget, financial and human resource solution as discussed in the Budget Development and Monitoring section of this report.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: See recommendation 18 under Budget Development and Monitoring above (also on page 192 of FCMAT’s 2011 report) to include the automation of this manual process.
LACOE-Reported Evaluation: An evaluation report on how to effect automated communication when a change of employee address is submitted.

FCMAT Recommendation (p212)
29. Ensure that employee workstations are maintained with the most recent versions of software as defined by the Technology Services Division.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: (1) Technology audit of all employee workstations (2) Report produced based on findings (3) Action plan developed for uniformity and efficiency
LACOE-Reported Evaluation: All employee workstations are maintained with the most recent versions of software.

8-26-14 This is being accomplished through the standardization of MS Office subscription licensing, deployment of SCCM to allow for software deployment, and the upgrades of bandwidth and active directory at every site.
Additionally the “Refresh” project will bring all older equipment (5 yrs+) up to our current standard.

FCMAT Recommendation (p212)
30. Provide additional training to purchase order end users, which could reduce problems with processing invoices and lessen the burden on the unit in answering user questions.

LACOE-Reported Implementation Status: Completed
Goals: 1) Purchasing will expand its annual purchasing training and publish and maintain on-line frequently asked s. (2) Staff will be trained and accountable to be more proactive in communicating process difficulties to originator.
LACOE-Reported Evaluation: Improved customer satisfaction and reduced time to process invoice

FCMAT Recommendation (p212)
31. Review its records retention policies and procedures and consider keeping special education records longer than the required four-year period for Class 3 records due to potential litigation in future years.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Refer to General Counsel and compliance staff
FCMAT Recommendation (p212)

32. Consider either digitizing all Class 1 records or placing the older, more fragile records in an area with less direct exposure to a water-based fire suppression system.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Conduct a needs assessment on frequency of accessing records and compare costs of alternative long-term storage options compared to cost of digitizing records.

LACOE-Reported Evaluation: Report and recommendation with cost projections for long-term storage and retrieval of Class 1 records. Fiscal impact TBD.

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**Purchasing**

**FCMAT Recommendation (p218)**

_The county office should:_

1. Provide a more robust and easily modifiable automated financial system that will benefit Purchasing by allowing greater efficiencies. This recommendation should be viewed in light of a multidisciplinary approach to the potential conversion to a single, fully integrated, interactive budget, financial and human resource solution as discussed in the Budget Development and Monitoring section of this report.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: See recommendation 12 under Budget Development and Monitoring (also on page 191 of FCMAT’s 2011 report). By June 2015, as the feasibility of a fully integrated financial and human resource solution is explored, address the benefits to Purchasing.

LACOE-Reported Evaluation: A multi-step plan of action will be generated. Fiscal impact TBD. BEST Project.

**FCMAT Recommendation (p218)**

2. Implement additional procedures to better evaluate purchasing performance.

**LACOE-Reported Implementation Status: Completed**

Goals: (1) Define “purchasing performance” (2) Establish metrics (3) Identify improvement goals (4) Implement process improvements.

LACOE-Reported Evaluation: Evaluate whether process improvements have been identified and implemented.

**FCMAT Recommendation (p218)**

3. Modify its quotation process from under $10,000 to comply with Title 5 (5 CCR Section 17291) and require three written quotes for any capital outlay items exceeding $2,500.
**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Business Service, Purchasing, will modify its process for quotation process from under $10,000 to comply with Title 5 (5 CCR Section 17291) and require three written quotes for any capital outlay items exceeding $2,500.

LACOE-Reported Evaluation: Purchasing meets all compliance regulations for specially funded programs.

**FCMAT Recommendation (p218)**

4. Train key staff in the requirements of the Public Contract Code and how it relates to LACOE procurement. To ensure staff’s complete comprehension and compliance, adopt these requirements in LACOE policies, procedures, and practices.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Conduct a “Public Contract Code” training for Purchasing staff.

LACOE-Reported Evaluation: Purchasing staff are following the Public Contract Code.

**FCMAT Recommendation (p218)**

5. Review the purchase order form and all purchasing and contracting processes and policies for consistency and accuracy.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Review PO form and determine the need for revisions to reflect consistency and accuracy. Also, see 218.2

LACOE-Reported Evaluation: See recommendation 2 above.

**FCMAT Recommendation (p218)**

6. Evaluate end of year purchase cut-off periods and warehouse procedures to reduce costly end of year bottlenecks and excessive overtime in the warehouse.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Revise warehouse procedures to streamline workflow and increase staffing accountability to ensure efficient and accurate tracking of supplies and inventory request orders.

LACOE-Reported Evaluation: Staff overtime is reduced significantly and site deliveries are received on time.

**FCMAT Recommendation (p218)**

7. Ensure that all technology equipment disposed of is wiped clean of any LACOE data.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: (1) LACOE wide analysis of surplus technology equipment is conducted. (2) Policies are reviewed and updated
LACOE-Reported Evaluation: LACOE wide plan is implemented to ensure efficient disposal of technology equipment.

8-26-14 This has been accomplished through the negotiation of a new contract when equipment is identified as obsolete for the vendor to destroy the hard drive. Additionally, for all windows machines and apple where we can, LACOE uses specialized equipment to destroy the hard drives.

FCMAT Recommendation (p218)
8. Consider alternative surplus disposal strategies to reduce overall storage costs and the unnecessary handling of obsolete materials and equipment.

FCMAT Recommendation (p219)
9. Consider grouping Jet mail and warehouse deliveries and installing on-board GPS tracking devices, computerized routing, and off-hour driving and delivery times.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Cabinet will establish a committee to lead an office-wide review of space and facilities currently used for storage of supplies, materials, furniture, equipment, and records for disposal, consolidation, or more efficient and/or secure storage.
LACOE-Reported Evaluation: Committee will be established and have its first meeting by 6/30/2012. A space study has been completed on the 3 buildings and offices under Business Services.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: These proposed practices / protocols in finding 219.9 will be evaluated and implemented for efficiency as appropriate.
Implementation of best practices associated with Jet Mail and Warehouse Deliveries. Fiscal impact TBD.

AB 1200 and Fiscal Oversight

FCMAT Recommendation (p226)
The county office should:

1. Meet periodically with district CBOs who have been assigned new business service consultant (BSC) advisors to obtain confidential feedback about the BSC’s knowledge, skills, and communication styles. Tailor subsequent BSC professional development protocols to address significant shortcomings.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: BAS will define and clarify performance standards for BSCs, communicate them to BSCs and CBOs and incorporate into the Performance management and appraisal system that includes input from CBOs. CBO will define a feedback process from District CBOs.

LACOE-Reported Evaluation: Performance standards documented in the individual performance objectives for BSCs.

FCMAT Recommendation (p226)
2. Consider reviewing job descriptions to allow for the BSCs and financial operations consultants (FOCs) to have job descriptions unique to that department based on the specialized knowledge necessary to successfully perform fiscal oversight functions.

LACOE-Reported Implementation Status: Completed
Goals: 1. Evaluate via desk audit the day-to-day responsibilities of the BSCs and FOCs throughout LACOE to determine the job functions specific to their department. 2. PC will classify specific positions and change these position titles so that BSC’s and FOC’s are specific to the departments they work in.

LACOE-Reported Evaluation: BSCs and FOCs will have job titles specific to their departments.

FCMAT Recommendation (p226)
3. Periodically review fiscal oversight staffing levels to determine if staffing is adequate to ensure quality assistance and effective early intervention and support.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Establish baseline of key performance indicators for quality and speed of fiscal reviews. Apply baseline and metrics to establish workload parameters and to determine adequacy of fiscal oversight staffing levels of BSCs

LACOE-Reported Evaluation: Key performance indicators and baseline metrics report.

FCMAT Recommendation (p226)
4. Consider sending out a summary bulletin at the major reporting periods (budget, first interim, and second interim) to give general guidance to the school districts that can be used to effectively communicate LACOE’s budget and interim report expectations to their boards and communities.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: In addition to publishing this summary bulletin which has already been established, the entire bulletin program will be web based and installed in inboxes at individual districts.

LACOE-Reported Evaluation: The web based bulletin program will be implemented.
FCMAT Recommendation (p227)

5. Review the approval levels required for issuing information bulletins to determine if the process can be streamlined to transmit the information more quickly to districts.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Transition all paper bulletins to LACOE website and establish bulletin inboxes within every district.

LACOE-Reported Evaluation: All paper bulletins to LACOE website and establish bulletin inboxes within every district. Fiscal impact TBD.

FCMAT Recommendation (p227)

6. Consider surveying districts to see what training and support the fiscal staff and administration are interested in and whether they would consider paying for those activities on a cost recovery basis.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Develop a survey for districts that will provide information as to the level of interest in for fee professional development.

LACOE-Reported Evaluation: Data from the survey will be evaluated to determine whether cost recovery for professional development is warranted. Financial systems conversion project.

FCMAT Recommendation (p227)

7. Consider hosting more professional development trainings in fiscal, budget, and payroll/personnel areas based on the results of the survey.

**LACOE-Reported Implementation Status: Completed**

See recommendation 2 above.

FCMAT Recommendation (p227)

8. Consider holding more CBO meetings, including regional meetings, which would include time for information sharing and discussion among the school districts. Investigate the advantages and disadvantages of updating the cash flow module for use by school districts.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: LACOE has already implemented regional meetings in addition to quarterly CBO meetings however an investigation of the cash flow module still needs to be considered.

LACOE-Reported Evaluation: (1) Cash flow module will be evaluated and compared to that being used by other county offices to determine whether updating is necessary. (2) The results from this analysis will lead to a report and recommendations on the need to update the cash flow module.
Consultant and Personal Service Contracts

**FCMAT Recommendation (p241)**

*The county office should:*

1. Ensure that all relevant staff members receive the Contracts section Procurement Service Manual and the smaller desk manual.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: An updated Procurement Services Manual and desk manual will be made available to relevant staff members and be provided corresponding training.

LACOE-Reported Evaluation: Staff will clearly understand all of Procurement Services process and acronyms.

**FCMAT Recommendation (p241)**

2. Increase the number of training workshops in procurements processes and procedures. Set aside adequate time for Contracts Section staff to prepare, develop, schedule and hold the workshops. Evaluate workshop effectiveness.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Evaluate the number of annual trainings and determine the need for additional training by surveying districts.

LACOE-Reported Evaluation: Evaluate the number of annual trainings and determine the need for additional training by surveying districts.

**FCMAT Recommendation (p242)**

3. Schedule procurements training workshops at school program sites and work with appropriate administrators to make the workshop attendance mandatory.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Procurement services will determine the needs with site administrators to calendar and schedule mandatory workshops and trainings.

LACOE-Reported Evaluation: Procurement services will determine the needs with site administrators to calendar and schedule mandatory workshops and trainings.

**FCMAT Recommendation (p242)**

4. Require general liability insurance for contracts under $50,000, as well as professional liability coverage in appropriate cases. To allow smaller vendors to participate, consider a lower minimum contract level such as $20,000.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: General Counsel in conjunction with business services will establish policies regarding insurance coverage for consultants and personal service contractors.
LACOE-Reported Evaluation: Specific criteria will be written into all agreements with consultants and personal service contractors.

FCMAT Recommendation (p242)
5. Analyze each category of contract and temporary employee used by each department to determine if existing categories appropriately address work assigned. Update existing categories, eliminate categories that are no longer needed and add any new categories that are needed.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: The Personnel Commission is to perform desk audits to determine the appropriate use of consultants and other temporary workers versus the use of existing LACOE staff.
LACOE-Reported Evaluation: A report by the Personnel Commission on its findings and recommendation to be submitted to Cabinet. Fiscal impact TBD.

FCMAT Recommendation (p242)
6. Update the training and resource materials to reflect Personnel Commission roles and responsibilities with professional experts (PEs) including process maps or flowcharts, Procurement Services Manual and desk manual.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: (1) Review and update all PC training materials to reflect roles and responsibilities on all documents. (2) Establish a web portal which contains all updated documents that may be accessed via the LACOE website.
LACOE-Reported Evaluation: Implement this website integration as a link from the PC portal on the LACOE website.

FCMAT Recommendation (p242)
7. Develop desk manuals providing the detailed processes and procedures for hiring professional experts, similar to the one on hiring contracted services.

LACOE-Reported Implementation Status: Planning

FCMAT Recommendation (p242)
8. Restrict the number of extensions granted to individual PEs to LACOE policies on length of service. Identify specific criteria necessary to extend a term of service and assign extension approval to executive management.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Develop a comprehensive policy and procedure plan for employing consultants and personal service contractors.
LACOE-Reported Evaluation: (1) Implementation of comprehensive policy and procedure plan for employing consultants and personal service contractors. (2) Decrease in annual expenditures relating to the employment of consultants and personal service contractors.

FCMAT Recommendation (p242)
9. Centralize the responsibility for setting the pay levels for individual PEs by assigning it to the Personnel Commission or Human Resource Services staff.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: (1) See recommendation 8 above; (2) As part of the comprehensive plan, establishing a centralization of levels of pay.
LACOE-Reported Evaluation: Implementation of this plan.

FCMAT Recommendation (p242)
10. Revise procedures to include a comparison of the requested services needed to the existing employees and their capabilities at LACOE, including consulting with the supervisor and employee on workload capability and skill sets of the actual employee.

LACOE-Reported Implementation Status: Completed
Goals: (1) PC to establish criteria for a desk audit (2) Implementation of desk audit (3) Review of desk audit data (4) Evaluation of skill set and capabilities of individual employees within departments by supervisors.
LACOE-Reported Evaluation: Reduction in staff based on reorganization of departments based on evaluation of desk audit data and evaluation of skill set and capabilities of individual employees within departments.

FCMAT Recommendation (p242)
11. Develop and maintain a summary of all contracted work from every department by requiring submittal of a same-formatted report monthly or quarterly from each department to the Contracts Section. This will allow adequate monitoring of the effectiveness, efficiency and value of contracted services.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By December 31, 2012, develop a formatted report showing a summary of contracted work by department to be submitted to the Contracts office.
LACOE-Reported Evaluation: This report is submitted monthly or quarterly by the division director of each department for review by the Contracts office.
FCMAT Recommendation (p242)
12. Enforce existing policies and procedures by requiring scopes of work in exhibits attached to independent contractors’ contracts.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: The contract policies and procedures are being enforced to require that a scope of work, stated deliverables, and timelines are attached to every contract request to ensure that contractors and administrators are held accountable for oversight of public dollars. Documentation of deliverables is required prior to payment.
LACOE-Reported Evaluation: All payments to contractors are in full compliance with audit standards.

FCMAT Recommendation (p242)
13. Ensure that travel, food and lodging expenditures follow policies and procedures and are reasonable in amount.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Business Services will develop proposed modified policies to be approved by the Deputy Superintendent and eliminate discretionary approval authority based on special circumstances and/or need. The meal amounts will be modified to reflect the market rate with identified areas that are higher costs. Each Assistant Superintendent will ensure that travel documents are approved for amounts within policy and procedures.
LACOE-Reported Evaluation: Modified procedures. Cabinet members will forward to Dr. Ybarra a quarterly report of the activities in their areas.

FCMAT Recommendation (p242)
14. Provide the full Report of Contracts with more detailed information and descriptions of contracts and scopes of work and other information on the LACOE website as part of board agendas and minutes.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By December 2012, evaluate the feasibility of implementing the above recommendation.
LACOE-Reported Evaluation: CBO recommendation to Superintendent

FCMAT Recommendation (p242)
15. Update and clarify the Contracts desk manual so the reporting requirement for contracts over $50,000 is clear and consistent with Education Code Section 1281, which has requirements in place for contracts over $25,000 requiring a budget revision.
LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: Meet with contracts department to review Ed code 1280 and current contract provisions and determine areas needed to be updated in the contracts desk manual.

Contracts desk manual will be updated with necessary corrections.

FCMAT Recommendation (p243)

16. Manage program budgets more effectively by ascertaining a more realistic price in the original contracts for consultant and personal services.

LACOE-Reported Implementation Status: Completed

Goals: (1) Setup evaluation criteria for contracts prior to their approval (2) Examine and refine scope of work for contractors and consultants prior to approving the contracts (3) Monitor expenditures to contractors and consultants based on their scope of work.

LACOE-Reported Evaluation: Decrease in total expenditures on an annual base for contractors and consultants.

FCMAT Recommendation (p243)

17. Evaluate the use of temporary employment agencies, decreasing their use if tasks can be performed by current employees or by the substitute pool.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: (1) Cabinet will establish a working group to study all categories of temporary employees and contract agencies to create mechanisms for maintaining accountability and tracking their use and procedures for controlling extent of use. (2) The effort will be coordinated with the PARS replacement planning currently underway.

LACOE-Reported Evaluation: LACOE has curtailed the use of temporary employees in instances where regular staff or staff from the Mobile Clerical Support Unit can perform the task.

FCMAT Recommendation (p243)

18. Analyze the cost and nature of legal services needed and develop a new system, formal policies and procedures on the use of outside legal counsel. Institute this system if it will save costs and provide adequate legal services.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: Establish a policy with Executive Cabinet regarding the use of outside counsel.

LACOE-Reported Evaluation: Quantify reduced use of outside counsel and savings.
FCMAT Recommendation (p243)
19. Determine whether the use of outside messenger and delivery services would be more cost effective than using clerical staff for these tasks.

LACOE-Reported Implementation Status: Completed
Goals: Obtained quotes from Messenger/Attorney Service companies.
Determine frequency of use by either messenger service or clerical staff and calculate costs.
Revise LACOE’s policy on the hiring of TOWs and outside consultants.
LACOE-Reported Evaluation:
Based on the costs calculation and savings, retain a messenger service company to use as needed.
LACOE will establish a policy for hiring TOWs and outside consultants which should decrease the need for outside delivery and messenger services.

FCMAT Recommendation (p243)
20. Evaluate any conflicts of interest of legal representation and determine whether outside counsel for the Personnel Commission and other LACOE entities or departments would be cost-efficient and provide adequate legal coverage in those instances.

LACOE-Reported Implementation Status: Completed
Goals: Determine nature of the conflict of interest and conduct legal research.
Assign attorney who is not involved in employment relations to serve as attorney for PC. Set up ethical wall.
Retain outside counsel should conflict arise.
LACOE-Reported Evaluation: (1) This matter has been resolved by assignment of an attorney whose job it is to provide advice to the PC. Certain matters are not discussed at staff check in or staff meeting as part of the ethical wall. Nor are documents shared with the attorney. (2) Retain outside counsel by inviting proposals from two attorneys who have not represented LACOE in the past.

FCMAT Recommendation (p243)
21. Ensure that the general counsel’s office has access to the technological resources it needs to protect the interests of the office.

LACOE-Reported Implementation Status: Completed
Goals: Setup meetings with OGS and TS to review current technological resources and make recommendations to improve current resources as needed.
The Office of General Counsel has set up a restricted secured private server.
The Office of General Counsel developed a restricted case management database.
The Office of General Counsel continues to subscribe to LexisNexis legal research database.

LACOE-Reported Evaluation: Technological resources needed by the Office of the General Counsel are provided based on the analysis between the OGC and TS.

All staff at the Office of General Counsel have access and use the private server and database. All attorneys have access and use LexisNexis legal research database.

This recommendation has been completed.

**FCMAT Recommendation (p243)**

22. Continue its outreach to school districts that are in search of alternative home to school and special education transportation providers.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: In light of education program take-backs and state-level transportation funding reductions, review the demand vs capacity issues and recommend level and focus of outreach to districts.

LACOE-Reported Evaluation: Transportation staff continues its outreach to school districts. This effort will be expanded once the unit is fully staffed.

**FCMAT Recommendation (p243)**

23. Ensure that the Technology Services division is included in the approval process for new systems and contractors, and can support the maintenance of new hardware and software purchases.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Technology services will be included in the procurement process for all technology purchases including software and hardware.

LACOE-Reported Evaluation: Technology services will be included in the procurement process for all technology purchases. Fiscal impact TBD.

**FCMAT Recommendation (p243)**

24. Research the advantages and disadvantages of adoption the California Uniform Construction Cost Accounting Act (CUPCCAA). Adopt the procedure if warranted.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: CUPCCAA will be evaluated and procedures will be adopted as appropriate.

LACOE-Reported Evaluation: Organizational efficiency based on changes stipulated in the CUPCCAA by using a cost analysis based on prior year expenditures based on current year expenditures.
FCMAT Recommendation (p243)
25. Analyze the experience with multi-prime construction management on the two current new construction projects with the parties involved, and generate a lessons learned report.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Develop a report with a cost analysis, time to completion for individual projects, and efficiency evaluation system for the construction projects, Los Angeles County High School for the Arts (LACHSA) and I-Poly High School.
LACOE-Reported Evaluation: The multi-prime method for construction will be evaluated based on developed criteria and a Lessons Learned report on the efficiency of this method for construction will be completed.

FCMAT Recommendation (p243)
26. Explore alternatives to multi-prime contracts for future construction projects, including design-bid-build and lease-leaseback

LACOE-Reported Implementation Status: Completed
See recommendation 25 directly above.

FCMAT Recommendation (p243)
27. Complete all construction project manuals so that copies of all documents listed on the checklist sheet are included.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: All current construction manuals will be evaluated and additions will be made so that checklist sheets are included.
LACOE-Reported Evaluation: All manuals will include necessary documentation as listed on the checklist sheets.

FCMAT Recommendation (p243)
28. Develop a board policy stating that if the LACOE Board approves major construction projects associated with the acquisition of real property or long-term property leases, it authorizes the county superintendent to approve change orders and other related contract matters to insure that the projects are completed in a timely manner.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By December 2012, evaluate the feasibility of implementing the above recommendation. LACOE Board does not approve projects.
LACOE-Reported Evaluation: CBO recommendation to Superintendent.
Fiscal crisis & Management assistance Team

FCMAT Recommendation (p243)

29. Discontinue the practice of changing architects and design team professionals on every project. Consider utilizing a request for quotation (RFQ) process to select outside project managers, with staff taking over once they are familiar with these techniques and practices.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: Facilities and Construction will review the feasibility and cost effectiveness of utilizing project managers, prime contractors under an RFQ process for all construction projects.

LACOE-Reported Evaluation: LACOE complies with Government Code 53060-53064, which details the legal requirements for procuring “special services and advice” and references the selection process for architectural services. LACOE, like most LEAs, sends out a Request for Proposal (RFP) to prospective architects. The experience of each firm is a determining factor in awarding the project. Because the scope of each project is different, it would not be in the best interests of the County Office to award multiple projects to the same architect.

FCMAT Recommendation (p244)

30. Use the RFQ process to develop a pool of qualified consultants that can be called upon for future facility projects.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: An RFQ will be developed to accomplish the goal of establishing a pool of qualified consultants for future facility projects.

LACOE-Reported Evaluation: RFQ will be developed and sent out to qualified vendors.

FCMAT Recommendation (p244)

31. Work with legal counsel skilled in architect services agreements on school construction projects to formulate a contract template that provides equitable terms and conditions for both LACOE and the architect.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: General Counsel will determine the need to contract with legal experts to develop a school construction contract template.

LACOE-Reported Evaluation: A school construction contract template will be developed and implemented for all future projects. Fiscal impact TBD

FCMAT Recommendation (p244)

32. Utilize lump sum contracts for architect/engineering and other types of services.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Evaluate the necessity and value in utilizing lump sum contracts and develop report that addresses this matter.
LACOE-Reported Evaluation: If warranted, a lump sum contract will be developed and implemented as needed.

Leases

FCMAT Recommendation (p247)
The county office should:

1. Consult with facilities and real estate staff before applying for grants or negotiating the state or federal funds for programs that require facilities so that total facility related costs are considered, including any tenant improvements.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Facilities and Real Estate staff will review all grants, state and federal funding relating to projects and ensure that future projects tied to these funds can be completed prior to applying for these funds.
LACOE-Reported Evaluation: (1) All future applications for grants, state and federal funds will be tied to a budget that will cover the funding necessary to carry out projects from the inception through completion. (2) No future projects will run over the budgeted amount of funds that are available. Ongoing.

FCMAT Recommendation (p247)

2. Require program administrators to visit potential lease sites to ensure the site fulfills program needs and thus avoid costly renovations.

LACOE-Reported Implementation Status: Completed
Goals: (1) Program administrators will complete a report on all potential lease sites that details the program needs and the potential for costly renovations during the lease prior to signing a lease. (2) Potential renovations will be negotiated with the landlord prior to signing of the lease to offset future costs.
LACOE-Reported Evaluation: 1. Future leases will not be associated with costly renovations without a shared cost by the landlord. These renovations will be identified prior to the signing of the leases wherever possible. 2. Reduced expenditures related to renovations on leased properties. Ongoing. Fiscal impact TBD.

FCMAT Recommendation (p247)

3. Involve all departments earlier in the discussion of lease terms and conditions to increase morale, expedite negotiations and serve students in a timelier manner.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: (1) Business Services will develop more effective communication procedures with departments to facilitate the lease process to ensure that the lease meets the program in a cost effective and timely manner. (2) Business Services will assess the current workload of staff to determine whether staffing is adequate to meet the demand for service.

LACOE-Reported Evaluation: (1) Decrease turnaround time for establishing lease agreements. (2) Increase in satisfaction with lease agreements meeting the needs of site personnel.

FCMAT Recommendation (p247)
4. Develop standards or a template of terms and conditions for leases to increase efficiency. Include annual cancellation rights language in case funding is reduced or eliminated.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: General Counsel will develop a template for LACOE general terms and conditions for all leases which include cancellation rights as applicable.

LACOE-Reported Evaluation: LACOE general terms and conditions will be established and implemented.

FCMAT Recommendation (p247)
5. Streamline the review and approval of new leases. Distribute final versions of leases to all appropriate staff such as program administrators, site administrators, budget/accounting personnel, facilities personnel and others.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: A master list of all leases and a documented approval process will be compiled and analyzed for accuracy.

LACOE-Reported Evaluation: A master list of all leases and a documented approval process will be compiled and analyzed for accuracy.

FCMAT Recommendation (p247)
6. Continue to collaborate with cities, the county and school districts to develop a model and a positive relationship to provide services to hard-to-serve alternative education students in their own communities whenever possible as students are served best in their own communities and with the support of that community.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: How did this come to the Business Services area? Collaborate with Ed Programs.
FCMAT Recommendation (p247)
7. Provide a budget for facility-related expenditures and time frame for process completion to the real estate specialist when the BFR is submitted.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: 1. Modify the BFR form and process to fully address funding verification and provide a step in the workflow to sign-off verification. (2) Define and document the real estate BFR process to address the point at which funding needs to be confirmed before lease negotiations are initiated.
LACOE-Reported Evaluation: An estimated budget is provided to the real estate specialist when the BFR is submitted. The real estate specialist discusses any modifications needed due to location and availability prior to initiating any further transactions.

FCMAT Recommendation (p247)
8. Reduce the use of outside commercial brokers by utilizing in-house real estate staff whenever possible.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Determine the annual costs associated with legal expenditures to outside commercial brokers and determine the feasibility of employing in-house legal counsel.
LACOE-Reported Evaluation: A report and recommendation on the need for employing in-house legal counsel for real estate will be produced. Fiscal impact TBD.
Financial Analysis

Reconciliation of Position Control to Budget and Payroll

FCMAT Recommendation (p257)

_The county office should:_

1. Consider automating current systems for hiring procedures to ensure that newly hired employees are entered in the position control database and initial pay is processed in the normal pay cycle rather than in the supplemental payroll the 5th of the following month.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: (1) Automate current position control systems. (2) Align initial pay so that employees are paid in the normal pay cycle rather than the supplemental pay cycle.

LACOE-Reported Evaluation: (1) Automated position control system. (2) Decrease in the number of employee payments on the supplemental pay cycle using a year-by-year analysis. COMPLETED-all initial pay for employees is paid on normal pay cycle.

Fiscal impact TBD.

FCMAT Recommendation (p257)

2. Review the current procedures for limited-term positions to verify that they are limited in nature, do not cross fiscal years without administrative approval, and allow timely budget and position control updates of salaries and benefits.

LACOE-Reported Implementation Status: Completed

Goals: 1. Cabinet will establish a working group to study all categories of temporary employees and contract agencies to create mechanisms for maintaining accountability and tracking their use and procedures for controlling extent of use. The effort will be coordinated with the PARS replacement planning currently underway.

2. Quarterly, the Division of Accounting and Budget Development will reconcile position control reports with the operational budget in order to provide current and accurate information to staff that ensures budget monitoring and informed decision-making. Director of ABD will develop written procedures and timelines to ensure consistent and timely reconciliation of records. Ongoing.

3. Director ABD with Technology Services will research the feasibility of an automated system to replace manual reconciliation to increase efficiency, accuracy, and immediacy of data reporting.

LACOE-Reported Evaluation: Requests for limited term positions are not authorized to cross fiscal years as there is no future budget available. In other than emergency
situations, budget and position control are updated prior to processing of authorization for positions.

Committee will be established and have its first meeting by 5/1/2012 &bull; Position control reports and operational reports will be in total synchronization.

**FCMAT Recommendation (p257)**

3. Strengthen exception reports before posting payroll to verify that positions with a status other than active are highlighted, are approved by a supervisor and are flagged as potential payroll processing errors so that they can be reviewed and potentially corrected before payroll is processed.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: ABD Department will evaluate the issues associated with payroll errors include those highlighted in the finding above but not limited to these issues.

LACOE-Reported Evaluation: (1) ABD Department will produce a report with recommendations to address these issues associated with payroll errors. (2) Procedures will be adjusted to minimize the number of payroll errors.

Payroll has implemented a review process to minimize errors by having the supervisor review staff input before and after a payroll run is finalized. The reports that are generated for the supervisor’s review are:

1. Fatal error report
2. Zero advise warrant
3. Extra large payment amounts
4. Any potential pay that stands out that may be an error

**Budget-to-Payroll Reconciliation**

**FCMAT Recommendation (p261)**

_The county office should:_

1. Consider negotiating with the bargaining groups to change the payroll issue dates to an end of the month pay date rather than the current earned salary advance.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By July 1, 2012, sunshine this issue to all collective bargaining units.

LACOE-Reported Evaluation: This negotiation item has been considered and will be included in the negotiation process at the appropriate time when it is in the best interests of the County Office to do so.
FCMAT Recommendation (p261)

2. Update the substitute calling system to include the account code structure of the employee that the sub is replacing so the costs can be properly charged rather than using holding accounts.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By June 2013, determine if there are systems available that can solve recommendation 261.2
LACOE-Reported Evaluation: Report to CBO and Asst. Superintendent of HR. Fiscal impact TBD.

FCMAT Recommendation (p261)

3. Investigate and take action to reduce the large amount of timesheet reporting issues that necessitate off-cycle pay warrants in supplemental payrolls.

LACOE-Reported Implementation Status: Completed
Goals: (1) By December 2012, investigate the cause of supplemental payrolls. (2) By March 31, 2013, take appropriate mitigating steps to reduce these causes. (3) By July 1, 2013, strengthen internal control and accountability procedures
LACOE-Reported Evaluation: Recommendations are referred to Cabinet for implementation. Fiscal impact TBD.

FCMAT Recommendation (p261)

4. Review current procedures for limited-term positions to verify that these positions are truly limited in nature, that they do not cross fiscal years without administrative approval and that budgets are updated to include the cost of salaries/benefits for the entire term of the position.

LACOE-Reported Implementation Status: Completed
See recommendation 2 under Reconciliation of Position Control to Budget and Payroll (also on page 257 of FCMAT’s 2011 report).

FCMAT Recommendation (p261)

5. Establish a budget procedure for those positions that are filled by two or more employees during the fiscal year so they are not budgeted for more than 12 months.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Appears to already have been completed per notation above.
LACOE-Reported Evaluation: Completion to be confirmed.
Multiyear Financial Projections

**FCMAT Recommendation (p296)**
*The county office of education should:*

1. Discontinue closing restricted resources with negative ending fund balances at year end.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Goal: By December 2012, evaluate the feasibility of discontinuing closing restricted resources with negative balances.
LACOE-Reported Evaluation: Recommendation not taken on alternative education programs. CBO will report findings to Superintendent.

**FCMAT Recommendation (p296)**

2. Make contributions into resources that experience a negative ending fund balance at year-end closing.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Goal: By December 2012, evaluate the feasibility of discontinuing closing restricted resources with negative balances.
LACOE-Reported Evaluation: CBO will report findings to Superintendent.

**FCMAT Recommendation (p296)**

3. Provide additional training to accounting staff regarding basic accounting principles such as carryover, deferred revenue and revenue recognition.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Goal: Business Services will provide additional training to appropriate staff regarding general accounting principles relevant to their jobs.
LACOE-Reported Evaluation: Training for accounting staff who work with revenue transactions has been provided to clarify these principles.

**FCMAT Recommendation (p296)**

4. Evaluate positions supported by one-time funding such as ARRA or federal jobs funds and those supported by local funding sources that will cease in the near future to determine their future viability.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Goal: All positions supported by one time funding will be eliminated in absence of any alternative funding source(s) per current policy.
LACOE-Reported Evaluation: There will be no unfunded positions.

**FCMAT Recommendation (p296)**
5. Review policies and procedures of waivers and negotiated indirect cost rates to charge the full CDE-approved rate for each program.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Goal: Business Services will research and provide a report to the Superintendent on the viability of charging full CDE-approved indirect rate to all programs and assess the resulting fiscal and programmatic impact.
LACOE-Reported Evaluation: Completed report with recommendations. All requests for funding applications that include reduced indirect are now evaluated by Cabinet.

**FCMAT Recommendation (p296)**
6. Identify and adopt adequate budget reductions and/or revenue enhancements to address the county office's considerable structural deficit and avoid insolvency during the 2012-13 fiscal year.

**LACOE-Reported Implementation Status: Completed**
Goals: (1) PARS Incentive Program (2) Reorganization of Divisions / Responsibilities / Duties (3) Reduction in Expenditures by 6% within every department / division (4) Identification of non-essential staffing within LACOE (5) Staffing ratios at LACOE JCS / Alternative Education Sites (6) Evaluation / Reduction of Outside Consultants wherever possible (7) Reduction in legal expenditures to Outside Consultants wherever possible e.g. RIF Process in HR completed by OGC

**Cash Flow Projections**

**FCMAT Recommendation (p305)**
*The county office of education should:*

1. Ensure that staff members are sufficiently trained and knowledgeable in the fundamentals of cash flow projection and in its interpretation.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Goal: ABD will research the feasibility of accessing the cash flow software utilized by Business Advisory Services for AB1200 oversight of districts. If viable, BAS will provide regular reports to ABD identifying the LACOE cash balance. ABD will be trained to read and analyze the reports.
LACOE-Reported Evaluation: Research has shown that this is not a viable solution for LACOE due to the wide variance in revenue streams for a COE vs. a school district.
FCMAT Recommendation (p305)

2. Routinely monitor cash.

**LACOE-Reported Implementation Status: Completed**

Goals: (1) Continue regular cash reconciliations to monitor actual cash flow and make accurate available cash projections (2) ABD will investigate the value of a process to monitor cash flow in tandem with the current SFS processes in order to have more timely information to plan for possible cash shortfalls.

LACOE-Reported Evaluation: Refer to recommendation 4 below. Management will have current knowledge of the Office’s cash position and will take appropriate steps to ensure that all critical obligations are met. On-going. For 2012-13 ABD continues to perform monthly reconciliations and cash flow projections.

FCMAT Recommendation (p305)

3. Complete monthly cash flow statements for the current and subsequent fiscal year.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: ABD will research the feasibility of accessing the cash flow software utilized by Business Advisory Services for AB1200 oversight of districts. If viable, BAS will provide regular reports to ABD identifying the LACOE cash balance. ABD will be trained to read and analyze the reports.

LACOE-Reported Evaluation: Research has shown that this is not a viable solution for LACOE due to the wide variance in revenue streams for a COE vs. a school district

FCMAT Recommendation (p305)

4. Develop a contingency plan to address any cash shortfalls that could arise.

**LACOE-Reported Implementation Status: Completed**

Goals: (1) Continue regular cash reconciliations to monitor actual cash flow and make accurate available cash projections (2) ABD will investigate the value of a process to monitor cash flow in tandem with the current SFS processes in order to have more timely information to plan for possible cash shortfalls (3) ABD will identify alternative sources of cash and best practices in cash shortfall management.

LACOE-Reported Evaluation: Management will have current knowledge of the Office’s cash position and will take appropriate steps to ensure that all critical obligations are met. For 2012-13 ABD continues to perform monthly reconciliations and cash flow.
Juvenile Court, Community and Community Day Schools

Juvenile Court Schools Attendance

**FCMAT Recommendation (p319)**

_The county office should:_

1. Complete a one-month study jointly with the county probation department analyzing the relationship between wards housed in the detention facilities and students enrolled in school. This analysis should be completed for each juvenile detention facility operated by the probation department and divided into the two categories of juvenile hall and camp. Any student who does not appear on both lists (wards housed in detention facility and students enrolled in school) for the same day should be placed on a not-enrolled list and an explanation for nonenrollment should be obtained. These explanations should be categorized as those with “legitimate explanations with no solution” (medical segregation, etc.), and those that are “nonenrollments that could have been enrolled in school.” The county office should meet with the county probation department to develop strategies and practices to promote the enrollment of students that are not enrolled. A monitoring system should be developed to monitor this data and ensure these strategies and practices are implemented.

**LACOE-Reported Implementation Status: In Progress**

**FCMAT Recommendation (p319)**

2. Complete a one-month study jointly with the county probation department analyzing the relationship between students enrolled in school and students who attended classes. This analysis should be completed for each school serving a juvenile detention facility operated by the probation department and additionally divided into the categories of juvenile hall and camp. Any student who does not appear on both lists (students enrolled in school and students attending school) for the same day should be placed on a not-attended list and an explanation should be obtained for each. These explanations should be categorized as those with “legitimate explanations with no solution” (medical segregation, etc.), and those with “nonattendance that could have been attending school for some part of the school day.” The school should meet with the county probation department to develop strategies and practices to promote the attendance of students that are not attending school. The county office should also develop a system to monitor this data and ensure these strategies and practices are implemented.
LACOE-Reported Implementation Status: In Progress

FCMAT Recommendation (p319)

3. Implement a system of monitoring attendance. This system should monitor attendance at all levels beginning with the individual site reports, intermediate principal administrative unit and region reports and ending with a compiled report at the assistant superintendent level. Reports should be completed annually, weekly, and during the reporting period. The county office should standardize reports on EPIC that can provide the level of detail necessary to provide daily monitoring at the site level.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By July 31, 2012, the Assistant Superintendent of Ed Programs will implement a standardized process to monitor on a weekly/monthly/annual basis (at site level and Principals’/AP’s Meetings) enrollment, and attendance and their implications on staffing or budgeting for the current year at the site, PAU and division levels.

LACOE-Reported Evaluation: (1) All current and new administrators have successful implementation of EPIC-based attendance/accounting tool; as measured by daily, weekly, monthly, and annual attendance reports. (2) On-going EPIC trainings for current and new administrators will be provided on an as needed basis. $700,000 (as measured by an increase from 92% to 98% attendance)

FCMAT Recommendation (p320)

4. Educate the juvenile court school administration at all levels about the importance of attendance rates and the impact these rates have on the budget. Educating management should initially be reinforced by placing attendance on the agenda of any administrative team meetings. The agenda item should include reporting on current attendance patterns and their relationship to the juvenile court school budget.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By June 1, 2012, all administrators will be trained at Principals’/AP meetings to use enrollment and attendance rate data and their implications on staffing and budgeting for the current year at the PAU and division levels.

LACOE-Reported Evaluation: As evidenced by principals’ monthly meeting agendas and attendance trending reports.

FCMAT Recommendation (p320)

5. Hold administrators accountable for attendance rates in their area of responsibility. Either attendance rates should be acceptable, or there should be a record of attempted interventions, intervention outcomes, communications to the administrator’s immediate superior, and an acceptable explanation for the attendance rate.
**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By July 1, 2012, site administrators, directors and central office administrators will be responsible for attendance rates and enrollment figures through the PPAS process. Site administrators will be required to create and document a yearly plan for attendance interventions which addresses the 95% attendance and enrollment target.

LACOE-Reported Evaluation: Principals will be required to include a PMET Attendance and Accounting goal in their 2012-13 PMET and will be evaluated quarterly on their progress.

**FCMAT Recommendation (p320)**

6. Program and populate the EPIC system to readily produce the reports necessary for frequent and detailed analysis of enrollment and attendance. Make reports such as daily enrollment and attendance by site, classroom, teacher, and student available for review to identify opportunities to improve enrollment procedures, increase attendance, and make staffing decisions.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By July 31, 2012, the Assistant Superintendent of Business Services will deploy staff to program and populate the EPIC system to produce enrollment and attendance reports. Site administrators have been trained to produce attendance reports.

LACOE-Reported Evaluation: As measured by the daily, weekly, and monthly dissemination and use of attendance and enrollment reports to increase student attendance and to assist staffing decisions.

**FCMAT Recommendation (p320)**

7. Develop and implement procedures to support the accurate and timely reporting of enrollment and attendance information. In addition, implement training and accountability measures to ensure that the procedures are followed through all levels of the reporting process. Ensure enrollment and attendance information is regularly queried and reviewed by administration to ensure that the information is complete, accurate, and useful.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By June 30, 2012, the Assistant Superintendent of Ed Programs will convene representatives from Ed Programs, and Business Services to design, develop, and implement standardized procedures to ensure that student attendance data is regularly and consistently entered and monitored on a weekly/monthly/annual basis and that information is complete, accurate, and useful.

LACOE-Reported Evaluation: (1) 100% of DSP administrators (principals and APs) are trained to monitor attendance as evidenced by meeting agendas and sign in sheets. 2. All administrators will have a PPAS goal related to the monitoring of student attendance and enrollment data. Annually due.
**FCMAT Recommendation (p320)**

8. Set specific attendance improvement targets and develop a plan that specifies the strategies employed, staff responsible, and timeline for monitoring progress.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By June 30, 2012, the Assistant Superintendent of Ed Programs will set and communicate site enrollment attendance targets and develop a plan and timeline for monitoring attendance and enrollment growth in DSP.

LACOE-Reported Evaluation: As measured by the established attendance targets included in the DSP administrator’s PPAS goals and objectives. Estimated Fiscal Impact $0

$700,000 as reflected in attendance increase from 92% - 98%

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**Special Education**

**Student-to-Staff Ratios and Overstaffing**

**FCMAT Recommendation (p323)**

_The county office should:_

1. Increase its student-to-resource specialist teacher (RST) ratios to 24-to-1, which will result in a reduction from 23 RSTs to 13. The reduction in teacher/specialist staff should result in a reduction of approximately nine paraeducator positions given the current staffing formula of 91 percent of RST.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By March 1, 2013, Ed Programs, HRS, Business Services, Office of General Counsel, LACOE SELPA, LACEA and CSEA staff will implement a process for the distribution and monitoring of DSP SELPA RST caseloads and service guidelines in order to increase the average RSP caseloads to 24-to-1.

LACOE-Reported Evaluation: As measured by monthly caseload reports to the LACOE SELPA Director, Director of Student Programs and the Assistant Superintendent of Ed. Programs.

Estimated Fiscal Impact $4,304,671. (as measured by reduction of certificated and classified staff.)

**FCMAT Recommendation (p323)**

2. Increase LSH student-to-staff ratios to 25-to-1, resulting in a reduction of from six to three LSH staff members. The county office should review IEP goals and objectives to determine the necessity of using LSH specialists instead of the classroom staff to implement goals and objectives. This could result in further reduction in LSH staff.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By September 2013, staff representing Ed Programs, HRS, Business Services, LACOE SELPA, LACEA and CSEA will examine the distribution of caseloads and develop guidelines for consistent ratios across Ed Programs.

LACOE-Reported Evaluation: Guidelines for consistent caseload ratios across Ed programs are used for the 2013-14 budget development process.

FCMAT Recommendation (p323)
3. Use existing Special Education Division staff members to provide services for the deaf and hard of hearing. The county office should review IEP goals to determine the necessity of using specialists to implement goals and objectives where appropriate.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By June 30, 2013, LACOE SELPA and Division of Special Ed will provide 100% of services to deaf and hard of hearing students whose IEP’s require such services.

LACOE-Reported Evaluation: As measured by the elimination of all outside contracts for services to the deaf and hard of hearing students. Fiscal impact: $500,000 (as measured by the elimination of 5 contracts).

Student-to-Psychologist Ratios

FCMAT Recommendation (p325)
The county office should:

1. Increase the student-to- psychologist ratio/caseload to no greater than 24-to-1 to address the ongoing requests for initial assessments and DIS counseling services. This would reduce the required number of psychologists from 24 to 16.21. Additionally, if budget pressures persist, consider reducing psychologist staffing to a level of 35-to-1 for a reduction from the current 24 to 11.11 FTE psychologists.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By March 1, 2013, Ed Programs, HRS, Business Services, Office of General Counsel and LACOE SELPA staff will implement a process for the distribution and monitoring of DSP SELPA psychologist caseloads and service guidelines in order to increase the average psychologists caseload to a minimum of 35-to-1.

LACOE-Reported Evaluation: As measured by monthly caseload reports to the LACOE SELPA Director, Director of Student Programs and the Assistant Superintendent of Ed Programs.
Special Day Class Student Enrollment and Attendance

FCMAT Recommendation (p326)

The county office should:

1. Explore the feasibility of using dually credentialed teachers to provide special day class services in the regular classroom, particularly where low enrollment special day classes exist. This recommendation could result in a two to four position reduction in the number of regular education teachers assigned to JCS.

LACOE-Reported Implementation Status: In Progress

FCMAT Recommendation (p326)

2. Research strategies in other county-operated juvenile court schools that efficiently deliver services to special needs students in challenging settings, such as juvenile halls. To maximize the benefit of this research, include the Los Angeles Probation Department and visit other counties to observe these strategies in practice.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By December 2012, Ed Programs and Probation staff will visit/research other county-operated Juvenile Court School programs and review their strategies for delivering services to special needs students as a basis for planning for improved service delivery.

LACOE-Reported Evaluation: Analysis of data gathered during Focus Walks will be used as a precursor to refinement of the LEA Plan and DSP goals.

Unduplicated Pupil Count

FCMAT Recommendation (p327)

The county office should:

1. Consider implementing the staff reductions outlined in the findings above, which would result in the elimination of 22 classroom positions. These reductions applied to the staff numbers in the table above will increase total staff reductions from 14 percent to 24.4 percent between 2008-09 and 2010-11.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By March 1, 2013, Ed Programs, HRS, Business Services, Office of General Counsel and LACOE SELPA staff will implement DSP staffing ratios in order to better reflect student enrollment.

LACOE-Reported Evaluation: Compare the fiscal year 2012-2013 staffing ratios in DSP to the 2013-2014 staffing ratios as measured by DSP staffing ratios aligned with student enrollment and implemented during the 2013-14 school year.
Estimated Fiscal Impact: $4,304,671.00 as measured by reduction of certificated and classified staff.

Administrative, Operational and Instructional Supervision

FCMAT Recommendation (p329)

The county office should:

1. Consider establishing a special education program unit and assign a full-time administrator with the appropriate experience and administrative credentials to lead, direct, and administer the program for the JCS, CDS, and CCS-IS. This position could be filled by implementing the reductions in administration recommended later in this report. The county office should also align special education administrative positions within the JCS, CDS, CCS-IS and the LACOE SELPA to report directly to the administrator mentioned in this recommendation.

LACOE-Reported Implementation Status: Completed

By September 1, 2012, the Assistant Superintendent of Ed Programs will assemble a team representing LACOE SELPA and Student Programs Leadership to conduct an analysis of services provided by LACOE SELPA to JCS and develop a plan for better aligning Special Education administrative positions in JCS, CDS, CCS-IS and LACOE SELPA, and determine the need for an Administrator of Special Ed in the Division of Student Programs.

LACOE-Reported Evaluation: A report of the analysis will be presented to the Deputy Superintendent for review and approval. Fiscal impact: TBD (as measured by the elimination of certain positions and the addition of an administrative position)

Special Education Funding Formula

FCMAT Recommendation (p331)

The county office should:

1. Revise student programs and program budget development, approval, and monitoring processes to ensure that only necessary and mandatory expenditures are authorized.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By March 1, 2013, the Assistant Superintendent of Educational Programs in conjunction with Business Services will convene and conduct a fiscal analysis of LACOE SELPA expenditures in order to determine that expenditures were appropriate.

LACOE-Reported Evaluation: LACOE SELPA will monitor approvals of all expenditures as reflected in the PeopleSoft workflow approvals which are in accordance with the Approval Authorization Matrix.
FCMAT Recommendation (p331)

2. Initiate and adopt procedures for monitoring and controlling special education program staffing assignment practices to ensure that the program is not overstaffed.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By March 1, 2013, Ed Programs, HRS, Business Services, Office of General Counsel and LACOE SELPA staff will implement a process for assigning and monitoring caseloads and class size in order to ensure that the special education program is not overstaffed.

LACOE-Reported Evaluation: As measured by monthly DSP staffing and attendance reports and annual reduction in positions.

Certificated Contract with the Los Angeles County Education Association

FCMAT Recommendation (p333)

The county office should:

1. Initiate negotiations regarding certificated contract language to address restrictive class size language while maintaining a commitment to quality education and safety.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: Initiate negotiations regarding certificated contract language to address restrictive class size language while maintaining a commitment to quality education and safety.

LACOE-Reported Evaluation: LACOE will engage in negotiation sessions with LACEA to address class size language in the contract.

The Office will not address this FCMAT Recommendation.

FCMAT Recommendation (p333)

2. Take the appropriate measures to work toward modifying or removing the class-size language in the certificated contract for juvenile court, county community and community day schools. Once the certificated contract is changed to less restrictive language or removed, perform the following:

Agree to provide the Los Angeles County Education Association with a monthly report that contains actual enrollment counts for each juvenile court and alternative education teacher in the bargaining unit. This will demonstrate and document good faith in maintaining a balance among education, safety and fiscal responsibility.

Increase the number by at least three to targets of at least 20 for regular classes and 17 for special day classes when classroom square footage allows according to Title 24 regulation.
If the contract language remains, the county office should perform the following:

Work with the county office labor relations staff to determine if the current contract language would allow LACOE to ensure the class-size language is a target based on average numbers of students among teachers at a site or based on individual teacher counts.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Contingent on the results of recommendation 1 above, initiate the discussion.

LACOE-Reported Evaluation: The Office will not address this FCMAT Recommendation

### Counselors

**FCMAT Recommendation (p334)**

_The county office should:_

1. Negotiate through the proper channels of collective bargaining to remove any contract language that establishes a requirement for educational counselors.

**LACOE-Reported Implementation Status: In Progress**

### Community Schools and Community Day Schools

**FCMAT Recommendation (p335)**

_The county office should:_

1. Review the current contract language for community schools to determine if it applies to community day schools, and develop appropriate language for the latter program.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Beginning September 30, 2012, the DSP Director in collaboration with the Director of Labor Relations will review current contract language regarding community day schools and ensure that current contract language best meets student and budgetary needs.

LACOE-Reported Evaluation: Documentation of meetings to analyze contract language and evidence of negotiations and collaboration to refine language if necessary.

**FCMAT Recommendation (p335)**

2. Negotiate to replace the current enrollment with attendance and target language that is based on the average among teachers at the school.
LACOE-Reported Implementation Status: In Progress

FCMAT Recommendation (p335)
3. Negotiate to remove the requirement for paraprofessional support from the contract.

LACOE-Reported Implementation Status: Planning

Staffing Alternative Education Programs

FCMAT Recommendation (p338)
The county office should:

1. Review county and program needs and work to reduce the site-level juvenile court school administration to a level that is more comparable to other large county office programs.

LACOE-Reported Implementation Status: In Progress

FCMAT Recommendation (p338)
2. Review county and program needs and work to reduce the county office juvenile court school and alternative education administration and support services personnel that make up the administrative overlay expense to a level that is more comparable to other large county office programs.

LACOE-Reported Implementation Status: In Progress

FCMAT Recommendation (p338)
3. Adopt the philosophy that no position can exist unless it is supported by the income it generates of some other source (categorical, etc.).

LACOE-Reported Implementation Status: In Progress

Counselors and Other Pupil Services Staff

FCMAT Recommendation (p339)
The county office should:

1. Evaluate all pupil services positions to rate their necessity given LACOE’s unique needs, and determine the funding source.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By July 1, 2013, Ed Programs, HRS and Business Services will implement a process for evaluating the job responsibilities of DSP counselors
and other pupil services staff in order to more efficiently meet LACOE’s unique needs and determine funding sources and ratios.

LACOE-Reported Evaluation: As measured by the development of a report which outlines job responsibilities, staffing ratios and recommended funding sources for all pupil service positions within DSP.

**FCMAT Recommendation (p339)**

2. Consider reducing the number of pupil services positions to bring operational structure closer to that of comparable counties.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By July 1, 2013, Ed Programs, HRS and Business Services staff will implement a staffing formula for DSP counselors and other pupil services staff in order to bring operational structure closer to that of comparable counties.

LACOE-Reported Evaluation: Compare the staffing ratios of 2012-2013 to 2013-2014 of LACOE to other large county office programs.

Estimated Fiscal Impact $4,304,671.00 as measured by reduction of certificated and classified staff.

**FCMAT Recommendation (p339)**

3. If eliminated positions are funded by a categorical program, reallocate available categorical funds in a manner that benefits pupils and supports core budget integrity.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By July 1, 2013, DSP staff will effectively use funds saved through the elimination of categorical positions to strategically support and not supplant core budget priorities.

LACOE-Reported Evaluation: As measured by a reduction of non-categorical deficit spending as indicated by developmental budget.

**Teachers**

**FCMAT Recommendation (p341)**

*The county office should:*

1. Evaluate the unique needs of LACOE students and determine staffing levels. Work to reduce staffing ratios to more closely align with levels of comparable county offices and within funding capacity.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By September 1, 2012, staff representing Ed Programs, HRS and LACOE SELPA will examine teacher-to-student ratios in similar large
county offices and recommend new ratios to be used in LACOE’s Division of Student Programs.

LACOE-Reported Evaluation: Document summarizing final recommendations for new teacher-to-student ratios to be utilized in Division of Student Programs

**FCMAT Recommendation (p341)**

2. Evaluate all noncore teacher positions and consider reducing the number of positions unless there is a programmatic or fiscally sound reason that the position should be retained.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By February 1, 2013, Ed Programs, Human Resources, Business Services and Title I staff will identify non-core teacher positions, and their programmatic and fiscal justification in order to determine if positions should be retained for the following school year.

LACOE-Reported Evaluation: As measured by the reduction of positions without proper programmatic and/or fiscal justification to reflect a balanced budget. Fiscal impact TBD

**FCMAT Recommendation (p341)**

3. Negotiate to make changes to the certificated contract as outlined in other parts of this document.

**LACOE-Reported Implementation Status: In Progress**

**FCMAT Recommendation (p341)**

4. Improve attendance rates using the strategies outlined in other parts of this document.

**LACOE-Reported Implementation Status: Completed**

Goals: (1) By June 30, 2012, the Assistant Superintendent of Ed Programs and all administrative staff will improve attendance rates utilizing strategies identified in other parts of this document (e.g. EPIC reports, procedures and practices for attendance reporting and monitoring).

(2) By September 30, 2012, the DSP Principals will include a PPAS goal for improving attendance rates for their PAU.

LACOE-Reported Evaluation: As measured by meeting attendance targets included in administrators’ PPAS goals and objectives.

Fiscal impact: See recommendation 3 under Juvenile Court School Attendance above (Priority A).

Estimated Fiscal Impact $0

$700,000 as reflected in attendance increase from 92%-98%
**FCMAT Recommendation (p341)**

5. Complete a critical analysis of the function of the assessment centers and determine the staffing structure necessary to carry out the center’s responsibilities.

**LACOE-Reported Implementation Status: Completed**

By September 30, 2012, the Assistant Superintendent of Ed programs will convene a group to conduct an analysis of the three assessment centers, with particular emphasis on staffing responsibilities and student data.

As measured by a comprehensive report on staffing responsibilities and recommendations at the three assessment centers.

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**Community School Independent Study**

**FCMAT Recommendation (p343)**

*The county office should:*

1. Analyze the population of the community school program to determine whether there are students being enrolled in a manner that funds them at the lower funding when they are eligible for the higher funding under California Education Code.

**LACOE-Reported Implementation Status: Completed**

Goals: (1) By February 28, 2013, the Assistant Superintendent of Ed Programs and Business Services will review reporting practices for students enrolled in the community school program to ensure students are eligible and enrolled for the higher funding allocation according to California Education Code. (2) Work with the judges and Probation to identify students that are eligible to be funded at the higher rate to the Community School Program.

LACOE-Reported Evaluation: Trend the students on probation to the non-probation students to reflect an increase in the number of students who are eligible for the higher funding under California Education Code.

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**FCMAT Recommendation (p343)**

2. Determine the funding level of students served in the county community school and the percentage of students who are funded at the lower level. The county office should also determine the operational cost per student of county community school. If costs exceed revenue, a review of operational procedures should be completed, and strategies should be implemented to decrease costs.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By February 28, 2013, the Assistant Superintendent of Ed Programs and Business Services will identify students’ funding level and determine the operational costs per community school student, in order to balance costs with revenue.
LACOE-Reported Evaluation: Analysis will be presented to the Assistant Superintendent of Educational Programs regarding costs for Community Schools, i.e. leases, student cost, staff expenditures, etc. in order to balance costs with revenues. Fiscal impact TBD

Attendance Rate in Independent Study

**FCMAT Recommendation (p344)**
The county office should:

1. Establish a system to monitor weekly teacher loads, attendance rates, and pupil performance to maintain at levels that will result in a pupil-to-teacher ratio that is reasonably consistent with those of LAUSD classrooms.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Goal: By August 31, 2012, Ed Programs, HRS and Business Services staff will implement a process for monitoring teacher caseloads, attendance rates and pupil performance in order to increase pupil-to-teacher ratios in Independent Study Programs (ISP) that are reasonably consistent with those of Los Angeles Unified School District (LAUSD) classrooms.

LACOE-Reported Evaluation: Collect and analyze information from LAUSD on Independent Study for comparison to LACOE IS program. Monthly.

**FCMAT Recommendation (p344)**

2. Evaluate community school teacher loads and make the changes necessary to keep enrollments at the maximum level allowed in the certificated contract or 25 pupils per teacher, whichever is greatest.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Goal: By August 31, 2012, Ed Programs, HRS and Business Services staff will implement a process for the monitoring of Independent Study Programs caseloads and service guidelines in order to increase the average (ISP) caseload to 25-to-1.

LACOE-Reported Evaluation: Caseloads will be monitored weekly and documented in a monthly report to the Director of Human Resources and Director of Student Programs. Monthly.

**FCMAT Recommendation (p344)**

3. Evaluate the independent study attendance rates and make the changes necessary to attain an attendance rate of 85%.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Goal: By February 1, 2013 the Assistant Superintendent of Ed Programs will assemble a team to conduct an analysis of independent study attendance rates and identify specific strategies to attain an attendance rate of 85%.
LACOE-Reported Evaluation: As measured by an independent study attendance rate of 85% monthly.

**Working Relationship with County Probation Department**

**FCMAT Recommendation (p345)**

*The county office should:*

1. Identify the problems causing low enrollment and attendance, and meet with the county probation department to develop strategies to maximize enrollment and attendance in the juvenile court school program.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By June 30, 2013, the Assistant Superintendent will convene representatives from Ed Programs, Human Resources, Business Services and the County Probation Department to develop strategies to maximize enrollment and attendance in the juvenile court school program.

LACOE-Reported Evaluation: As measured by an increase of student attendance in juvenile court schools by 10%.

**FCMAT Recommendation (p345)**

2. Contact the juvenile court school programs and county probation departments in other counties to determine the strategies they employ to maximize enrollment and attendance.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By September 30, 2012, the Director of Student Programs will contact other counties and find out what strategies they employ to maximize enrollment and attendance in their independent study programs.

LACOE-Reported Evaluation: A report from Director of Student Programs listing strategies used by COE’s to maximize enrollment and attendance in independent study programs.

**FCMAT Recommendation (p345)**

3. Develop a process for the county probation department and county office to jointly make decisions on the exclusion (lock out) of county office employees assigned to a juvenile detention facility.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By June 2012, the superintendent’s office, the assistant superintendent of human resources and LACEA will meet and develop a joint agreement regarding making decisions concerning the exclusion of LACOE employees from probation facilities.
LACOE-Reported Evaluation: As measured by a written agreement between LACOE and the Probation Department.

**FCMAT Recommendation (p346)**

4. Use Education Code Section 48646 as a vehicle to develop a comprehensive MOU that addresses the concerns contained in this study and ensure it is fully implemented.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By October 1, 2012, the deputy superintendent in collaboration with the deputy chief of probation will incorporate the relevant FCMAT recommendations into the existing MOU.

LACOE-Reported Evaluation: As measured by an updated MOU between LACOE and the Probation Department.

### MAA and Medi-Cal Billing

**FCMAT Recommendation (p348)**

_The county office should:_

1. Identify a specific management team or point of contact to manage the LACOE MAA/ LEA Medi-Cal program, emphasizing its importance to budget development.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By August 1, 2012 a team representing Division of Student Programs and Grants Project Management will identify specific staff and processes to manage and coordinate Medi-Cal billing for inclusion in the 2013-2014 Developmental Budget.

LACOE-Reported Evaluation: Complete an initial analysis/survey of all staff that are providing MAA eligible services. Ongoing. Fiscal impact: Approximately $1 million (as measured by increase in billing for MAA service in DAE).

**FCMAT Recommendation (p348)**

2. Review the MAA and LEA Medi-Cal billing process in the court/community day/community schools with the contracted provider or another vendor with expertise in this area.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By August 1, 2012 a team representing Grants Project Management and Division of Student Programs will identify specific staff and processes to manage and coordinate Medi-Cal billing for Court/Community Day/Community Schools in collaboration with the Department of Health.
LACOE-Reported Evaluation: Complete an initial analysis/survey of all staff that are providing MAA eligible services.

Estimated Fiscal Impact Approximately $1 million (as measured by increase in billing for MAA service in DAE).

**FCMAT Recommendation (p348)**

3. Analyze the potential reimbursement on a case-by-case basis, reviewing the tasks performed by all staff members as they relate to the MAA and LEA Medi-Cal reimbursable activities.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By October 1, 2012 a team representing Grants Project Management and Division of Student Programs will coordinate Medi-Cal billing, and develop and deliver training for staff as it relates to LEA Medi-Cal reimbursement processes.

LACOE-Reported Evaluation: Complete an initial analysis/survey of all staff that are providing MAA eligible services. Ongoing.

**FCMAT Recommendation (p348)**

4. Immediately begin to provide training for all staff members who bill in this area. This training should be provided by a knowledgeable vendor.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By October 1, 2012 a team representing Grants Project Management and Division of Student Programs will coordinate Medi-Cal billing, and develop and deliver training for staff as it relates to LEA Medi-Cal reimbursement processes.

LACOE-Reported Evaluation: Trained staff will supply agendas and sign-in sheets related to MAA/LEA Billing option programs. Ongoing.

**FCMAT Recommendation (p348)**

5. Ensure administrators are educated in program requirements and are expected to hold staff members accountable for regular and accurate billing.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By October 1, 2012 a team representing DSP and GPM will coordinate Medi-Cal billing, and develop and deliver training for staff as it relates to LEA Medi-Cal reimbursement processes.

LACOE-Reported Evaluation: Administrators will ensure that trained staff will supply agendas and sign-in sheets related to MAA/LEA Billing option programs. Ongoing.

Estimated Fiscal Impact Approximately $1 million (as measured by increase in billing for MAA service in DAE)
FCMAT Recommendation (p348)

6. Hold quarterly LEA Medi-Cal consortium meetings with the required personnel according to Medi-Cal regulations to develop plans to expend funds so that they increase reimbursement. One example is hiring licensed medical professionals.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By February 1, 2013 the Assistant Superintendent Ed Program and Director of Business Services will identify areas of need to expend MAA Funds that will result in an increase of reimbursement to the program and meet quarterly.

LACOE-Reported Evaluation: Trained staff will supply agendas and sign-in sheets related to MAA/LEA Billing option programs.

Estimated Fiscal Impact: Approximately $1 million (as measured by increase in billing for MAA service in DAE)

FCMAT Recommendation (p348)

7. Conduct regular meetings with the LACOE business office to ensure that the generated funds are identified, appropriately expended, and that the budgets are available and transparent to program administrators, staff, and the consortium members.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By February 1, 2013 the Director of Division of Student Programs and Grants Project Management Staff will establish a calendar of quarterly meetings to identify funds generated through MAA activities and plan for the appropriate expenditure of MAA Funds.

LACOE-Reported Evaluation: Trained staff will supply agendas and sign-in sheets related to MAA/LEA Billing option programs. Quarterly.

Budget Development

FCMAT Recommendation (p349)

The county office should:

1. Prepare budgets in consideration of the goals and priorities of LACOE and the program.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By January 2012, and annually thereafter, all divisions will prepare budgets in consideration of FCMAT recommendations.

LACOE-Reported Evaluation: As measured by an alignment between FCMAT recommendations and division budgets during the budget review process with the Board of Education. TBD
**FCMAT Recommendation (p349)**

2. Reevaluate the budget development process to include a priority to balance the budget.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By July 1, 2012 the Executive Cabinet will conduct an analysis of the budget development process with the priority to balance the budget.

LACOE-Reported Evaluation: As measured by a revised budget development process. Annually due.

**FCMAT Recommendation (p349)**

3. Replace or adapt the current budget development process, which is based on the prior-year budget, with a model designed to align with the program needs.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By February 1, 2013, and annually thereafter, all divisions will develop their budgets using the prior-year expenditures as a basis for identifying operational areas where expenditures can be reduced while still meeting program needs.

LACOE-Reported Evaluation: More balanced budgets will be developed through a process to include: analysis of prior-year expenditures, identified operational adjustments, accurate staffing formulas and alignment to program needs. Annually.

**FCMAT Recommendation (p350)**

4. Evaluate all prior year expenditures and determine the necessity of every expenditure.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By July 1, 2012, and annually thereafter, all divisions will develop their budgets using the prior-year expenditures as a basis for identifying operational areas where expenditures can be reduced.

LACOE-Reported Evaluation: More balanced budgets will be developed through a process to include: analysis of prior-year expenditures, identified operational adjustments, accurate staffing formulas and alignment to program needs. Fiscal impact: $297,124 (as measured by reduction of classified staff)

**FCMAT Recommendation (p350)**

5. Conduct monthly meetings between the program administrators and the LACOE fiscal office regarding budget development, monitoring, and the review of staffing levels as well as their fiscal impact on the budget.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By July 1, 2012, and annually thereafter, all divisions will conduct annual Site Plan Budget Meetings and monthly ABD Ed Program Budget
Meetings (pre-budget meetings) in order to analyze income/expenditures and staffing ratios.

LACOE-Reported Evaluation: As evidenced by monthly calendar, meetings’ agendas and sign-in sheets. Ongoing.

**FCMAT Recommendation (p350)**

6. Foster a culture in which fiscal efficiency is an important goal of being a school site administrator.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By June 30, 2012 and thereafter DSP school site administrators will foster a culture of fiscal efficiency by ensuring student/staff ratios, establishing a 97% student attendance rate, expending categorical/general funds, and optimizing resources.

LACOE-Reported Evaluation: As measured by the successful completion of PPAS goals fostering a culture of fiscal efficiency: 98% student attendance rate, staffing ratios, and categorical/general fund expenditures. Ongoing.

**FCMAT Recommendation (p350)**

7. Provide site administrators with training on expenditure drivers, income sources, and the relationships between the two.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By December 31, 2012 and annually thereafter, 100% of Ed Programs principals and assistant principals will have received training from budgets (ABD) in developing and monitoring their site budgets in order to balance revenue and expenditures.

LACOE-Reported Evaluation: 100% of Ed Program administrators are trained as evidenced by meeting agendas and sign-in sheets. As needed.

**FCMAT Recommendation (p350)**

8. Hold prebudget meetings with site administrators that include a thorough analysis of the income-expenditure relationship at each site. If the budget is not balanced, cost-saving strategies to bring the budget into balance should be discussed.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By January 31, 2012, and annually thereafter, all divisions will conduct annual Site Plan Budget Meetings and monthly ABD Ed Program Budget Meetings (pre-budget meetings) in order to analyze income/expenditures to build balanced budgets.

LACOE-Reported Evaluation: All DSP budgets are balanced and approved. Approximately $10 million (as measured by the elimination of the JCS and ISP deficit)
Budget Development Training

FCMAT Recommendation (p351)

_The county office should:_

1. Hold directors accountable for balancing the juvenile court school and alternative education program budgets. The county office should expect directors to develop, implement, and monitor efficiencies in program operation.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: By January 1, 2012, and annually thereafter, DSP will develop their budgets using the prior-year expenditures as a basis for identifying operational areas where expenditures can be reduced.

LACOE-Reported Evaluation: Balanced budgets will be developed as determined by prior-year expenditures, identified operational adjustments and accurate staffing formulas; and will be reduced by a percentage to be determined by the Superintendent.

Estimated Fiscal Impact: Approximately $10 million (as measured by the elimination of the JCS and ISP deficit)

**FCMAT Recommendation (p351)**

2. Develop a balanced budget and identify the amount of general contribution required.

**LACOE-Reported Implementation Status: Completed**

LACOE-Reported Goal: Beginning with the 2012-13 school years and thereafter, the Division of Student programs, and 350.8 will reflect a culture of fiscal efficiency in order to maintain a balanced budget after identifying the general fund contributions.

LACOE-Reported Evaluation: A more balanced budget which reflects general fund contributions and categorical compliance will be submitted. Ongoing.

Estimated Fiscal Impact: $10 million as reflected in reduction of budget deficit in DSP.

Budget Development Process

**FCMAT Recommendation (p352)**

_The county office should:_

1. Develop the budget by using prior-year expenditures as a basis; however, identify operational areas where expenditures can be reduced.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By January 1, 2012, and annually thereafter, all divisions will develop their budgets using the prior-year expenditures as a basis for identifying operational areas where expenditures can be reduced.

LACOE-Reported Evaluation: Balanced budgets will be developed as determined by prior-year expenditures, identified operational adjustments and accurate staffing formulas; and will be reduced by a percentage to be determined by the Superintendent.

Estimated Fiscal Impact: Approximately $10 million (as measured by the elimination of the JCS and ISP deficit)

Budget Monitoring
Because of the absence of budget monitoring, budget revisions occur as the result of significant program changes that require action (institution closure, etc.), rather than because of anticipating trends.

FCMAT Recommendation (p353)
The county office should:

1. Emphasize to all levels of administrators that monitoring enrollment and attendance in their programs is a critical part of their job duties.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By July 1, 2012, site administrators, directors, and central office administrators will be responsible for attendance rates and enrollment figures through the PPAS process. Site administrators will be required to create and document a yearly plan for attendance interventions which addresses the 97% attendance and enrollment target.

LACOE-Reported Evaluation: Principals will be required to include a PPAS attendance accountability goal in their 2013-14 PPAS and will be evaluated quarterly on their progress. Implement 2012-13 school years.

FCMAT Recommendation (p353)
2. Develop structure for regularly monitoring enrollment, attendance and implications for the current year budget at several levels. An example of a very basic, but functional monitoring structure used in Kern County can be found in Appendix GG. This simple weekly document allows the administrator to very quickly determine if the operational and fiscal integrity of the program is sound at various levels, as well as providing a vehicle for quickly identifying any problems. This monitoring should take place weekly, annually and during the reporting period. Administrators should receive this budget information and be able to respond to questions about the information as they relate to their programs.
LACOE-Reported Implementation Status: Completed
Goals: (1) By June 30, 2012, the Assistant Superintendent will convene representatives from Ed Programs, Human Resources and Business Services to design, develop and maintain a standardized procedure to monitor on a weekly/monthly/annual basis (Principals'/AP’s Meetings) enrollment and attendance. (2) By June 30, 2012, site administrators will access and analyze EPIC, on a daily basis, attendance reports so that they may quickly identify and resolve problems.

LACOE-Reported Evaluation: All administrators will have a PPAS goal related to the monitoring of student attendance and enrollment data.

FCMAT Recommendation (p353)
3. Assign the primary responsibility for making all program decisions at the director level. Directors should have support staff immediately available to manage raw data, produce reports, monitor trends, and work with the director(s) responsible for the budget.

LACOE-Reported Implementation Status: In Progress

Purchasing Procedures

FCMAT Recommendation (p356)
The county office should:

1. Provide the training and monitoring necessary to ensure compliance with existing purchasing policies.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By 06/30/2013, DSP staff responsible for entering and approving requisitions in People Soft will be trained and 100% compliant with LACOE’s established authorization matrix, budget allowance and existing purchasing policies.

LACOE-Reported Evaluation: Internal audit will find 100% compliance for all DSP purchases selected in the sample.

FCMAT Recommendation (p356)
2. Maintain proper support documentation for all disbursements and transfers.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By 06/30/2012, ABD staff will maintain proper documentation for purchases, disbursements and transfers generated by Ed Programs.

LACOE-Reported Evaluation: ABD Review processes and annual internal audit will find 100% compliance for all DSP purchases, disbursements and transfers.
FCMAT Recommendation (p356)
3. Ensure purchase requests are not approved without proper authorization, budget allowance, and competitive process.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By 06/30/2012, DSP staff will be 100% compliant with LACOE’s established authorization, budget allowance and competitive bidding processes for all purchases.
LACOE-Reported Evaluation: ABD Review processes and annual internal audit will find 100% compliance for all DSP purchases.

FCMAT Recommendation (p356)
4. Ensure all approvals are legible and traceable to an authorized approver.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By 06/30/2012, DSP staff will ensure that all authorization signatures are accompanied by the printed or typed name of the approver.
LACOE-Reported Evaluation: ABD Review processes and annual internal audit will find 100% compliance for all DSP approvals.

FCMAT Recommendation (p356)
5. Ensure all disbursements are properly recorded.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By 06/30/2012, DSP fiscal staff will maintain proper documentation for the recording of disbursements and be 100% compliant with LACOE’s established processes and controls for all disbursements.
LACOE-Reported Evaluation: Annual internal audit will find 100% compliance for all DSP disbursements.

FCMAT Recommendation (p356)
6. Review internal control processes and implementation of processes for purchases, disbursements, and internal transfers.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By March 1, 2013, DSP staff members responsible for expenditures and budget will work in alignment with the Controller’s Office to ensure that purchases, disbursements, and internal transfers are completed with fidelity according to Business Office established procedures.
LACOE-Reported Evaluation: (1) DSP will maintain 100% compliance as evidenced by internal audit report. (2) Disbursements and internal transfers (budget adjustments) will be approved according to LACOE accepted practices and maintained by Business Services.
Purchases Outside of Approved Budget

FCMAT Recommendation (p357)
*The county office should:*

1. Make it a priority to operate a balanced budget in the juvenile court, community and community day school programs.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Goal: Beginning with the 2012-13 school years and thereafter, the Division of Student programs will reflect a culture of fiscal efficiency in order to maintain a balanced budget.
LACOE-Reported Evaluation: A balanced budget with all positions and expenditures supported by a funding code will be submitted for approval. Ongoing.

FCMAT Recommendation (p357)

2. Ensure that expenditures beyond the approved budget are rare and require multiple approvals from senior management at LACOE.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Goal: By December 1, 2012, the CBO or designees will develop and implement a protocol for eliminating purchases that exceed the approved budget.
LACOE-Reported Evaluation: As measured by the development of a written protocol and a report demonstrating a significant decrease of purchases that exceed the approved budget.

Title I Expenditures

FCMAT Recommendation (p358)
*The county office should:*

1. Maximize the use of Title I funds to support some of the new and restructured services that are determined to be critical to student achievement. These could be used to offset potential program costs if this use complies with Title I guidelines.

**LACOE-Reported Implementation Status: Completed**
LACOE-Reported Goal: By June 30, 2012, categorical and business office staff will implement a process to use Title I Funds to support new and restructure services critical to student achievement.
LACOE-Reported Evaluation: As evidenced by a listing of enrichment courses provided to students and the expenditure of 85% of Title I Funds in current fiscal year.
FCMAT Recommendation (p358)

2. Regularly review the Title I fund budget and increase involvement of program staff in expending the funding available. Identify funds obligated by the purchasing process (encumbered) that may be unintentionally held and may go unexpended. Expending funds should become a higher priority so funding is not lost, and pupils benefit from these resources in a timely manner.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: By July 1, 2012, categorical and business office staff will implement a process of evaluating encumbered funds monthly with principals in order to ensure that all expenditures are directed to current year students.

LACOE-Reported Evaluation: Carry-over balances will meet federal mandates with carry-overs consistent with federal guidelines and district initiatives. Ongoing.

Reimbursements

FCMAT Recommendation (p359)

The county office should:

1. Develop and enforce a policy and practice in which all employee reimbursements meet the following criteria:

   - Consistent with the employee’s duties.
   - Legitimate and consistent with the employee efficiently fulfilling his or her responsibilities.
   - Reviewed and approved by an administrator who can make these judgments.

LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: Beginning July 1, 2012, DSP administrators will review and monitor employee reimbursements to ensure that all approvals are consistent with employee’s duties and submitted in a timely manner in accordance with LACOE policy.

LACOE-Reported Evaluation: As measured by 100% of employee reimbursements in compliance with LACOE policy. Ongoing.

Contributions from the County School Service Fund

FCMAT Recommendation (p361)

The county office should:

1. View the AB825 flex funding associated with programs previously operated in the juvenile court, community and community day school programs as legitimate income for these programs to use to maintain a balanced budget.
LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By September 1, 2013, the Assistant Superintendents of Ed Programs/Business Services will review Tier III Revenue contributed by Ed Programs and determine processes for accessing these funds and maintaining a balanced budget.
LACOE-Reported Evaluation: As measured by an agreed upon process between the Assistant Superintendents of Ed Programs and Business Services regarding accessing Tier III Funds and balancing the LACOE Budget.

FCMAT Recommendation (p361)
2. Complete calculations annually to compare flex fund amounts, revenue limit deficit amounts, and program operational implications associated with the comparison.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: By September 1, 2013, the CBO will present to LACOE Cabinet an overview of Tier III Funding, revenue limit deficit amounts and Tier III disbursements to support Ed Programs and Services.
LACOE-Reported Evaluation: As measured by a written report to the LACOE Cabinet on Tier III Funding, revenue limit deficit amounts and Tier III disbursements. Annually.

Juvenile Court School Funding

FCMAT Recommendation (p362)
The county office should:

1. Make the adjustments to the structure of the juvenile court school program necessary to demonstrate fiscal efficiency. This puts LACOE in a position to demonstrate that even a fiscally efficient juvenile court school program may fall short of expectations regarding a safe, comprehensive, credible educational program and/or be unable to maintain a balanced budget.

LACOE-Reported Implementation Status: Completed
LACOE-Reported Goal: Beginning October 1, 2011, all applicable LACOE Divisions will implement all FCMAT recommendations related to restructuring juvenile court school programs as indicated in this document in order to demonstrate fiscal efficiency.
LACOE-Reported Evaluation: As measured by an annual reduction in DSP deficit spending as determined by Executive Cabinet.
Estimated Fiscal Impact: $10 million as reflected in reduction of DSP deficit budget.

FCMAT Recommendation (p362)
2. Continue efforts, in conjunction with the California County Superintendents Educational Services Association, to attain sufficient funding for juvenile court school pupils incarcerated in county facilities.
LACOE-Reported Implementation Status: Completed

LACOE-Reported Goal: Beginning July 1, 2012 and thereafter, the Assistant Superintendent of Ed Programs will work in collaboration with CCSESA, the Director of Government Relations and the County Superintendent to lobby for equitable funding for juvenile court school pupils incarcerated in county facilities.

LACOE-Reported Evaluation: As measured by advocacy efforts from Governmental Relations and increased funding benefits for incarcerated students.