



**FISCAL CRISIS & MANAGEMENT ASSISTANCE TEAM  
STUDY AGREEMENT  
March 27, 2012**

The FISCAL CRISIS AND MANAGEMENT ASSISTANCE TEAM (FCMAT), hereinafter referred to as the Team, and Imperial Community College District, hereinafter referred to as the College, mutually agree as follows:

**1. BASIS OF AGREEMENT**

The Team provides a variety of services to school districts, county offices of education, charter schools, and community colleges upon request. The College has requested that the Team provide for the assignment of professionals to study specific aspects of the Imperial Community College District operations, based on the provisions of Education Code section 84041. These professionals may include staff of the Team, County Offices of Education, the California State Department of Education, school districts, charter schools, community colleges, or private contractors. All work shall be performed in accordance with the terms and conditions of this Agreement.

Pursuant to Education Code section 84041 and in accordance with the requirements of Provision 1.(b) of Budget Act item 6870-107-0001, the Imperial Community College District may request the Board of Governors to reimburse the FCMAT Team established pursuant to Education Code Section 42142.8 an amount up to \$150,000 to provide the district with technical assistance, training and short-term institutional research necessary to address existing or potential accreditation deficiencies.

**2. SCOPE OF THE WORK**

A. Scope and Objectives of the Study

The scope and objectives of this study are to:

The FCMAT Team will assist the college in developing a district-wide strategic vision regarding programs and services that should be offered, re-designed, added or deleted to sustain the college's financial solvency. The team will review and evaluate the college's management, faculty and classified staffing assignments to align with commensurate program offerings and position control. Through collaborative organizational planning and prioritization, the team will assist the college in aligning staffing ratios and positions with recommendations for

programmatic additions or deletions. This component will also help the college with the budget development process to align programs and staffing to a financial plan that will assist the college in sustaining its recommended reserve levels and financial stability for the benefit of students, the community and college staff.

The objective of the report will be to create a data-driven, collaborative analysis that will serve as a foundation and impetus for the college community to accept and promote the necessary changes. The following framework is provided:

A. Organizational Planning

1. Establish a broad-based oversight group, as the College deems appropriate, to assist in guiding the project and to ensure college-wide participation
2. Develop a step-by-step process and timeline with campus input
3. Solicit and establish internal and external stakeholder collaboration and needs development/identification
4. Conduct an organizational structure review and comparison
5. Conduct a review of employee bargaining unit contracts
6. Review and prioritize the need of all curricular, co-curricular, and non-curricular programs
7. Facilitate creation of a vision that results in program prioritization based upon available funding
8. In terms of strategic vision relative to program reduction, review existing plans to determine relevancy for these efforts and provide coordination of existing plans with this project
9. Assist the College in preparing a comprehensive FTES plan for the next three years
10. Assist the College in reconciling program reduction/expansion/re-design decisions to the MYFP
11. Assist the College in establishing principles and recommendations for program reductions

B. Fiscal Management

Develop a multi-year financial projection for the current and two subsequent years without any demonstrated adjustments based on today's economic forecast to determine the level of commitment that will be needed to sustain the College's financial solvency, recognizing that this will be a snapshot in time regarding the current financial situation and used as the baseline for determining the level of reductions.

Scope of work:

1. Determine up to four California community colleges to be used for benchmark comparisons
2. Provide findings and conduct a multi-year financial projection and recommendations for meeting the district's goals
3. Based on benchmark colleges and Imperial Community College's program priorities, review critical cost variances, including:
  - a) Review the average class size, as determined by WSCH/FTE faculty
  - b) Evaluate the class schedule based on student demand
  - c) Review the faculty obligation and the amount of reassigned time appropriate for the enrollment, structure, and budget of the College
  - d) Compare managerial positions as reported to IPEDS, and determine whether administration is organized effectively and are the staffing levels appropriate.
  - e) Evaluate classified hourly expenses as compared to those of other colleges
  - f) Determine the costs and program impacts of off-site centers and sites
  - g) Review the costs of health benefits for active employees compared to those of other colleges
  - h) Evaluate Imperial Community College for comparative analysis in terms of 50% law margins
  - i) Review the unrestricted general fund match for categorical programs and levels of encroachment, if any
  - j) Review FTES and determine if assignments are managed effectively and is the college maximizing its opportunities to generate additional funding

The second component of the fiscal review will be to align the recommendations, specific cost proposals to reduce staffing, programs, etc; and develop a multi-year financial projection that enables the College to sustain its financial solvency and maintain recommended reserve levels. The objective of this component will be to prepare and present a comprehensive report and recommendations covering the following issues:

1. A financial model will be prepared to illustrate options that Imperial Community College could implement to reduce various expenses and/or increase revenue in order to balance the budget and sustain their financial solvency

2. Identify Institutional restriction such as past practices or services that have been identified as the “Imperial Community College culture” of the College including but not limited to collective bargaining contracts, legal constraints including the 50% law and the Full Time Faculty Obligation (FON)
3. Develop an implementation plan, including a proposed timeline
4. On the revenue side, the report will review:
  - a) Enrollment opportunities
  - b) College foundation
  - c) Grants and development

**B. Services and Products to be Provided**

- 1) Orientation Meeting - The Team will conduct an orientation session at the College to brief College management and supervisory personnel on the procedures of the Team and on the purpose and schedule of the study.
- 2) On-site Review - The Team will conduct an on-site review at the College office and at College sites if necessary.
- 3) Exit Meeting - The Team will hold an exit meeting at the conclusion of the on-site review to inform the College of significant findings and recommendations to that point.
- 4) Exit Letter - The Team will issue an exit letter approximately 10 days after the exit meeting detailing significant findings and recommendations to date and memorializing the topics discussed in the exit meeting.
- 5) Draft Reports - Electronic copies of a preliminary draft report will be delivered to the College administration for review and comment.
- 6) Final Report - Electronic copies of the final study report will be delivered to the College following completion of the review. The final report will be published on the FCMAT website.

**3. PROJECT PERSONNEL**

The study team will be supervised by Anthony L. Bridges, CFE, Deputy Executive Officer, Fiscal Crisis and Management Assistance Team, Kern County Superintendent of Schools Office. The study team may also include:

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|----|--|------------------------------------|
| A. | Michelle Plumbtree                       | FCMAT Chief Management Analyst     |
| B. | California Collegiate Brain Trust (CCBT) | FCMAT Community College Consultant |

Other equally qualified consultants will be substituted in the event one of the above noted individuals is unable to participate in the study.

#### **4. PROJECT COSTS**

The cost for studies requested pursuant to E.C. 42127.8(d)(1) shall be:

- A. \$800.00 per day for each FCMAT staff Member while on site, conducting fieldwork at other locations, presenting and preparing reports, or participating in meetings.
- B. All out-of-pocket expenses, including travel, meals, lodging, etc. The College will be invoiced at actual costs, with 50% of the estimated cost due following the completion of the on-site review and the remaining amount due upon acceptance of the final report by the College.

**Based on the elements noted in section 2 A, the total cost of the study is not to exceed \$215,000.**

- C. Any change to the scope will affect the estimate of total cost.

Payments for FCMAT services are payable to Kern County Superintendent of Schools - Administrative Agent.

#### **5. RESPONSIBILITIES OF THE COLLEGE**

- A. The College will provide office and conference room space while on-site reviews are in progress.
- B. The College will provide the following (if requested):
  - 1) A map of the local area
  - 2) Existing policies, regulations and prior reports addressing the study request
  - 3) Current or proposed organizational charts
  - 4) Current and two (2) prior years' audit reports
  - 5) Any documents requested on a supplemental listing
  - 6) Any documents requested on the supplemental listing should be provided to FCMAT in electronic format when possible.
  - 7) Documents that are only available in hard copy should be scanned by the district and sent to FCMAT in an electronic format.
  - 8) All documents should be provided in advance of field work and any delay in the receipt of the requested documentation may affect the start date of the project.

C. The College Administration will review a preliminary draft copy of the study. Any comments regarding the accuracy of the data presented in the report or the practicability of the recommendations will be reviewed with the Team prior to completion of the final report. The final report will be published on the FCMAT website.

6. **PROJECT SCHEDULE**

The following schedule outlines the planned completion dates for key study milestones:

Orientation:	To be determined
Staff Interviews:	To be determined
Exit Interviews:	To be determined
Preliminary Report Submitted	To be determined
Final Report Submitted	To be determined
Board Presentation	To be determined

7. **CONTACT PERSON**

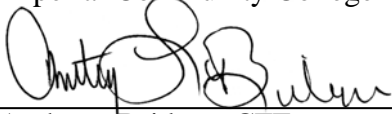
Name of contact person: John Lau, Vice President for Business Services

Telephone: (760) 355-6377 FAX (760) 355-6239

E-mail: [john.lau@imperial.edu](mailto:john.lau@imperial.edu)

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John Lau, Vice Chancellor Date  
Imperial Community College District

 March 27, 2012

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Anthony Bridges, CFE Date  
Deputy Executive Officer  
Fiscal Crisis and Management Assistance Team

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Fredrick E. Harris Date  
Assistant Vice Chancellor & Project Monitor  
California Community College Chancellor's Office

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Steve Bruckman Date  
Executive Vice Chancellor of Operations and General Counsel  
California Community College Chancellor's Office