

## Summaries of Findings and Recommendations in Each of the Five Operational Areas

The full report includes all the various findings and recommendations for fiscal and operational recovery in five operational areas. Each finding and recommendation addresses a previously identified professional or legal standard. Following is a summary of the major findings and recommendations for each operational area, which are presented in greater detail in the body of this report.

This assessment is the product of data collection and analysis of the district's status at a specific point in time since state administration began. It is important to note that the ratings of the first report produced July 2013 indicated the district's status prior to state administration, the second report produced July 2014 was based on the district's status since the July 2013 report and the third report produced July 2015 was based on the district's status since July 2014. This current report is the district's fourth comprehensive review, will be dated July 2016 and is based on the district's status since July 2015. The Table of Summary Scores below provides not only the average score for each operational area of the report but also provides the number of standards in which scores were under a four. While past performance and future plans are acknowledged in portions of the report, they were not considered in the application of FCMAT's rating rubric.

The assessment team began fieldwork in March 2016 and concluded in May 2016. The district has addressed some preliminary findings reported during the assessment and is benefiting from the assessment team's ongoing feedback.

*Table of Summary Scores*

Operational Area	July 2013		July 2014		July 2015		July 2016		
	Total Number of Standards	Average Score	Standards Under 4	Average Score	Standards Under 4	Average Score	Standards Under 4	Average Score	Standards Under 4
Community Relations/Governance	20	1.05	20	0.45	20	1.35	17	3.78	12
Personnel Management	28	1.46	26	1.36	27	2.61	21	4.00	8
Pupil Achievement	31	3.23	19	2.03	28	2.90	26	3.32	24
Financial Management	43	1.19	41	1.33	40	1.88	35	2.16	34
Facilities Management	33	2.24	29	2.59	27	3.81	16	3.94	16

### Community Relations and Governance

The community relations and governance section of the comprehensive report assessed the Inglewood Unified School District on 20 FCMAT standards in six categories. The district received a mean rating of 3.78, with two standards not implemented; and 18 standards partially implemented, with a rating of one through seven.

In addition to its financial situation, the district has continued to experience leadership changes. During the last review period, the district changed the titles of two top leadership positions, added three new executive administrators, ended the contracts of three executive directors, and had one board member reach term limits and three board members resign. During this review period, four new board members have been seated, a new state administrator began, and the CBO departed with the position being filled by an interim. Filling the position permanently may result in additional upheaval, and several key administration positions have yet to be filled. Virtually