

FCMAT

FISCAL CRISIS & MANAGEMENT
ASSISTANCE TEAM

Technology Center Operations and Management Review

June 29, 2023



California Community College Technology Center

Michael H. Fine
Chief Executive Officer

June 29, 2023

Wrenna Finche, Vice Chancellor, Fiscal Health and Accounting, College Finance and Facilities Planning Division
California Community Colleges Chancellor's Office
1102 Q Street
Sacramento, CA 95811

Dear Vice Chancellor Finche:

In June 2022, the California Community Colleges Chancellor's Office (CCCCO) and the Fiscal Crisis and Management Assistance Team (FCMAT) entered into an agreement for FCMAT to review the California Community College Technology Center (technology center) operations and management to provide recommendations for operational improvements. The agreement stated that FCMAT would determine whether:

- For 2021-22, the Technology Center followed the provisions of the following agreements with the California Community Colleges Chancellor's Office and met deliverables and agreed upon service levels:

Core Applications Grant 20-081-101

Data Services Program Grant 20-074-101

Shared Infrastructure Grant 20-075-001

- Contracts with consultants and subcontractors are monitored on an ongoing basis to determine that deliverables are met, and that expenditures are allowable and within the contract budget.
- The number and qualifications of Technology Center employees are appropriate given the Technology Center's responsibilities to California Community Colleges and need for operational capacity.
- The Technology Center operating budget is developed using reasonable estimates and that revenues and expenditures are monitored throughout the year.

This report contains the study team's findings and recommendations.

FCMAT appreciates the opportunity to serve the CCCCCO and extends thanks to all the staff for their assistance during fieldwork.

Sincerely,



Michael H. Fine
Chief Executive Officer

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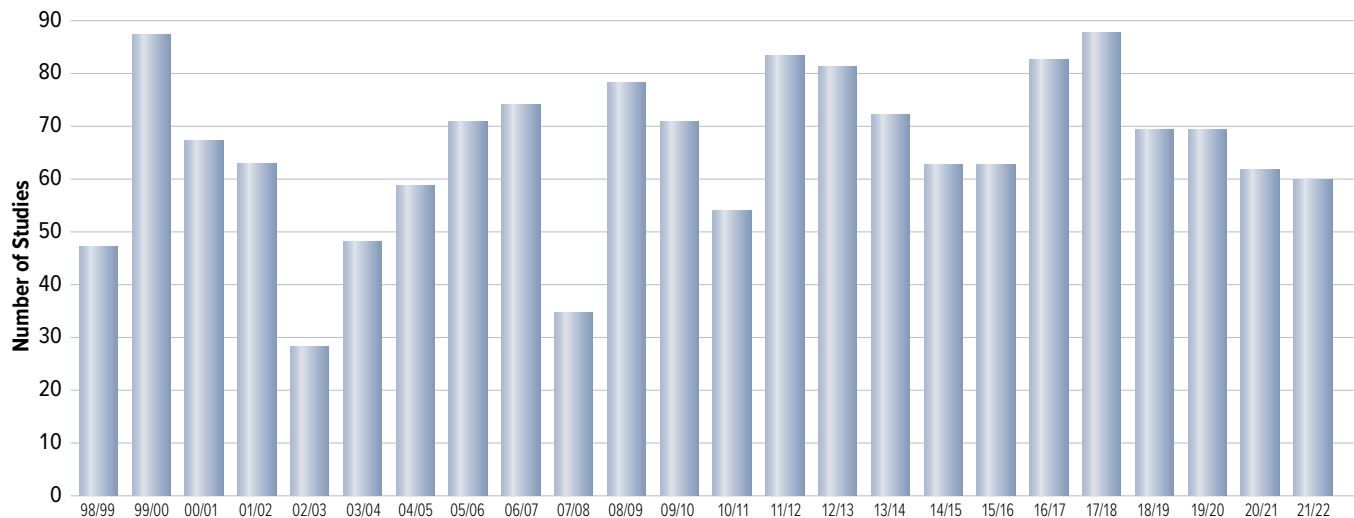
About FCMAT

FCMAT's primary mission is to assist California's local TK-14 educational agencies to identify, prevent, and resolve financial, human resources 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, support the training and development of chief business officials and help to create efficient organizational operations. FCMAT's data management services are used to help local educational agencies (LEAs) meet state reporting responsibilities, improve data quality, and inform instructional program decisions.

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 LEA 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.

Studies by Fiscal Year



FCMAT has continued to make adjustments in the types of support provided based on the changing dynamics of TK-14 LEAs and the implementation of major educational reforms. FCMAT also develops and provides numerous publications, software tools, workshops and professional learning opportunities to help LEAs operate more effectively and fulfill their fiscal oversight and data management responsibilities. The California School Information Services (CSIS) division of FCMAT assists the California Department of Education with the implementation of the California Longitudinal Pupil Achievement Data System (CALPADS). CSIS also hosts and maintains the Ed-Data website (www.ed-data.org) and provides technical expertise to the Ed-Data partnership: the California Department of Education, EdSource and FCMAT.

FCMAT was created by Assembly Bill (AB) 1200 in 1992 to assist LEAs to meet and sustain their financial obligations. AB 107 in 1997 charged FCMAT with responsibility for CSIS and its statewide data management work. AB 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. AB 2756 (2004) provides specific responsibilities to FCMAT with regard to districts that have received emergency state loans.

In January 2006, Senate Bill 430 (charter schools) and AB 1366 (community colleges) became law and expanded FCMAT's services to those types of LEAs.

On September 17, 2018 AB 1840 was signed into law. This legislation changed how fiscally insolvent districts are administered once an emergency appropriation has been made, shifting the former state-centric system to be more consistent with the principles of local control, and providing new responsibilities to FCMAT associated with the process.

Since 1992, FCMAT has been engaged to perform more than 1,400 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 Michael H. Fine, Chief Executive Officer, with funding derived through appropriations in the state budget and a modest fee schedule for charges to requesting agencies.

Introduction

Background

The California Community College (CCC) system, serving approximately 1.8 million students, is the largest system of public postsecondary education in the United States. The system includes the CCC Board of Governors and 73 districts operating 116 colleges. The CCC system has a technology center, funded by grants from the California Community Colleges Chancellor's Office (CCCCO) since 1997, that is hosted by Butte College. The California Community Colleges Technology Center (CCCTC) provides secure, scalable, and integrated technology for the entire CCC system.

Study and Report Guidelines

In June 2022, the chancellor's office and FCMAT entered into an agreement for FCMAT to conduct a review of the technology center's operations and management to provide recommendations for operational improvements.

FCMAT assembled eight specialists, who collectively are experts in all aspects of budget, technology, and technology management in the CCC system. FCMAT's approach included:

- A review and analysis of 370 documents related to the CCCTC's operations and management.
- A visit to the CCCTC at Butte College on September 13-15, 2022, where the team toured the facilities and interviewed 35 Butte-Glenn Community College District (BGCCD) and CCCTC staff.
- In-person and Zoom interviews conducted between September 13, 2022 and December 15, 2022 with:
 - The CCCCCO's Executive Team, grant specialists, Technical Assistance Provider Team, and Data Warehouse Support Team.
 - BGCCD staff and leadership.
 - Fifteen community college districts who are users of CCCTC products and services.
- A survey sent to the CCC Chief Information Systems Officers listserv to assess the community college's experience with CCCTC products and services.

This report is the result of those activities. FCMAT's reports focus on systems and processes that may need improvement. Those that may be functioning well are generally not commented on in FCMAT's reports. 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:

Michelle Giacomini FCMAT Deputy Executive Officer	Cambridge West Partnership FCMAT Consultant
Carolynne Beno, Ed.D., CFE FCMAT Intervention Specialist	Leonel Martínez FCMAT Technical Writer

Each team member reviewed the draft report to confirm accuracy and achieve consensus on the final recommendations.

Executive Summary

In June 2022 the California Community College Chancellor's Office requested a review of the California Community College Technology Center. The review focused on evaluating the performance of three grants: the Core Applications Project (CAP), Shared Infrastructure Project (SIP), and the Data Services Project (DSP). The review focused on the following areas:

- Management and staffing
- Work plan development and evaluation
- Outcomes and objectives
- Communication
- Financial reports and budget development
- Field support and training

Business practices at the technology center and the chancellor's office rely too heavily on consultants. The lack of project manager leadership at the technology center to accomplish individual tasks of the CAP, SIP, and DSP grants, as well as the lack of technical expertise at the chancellor's office to effectively monitor work plan progress, create communication and operational issues. Additionally, the lack of formal procedures at the leadership level of the chancellor's office and technology center contributes to their communication challenges. Vague work plans and midyear adjustments to the work plans are impeding the success and continuous improvement of the CAP, SIP, and DSP grant projects delivered by the technology center.

FCMAT identified business procedures that could be improved at the technology center such as refining time and effort reporting to the chancellor's office and restructuring the way the technology center develops its organizational charts.

The lack of ongoing evaluation and formal review of business processes have contributed to the communication problems between the chancellor's office and the technology center. The technology center has a history of working independently, based on an approved set of annual work plans with little to no input from the chancellor's office. In the past, input from the colleges were the primary driver of change and work plan adjustments. In recent years, increasing cybersecurity incidents and number of fraudulent applications have resulted in increased state funding, more scrutiny by the legislature and other oversight bodies, and evolving expectations for network security and technology. The chancellor's office is responsible for identifying how to best allocate resources to ensure that all colleges have secure and reliable technology. The Butte Technology Center has been an important partner in this work and is well positioned to continue to play a critical role in supporting colleges' technology needs.

Improvements need to be made in the traditional chancellor's office grant process of creating a work plan, having the technology center submit written updates and financial progress reports, and the chancellor's office's use of the Technical Assistance Providers (TAP) grant consultants to provide subject matter expertise, communication at the leadership level, and project monitoring. FCMAT believes the chancellor's office standard grant process is not the best model given the unique services provided by the technology center. A grant model that better allows for midyear changes may prove to be beneficial to the chancellor's office, the technology center and the field.

Findings and Recommendations

Management and Staffing

During the past several years the chancellor's office and the technology center have experienced turnover at the management and leadership levels. The technology center's director retired in 2021 and several changes in leadership positions at the chancellor's office during the past four years have resulted in new direction and new priorities. A list of the technology center's subcontracts is attached as Appendix A to this report. The Butte-Glenn Community College District (district) provides leadership and oversight of the technology center. The district has also provided fiscal, procurement and human resources support since the inception of the CAP, SIP, and DSP grants. The district recently reorganized, making the district's chief business officer the responsible administrator for the technology center. This change has improved the prospect of the long-term oversight of the projects and reporting. Before this reorganization, the technology center operated as a stand-alone entity with the district serving as the fiscal agent.

During the 2021-22 fiscal year, the technology center and district began relying solely on a personnel service firm for the short-term, specialized and highly technical staffing needs of the CAP, SIP, and DSP grants. Except for two project management positions, all positions whose job duties require long-term responsibilities are filled with permanent district employees, following district procedures. In many cases, the technology center relies on consultants from personnel firms to communicate with the chancellor's office since the consultants are the project manager or lead, and the only individual(s) with the technical knowledge to do so. This practice creates difficulties since the chancellor's office also relies heavily on consultants to evaluate the performance of the CAP, SIP and DSP grants. During interviews, chancellor's office leadership reported that the progress made between the chancellor's office and technology center during weekly update meetings is limited because technology center leadership does not always understand the content or the technical aspects of a specific project. This leaves the chancellor's office leadership uninformed.

The ongoing need to acquire short-term personnel to meet the ever-changing needs of the CAP, SIP, and DSP grants has created confusion in reporting. The technology center has attempted to identify short-term consultants on district organizational charts and quarterly financial updates to the chancellor's office. The short-term assignments performed by the consultants gave the impression the full-time equivalent staff was much larger than its actual size. Additionally, this business practice made the technology center's time and effort bookkeeping and chancellor's office's monitoring of fiscal reporting more difficult. The chancellor's office has experienced turnover at the leadership level as well. Leadership changes come with new priorities and changes in business practices. As an example, during the most recent transition in 2020, the community college system was in the early stages of the COVID-19 pandemic and experiencing large declines in enrollment. These changes in the system created the need to improve data quality, access, and reporting capabilities, and to make time-sensitive modifications to services and data collection. An increased level of understanding and access to quality data from the chancellor's office leadership has created a need for improved communication.

Also in recent years, increasing cybersecurity incidents and fraudulent enrollments have led to the availability of significant state investments in improving network security and technology and greater expectations and scrutiny over effective and efficient use of technology-related funds. These investments have provided the chancellor's office with an opportunity to reevaluate and redesign the approach to ensuring secure and reliable technology for the colleges

In 2018 through the TAP grant, the chancellor's office hired consultants to project manage activities for the CAP, SIP, and DSP grants. During the past three years, the TAP team has experienced turnover in consultants. According to interviews, this has been primarily due to the community college system's shift in priorities and current leadership needs for technical expertise at the chancellor's office. The lack of technical expertise within the chancellor's office has created a void in effective communications and performance expectations at the project management level for the CAP, SIP and DSP grants. Relying on the TAP team consultants to perform this role has contributed to communication barriers for all parties. Overreliance on consultants performing project management duties at the technology center also contributes to communication barriers. Without chancellor's office and technology center management and staff having a clear understanding of the technical aspects of the CAP, SIP, and DSP activities, it is difficult to make decisions that are in the colleges' best interest.

Finance Reporting

FCMAT reviewed quarterly and annual report submissions for the CAP, SIP, and DSP grants. The chancellor's office confirmed all reports were submitted on time except for the fiscal year-end report. The grant monitor acknowledged this is not unusual for community college districts since this is the time when the financial books are being closed, so the reporting for June is usually delayed. The chancellor's office approved the delay in reporting at fiscal year-end.

FCMAT verified the technology center has adhered to the fiscal-related board policies and administrative procedures of the district.

FCMAT reviewed all organizational charts and compared them to the actual personnel expenses charged to the CAP, SIP, and DSP grants. The technology center has eight departments, each with a mix of employees and personnel service provided contractors supporting each area. Permanent positions at the technology center are mostly at the management level. Because of the time it takes to recruit, interview and hire, many of the higher-level management positions have undertaken dual roles and perform duties in the capacity of "acting" or "interim" in addition to their regular position. The technology center uses a personnel service to provide specialized information technology (IT) related expertise to meet the short-term needs of the CAP, SIP, and DSP grants. Following interviews, FCMAT concluded the technology center complies with Assembly Bill (AB) 5 in which all contractors are classified as independent contractors. The support of the personnel service allows the technology center to continue to meet its goals despite the ongoing challenge of hiring permanent staff to meet the short-term, highly skilled needs of the CAP, SIP, and DSP grants.

In addition, FCMAT reviewed the budget summary and detail financial data for the technology center. FCMAT verified all budgets were developed using reasonable estimates. The budget included in each grant's application was derived to achieve satisfactory performance of the promised services stated in the grant agreement. Interviews with district and technology center staff confirmed that revenue and expenses were monitored throughout the year by district finance staff and the technology center's director. FCMAT reviewed prior budget detail sheets and verified the cost breakdown of each budget object of expenditure. FCMAT verified all expenditures were within the allocated budget per major object code and if they exceeded 10 percent as per the grant agreement, approval was obtained from the chancellor's office. FCMAT found all grant expenditures allowable and within the approved contract budgets.

FCMAT completed a comprehensive review of prior year budget detail sheets listing each employee with their hourly rate, budgeted hours, budgeted and actual salary costs, and budgeted and actual benefits costs. The team also reviewed the allocation of staff time and effort for consistent charges for both salary and benefits to each grant in which individual employee time was committed. There were discrepancies in benefits expenses compared to the percent of effort charged to salaries for personnel charged to one or more grants.

Work Plan Development and Evaluation

The CAP, SIP, and DSP grant agreements are broad in scope and lack adequate specificity. The technology center struggles to adapt to midyear updates and changes to the annual work plans of the grants. Change requests by the chancellor's office for the CAP, SIP and DSP grants do not always align with the grant objectives/activities defined in the work plans. Midyear updates to the work plans are necessary, such as the need to address the false California Community College Apply (CCCApply) applications or financial aid fraud issues that became known during the 2020-21 fiscal year. However, these changes are made without a formal process for discussion and impact analysis between the chancellor's office and technology center and therefore have caused confusion. The chancellor's office and technology center need to adopt a formal procedure to address midyear work plan changes and amendments to current year work plans and contracts.

The chancellor's office has never evaluated the technology center using a formal process. FCMAT believes the lack of a formal evaluation process that uses the current project monitors as well as both technical experts and chancellor's office and technology center leadership is the root cause of many of the communication and project management problems discussed during interviews. Without a formal process, neither the chancellor's office or the technology center and district can determine the skill sets in leadership, organizational structure or technical expertise needed to effectively achieve the outcomes to meet the community college system's needs.

Grant Outcomes/Objectives

While reviewing the outcomes of the CAP, SIP, and DSP grants, FCMAT identified all activities that have not been completed. Most of those activities were either ongoing, on hold due to changes in the work plan priorities, or in the process of being changed to better meet the needs identified by the chancellor's office. Because of the length of time it takes to formally update the work plans, the chancellor's office and technology center use verbal agreements to begin work on a project. As a result, during the time of the study, the chancellor's office and the technology center were working from two different work plans that did not match.

Communication Between the Chancellor's Office and Technology Center

FCMAT determined formal and informal communications between the chancellor's office and the technology center are the most concerning aspect of this study. FCMAT reviewed the chancellor's office's United Strategic Marketing Plan and the Public Relationship and Marketing Plans for the technology center. While considerable work went into developing these plans, they lack key details, which limits their effectiveness. For example, each plan indicates all communications from the technology center to the field must go through the chancellor's office for review and approval and include response timelines for different types of communications. However, it is unclear who at the chancellor's office would receive or respond to such communication review requests.

Interviews and emails reviewed from both the chancellor's office and technology center indicate confusion, inconsistent messaging and sometimes a lack of responsiveness. Interviewees from the technology center and the chancellor's office consistently identified a need for improved communication but did not suggest improvements. Both parties reported they are doing everything possible to collaborate and communicate

effectively. Meetings between the chancellor's office and technology center occur either weekly or twice monthly depending on schedules but little progress is made. Meetings were described as informal and fluid, with a running list of project status updates and changes to work plans. Priorities are adjusted to make time for new projects. Effectively monitoring many updates and changes throughout the year requires the correct level of technical knowledge, project management understanding, and leadership at the chancellor's office and technology center. Meetings were not reported to be consistently conducted with a sense of urgency, clear guidance, and a team approach. Overall, the chancellor's office and the technology center reported follow up and responsiveness to be inconsistent.

Communication with the California Community Colleges

As mentioned, the Public Relations and Marketing Plans for the CAP, SIP, and DSP grants indicate all communications from the technology center to the field must be approved by the chancellor's office, but this mandate was contradicted in other parts of these plans. For example, the Public Relations and Marketing Plan indicates only communications which are "in scope" need to be reviewed and approved by the chancellor's office. The plan states "out of scope" communications follow a different process addressed in the Project Communication Plan. FCMAT did not receive a Project Communication Plan to review.

FCMAT received contradictory information during interviews regarding how the technology center communicates directly with the colleges and could not identify a consistent practice. The technology center operates a help desk to respond to questions and requests from the colleges, which appears to be functioning well. The project monitors are copied on all responses. Messaging from the technology center to the colleges regarding training for the colleges on technology center products and services, general information, and internal messaging between the technology center and chancellor's office to make each other aware of future activities appeared consistent, but FCMAT could not identify the approval process for these messages. In some cases, the chancellor's office appeared unaware of certain activities scheduled by the technology center.

California Community College Stakeholder Input

FCMAT surveyed the 73 California Community College districts and held Zoom interviews with student services, academic affairs, information technology and research staff at 15 colleges. The colleges were chosen to reflect the different size, scope, and structures (multi versus single college districts) represented in the community college system.

Field interviews largely provided a positive view of the technology center. Interviewees requested more direct communications from the technology center and more ability to have input on tools and services to meet local needs, including the need for a security operations center. Interviewees also feared the loss of autonomy and local decision-making and described confusion about the multiple groups being involved in service delivery including the chancellor's office, TAP team and technology center.

Half the colleges interviewed expressed concerns regarding the CCCApply process and reported not receiving help addressing financial aid fraud during the past two or three years. During interviews, the colleges appeared confused about whether the chancellor's office, TAP team or technology center is responsible for helping them address concerns like these. In addition, during interviews and through a review of email communication from the technology center, chancellor's office and the colleges, consultants from the

TAP Team and technology center were confused between chancellor's office and technology center staff. This results in the colleges not knowing who to contact to address their concerns because the consultant's use of CCCCCO.edu and CCTechCenter.org email addresses gave the impression that these consultants were employees of the chancellor's office or technology center. Certain interviewees reported they had found a "good" contact at the technology center or chancellor's office who they reach out to directly for assistance. Although helpful, this process sometimes circumvents the technology center help desk, which serves as a data collection point needed to guide activities or improvement in future work plans.

Some colleges reported during interviews that penetration (security) testing being conducted by the technology center was extremely helpful and encouraged additional testing but would like to have more input and collaboration in the process. The field interviews pointed to the need for the chancellor's office and the technology center to better understand the needs of smaller districts. For example, the log aggregation program (SPLUNK) requires specific skill sets and staff time that smaller districts lack. Providing additional support for the smallest districts would be helpful. In contrast, the larger districts reported the contracted storage for the tool was not adequate. FCMAT did not identify chancellor's office or technology center strategies focused on receiving input like this from the field.

Recommendations

The BGCCD/technology center should:

1. Work with the chancellor's office to formalize external communication procedures between the chancellor's office, technology center and the colleges. The colleges need to know which entity does what and who they should contact.
2. Update the district's organizational charts to reflect only permanent positions at the technology center. Distinguish an internal process to identify consultants to satisfy the grant work-plan reporting requirements.
3. Work with the chancellor's office to adopt a time and effort reporting process that expedites the review and monitoring of fiscal reports. Clearly identify district personnel from consultants to help the chancellor's office monitor financials.
4. Ensure the percentage of salaries and benefits for individuals charged to the CAP, SIP, and DSP grants match one another (e.g., if 50% of an individual's salary is charged to a grant, 50% of their benefits are also charged).
5. Start a work group with chancellor's office leadership to examine the operational structure of the CAP, SIP, and DSP grants. Create an operational structure that emphasizes teamwork, documentation, and responsiveness.
6. Partner with the chancellor's office to identify avenues to increase input from the colleges.
7. Reduce the reliance on consultants during the weekly update meetings with the chancellor's office. Project monitors should be district employees to improve accountability.

The chancellor's office should:

1. Work with the technology center leadership to start a work group to examine the current operational structure of the CAP, SIP, and DSP grants. Using the chancellor's office standard grant process may not be the most effective way to provide this type of service. Create a flexible approach emphasizing teamwork, follow up, and responsiveness.

2. Work with the technology center to develop and adopt a formal process for midyear changes, including amending the current work plans, to limit confusion and improve stability if leadership turnover occurs.
3. Reduce the reliance on consultants during the weekly update meetings with the technology center. Project monitors should be chancellor's office employees to improve accountability.
4. Examine the role of the project monitors to ensure they evaluate progress and suggest improvements since they are the chancellor's office front line staff with the most knowledge related to the grants they monitor.

Appendices

A. Technology Center Subcontracts

B. Study Agreement

FY22-23 Current Contracts Report

smartsheet

FCMAT Request Jan 30 2023

	Primary	Vendor/IC/License Name	Entity Type	Dept	Contract Start Date	Contract End Date	NTE Contract Value	AMD Value	Status
1	23-056	Adobe Acrobat Sign	Software		10/19/22	10/18/23	\$7,875.00		Completed
2	18-083	Alphabet (Google Services)	Vendor		07/01/18	06/30/23			Completed
3	21-035	Antelope Valley College CENIC	Other		11/18/20	11/17/25	\$195,433.00		Completed
4	23-006	BlackBelt Help	Vendor		09/01/22	06/30/27	\$3,589,376.00		Completed
5	22-001	C45-506 CENIC MSA	Subgrant		07/01/21	06/30/23	\$63,443,645.00		Completed
6	23-033	CCCCO - Appendix E Review	Other		07/01/22	06/30/23	\$0.00	\$0.00	Completed
7	18-104	CENIC Broadband Initiative (CBI-104)	Subcontract		07/01/18	06/30/23	\$11,630,000.00		Completed
8	18-104 AMD 1	CENIC Broadband Initiative (CBI-104)	Subcontract		07/01/22	06/30/23		\$139,560.00	Completed
9	IPA20-014 AMD 1	Cerritos Special Project	Other		03/20/20	03/20/25	\$0.00		Completed
10	23-049	Citrix Podio	Software		10/01/22	09/30/23	\$1,843.20		Completed
11	23-041	Computerland Azure Windows Security	Software		10/01/22	09/30/23	\$6,686.00		Completed
12	23-023	Constant Contact	Software		07/01/22	06/30/23	\$1,890.00		Completed
13	22-064	Design Science MathType	Software		03/17/22	03/16/23	\$675.00		Completed
14	23-048	Docker	Software		09/28/22	09/27/23	\$300.00		Completed
15	18-069	EBSCO	Vendor		01/01/18	12/31/23	\$4,999,750.00		Completed
16	23-063	EBSCO	Vendor		01/01/23	01/01/28	\$4,900,000.00		Completed
17	21-050	Economic Modeling LLC; EMSI Career	Software		01/01/21	12/31/23	\$700,000.00		Completed
18	23-013	Experis	Vendor		07/01/22	06/30/23	\$10,352,994.00		Completed
19	23-012	FCCC	Subgrant		07/01/22	06/30/23	\$150,000.00		Completed
20	23-058	Figma	Software		08/31/22	08/30/23	\$2,700.00		Completed
21	22-008	Gartner Year 2	Vendor		07/01/22	06/30/23	\$94,300.00		Completed
22	23-057	Getty Images (iStock)	Software		02/01/23	01/31/24	\$520.00		Completed
23	23-010	GoTo LastPass	Software		07/23/22	07/22/23	\$4,680.00		Completed
24	23-020	Grackle Docs	Software		07/01/22	06/30/23	\$31,350.00		Completed
25	23-042	HelpSystems Cobalt Strike License	Software		09/01/22	08/31/23	\$2,672.89		Completed
26	23-052	Internet2/InCommon	Vendor		01/01/23	12/31/23	\$451,000.00		Completed
27	23-014	Intervision AWS Mgmt. Services	Vendor		07/02/22	06/30/23	\$1,790,000.00		Completed
28	23-015	Intervision Professional Services	Vendor		07/02/22	06/30/23	\$3,573,130.00		Completed
29	23-017	IPQS	Software		07/01/22	06/30/23	\$99,000.00		Completed
30	23-073	Jonckers Words Online	Vendor		01/01/23	06/30/23	\$10,000.00		Completed
31	23-051	Kurzweil Subscription	Other		09/15/22	09/14/24	\$0.00		Completed
32	23-046	L-Soft (Listserv)	Software		09/01/22	08/31/23	\$6,950.00		Completed
33	23-038	Laserfiche (Ray Morgan)	Software		09/15/22	09/14/23	\$3,527.50		Completed
34	23-021	Onix Equidox	Software		07/01/22	06/30/23	\$80,000.00		Completed
35	22-081	OpenVPN	Software		03/23/22	03/22/23	\$3,762.00		Completed

	Primary	Vendor/IC/License Name	Entity Type	Dept	Contract Start Date	Contract End Date	NTE Contract Value	AMD Value	Status
36	23-011	Palomar College (TechConnect)	Subgrant		07/01/22	06/30/23	\$4,012,600.00		Completed
37	23-036	Passages Tech Milestones PK4+	Software		08/20/22	08/19/23	\$3,360.00		Completed
38	23-004	Pope Tech	Software		07/01/22	06/30/23	\$68,726.00		Completed
39	22-071	Portswigger Burp Suite	Software		02/24/22	02/24/23	\$798.00		Completed
40	23-037	Qualtrics	Software		08/11/22	08/10/23	\$4,000.00		Completed
41	23-030	Rainforest	Software		11/03/22	11/02/23	\$360,000.00		Completed
42	23-022	Ray Morgan - Canon Copier Maintenance	Other		07/01/22	06/30/23	\$381.69		Completed
43	23-031	Salesforce	Software		09/01/22	08/31/23	\$13,824.00		Completed
44	23-079	SANS Institute	Software		04/01/23	03/31/24	\$19,960.00		Completed
45	22-076	SANS Security	Software		04/01/22	03/30/23	\$18,900.00		Completed
46	23-026	Sensus Aps - SensusAccess	Software		07/01/22	06/30/23	\$45,000.00		Completed
47	23-026	SHI - Adobe Pro	Software		07/01/22	06/30/23	\$1,176.10		Completed
48	23-002	SHI - DataCore VMware Support	Software		07/01/22	06/30/23	\$3,616.16		Completed
49	23-040	SHI - Smartsheet	Software		02/27/23	02/26/24	\$11,606.40		Completed
60	23-029	SHI - Splunk	Software		12/27/22	12/26/23	\$281,686.60		Completed
61	23-028	SHI - Tenable	Software		12/21/22	12/20/23	\$293,286.36		Completed
62	23-016	SHI - Tibco JasperSoft	Software		07/01/22	06/30/23	\$67,049.10		Completed
63	23-061	SHI ABBYY FineReader Maintenance	Software		12/01/22	11/30/23	\$430.60		Completed
64	23-064	SHI Atlassian Bitbucket	Software		10/26/22	10/26/23	\$2,079.00		Completed
66	23-001	SHI Atlassian Cloud (Confluence)	Software		08/22/22	08/22/23	\$23,600.00		Completed
66	23-066	SHI Checkmarx	Software		12/07/22	12/06/23	\$27,037.90		Completed
67	23-066	SHI GlobalProtect	Software		01/23/23	01/23/24	\$2,837.66		Completed
68	23-074	SHI Ivanti MobileIron	Software		02/28/23	02/27/24	\$1,606.00		Completed
69	23-064	SHI JetBrains IntelliJ PHPStorm	Software		12/06/22	12/04/23	\$3,646.07		Completed
69	22-076	SHI MobileIron	Software		02/28/22	02/27/23	\$1,676.00		Completed
61	23-034	SHI PAN - Wildfire Threat Prevention	Software		11/11/22	11/10/23	\$3,822.44		Completed
62	23-071	SHI Portswigger Burp Suite	Software		02/24/23	02/24/24	\$929.42		Completed
63	22-047	SHI Smartsheet	Software		02/27/22	02/26/23	\$10,640.00		Completed
64	22-062	SHI Sophos	Software		03/23/22	03/22/23	\$1,967.96		Completed
66	23-077	SHI Sophos Software	Software		03/23/23	03/22/24	\$1,866.96		Completed
66	23-063	SHI Spirion	Software		12/10/22	12/09/23	\$146,029.31		Completed
67	22-080	SHI Tenable Nessus	Software		02/26/22	02/26/23	\$1,937.06		Completed
68	23-069	SHI TrendMicro	Software		12/27/22	12/26/23	\$177.48		Completed
69	23-060	SHI Veeam	Software		11/27/22	11/26/23	\$767.96		Completed
70	23-062	SHI Vispero JAWS	Software		10/31/22	10/31/23	\$2,400.00		Completed
71	22-078	Slack	Software		04/27/22	04/26/23	\$1,099.31		Completed
72	23-047	Subtitle Horse (Shire)	Software		09/22/22	09/21/23	\$29,900.00		Completed
73	23-043	Survey Monkey	Software		07/07/22	07/07/23	\$2,222.11		Completed
74	23-043 AMD1	Survey Monkey (additional seat)	Software		10/21/22	07/07/23	\$638.63		Completed

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	Primary	Vendor/IC/License Name	Entity Type	Dept	Contract Start Date	Contract End Date	NTE Contract Value	AMD Value	Status
76	22-077	Survey Monkey (Momentive)	Software		05/06/22	05/05/23	\$676.00		Completed
76	23-066	TechSmith SHI Camtasia + Snagit Bundle	Software		10/06/22	10/04/23	\$110.19		Completed
77	23-044	UPG Solutions (RFP360)	Software		08/16/22	08/16/23	\$3,000.00		Completed
78	23-019	Vanilla Forums	Software		07/01/22	06/30/23	\$61,674.32		Completed
79	23-008	Veridion Security, Inc.	Software		07/01/22	06/30/23	\$1,176,000.00		Completed
80	21-061	Verizon (Hotspot acct renewal)	Vendor		06/23/19	06/22/23	\$9,842.62		Completed
81	23-036	WebAIM	Software		07/01/22	06/30/23	\$96,000.00		Completed
82	23-068	Wilder Interpreting Services	Vendor		01/01/23	06/30/24	\$7,740.00		Completed
83	23-076	Wiris MathType	Software		03/17/23	03/17/24	\$781.00		Completed
84	23-006	XAP, Inc.	Vendor		07/01/22	06/30/23	\$671,117.00		Completed
86	23-046	Zendesk IT Enterprise	Software		11/30/22	11/29/23	\$2,362.00		Completed
86	23-009 AMD1	Zendesk OpenCCC	Software		07/06/22	08/26/23		\$4,117.32	Completed
87	23-009	Zendesk OpenCCC	Software		08/29/22	08/28/23	\$47,976.46		Completed
88	23-060	Zoom Webinar License	Software		upon payment	06/30/23	\$2,618.00		Completed



FISCAL CRISIS & MANAGEMENT
ASSISTANCE TEAM

**FISCAL CRISIS & MANAGEMENT ASSISTANCE TEAM
STUDY AGREEMENT
June 21, 2022**

The Fiscal Crisis Management and Assistance Team (FCMAT), hereinafter referred to as the team, and the California Community Colleges Chancellor's Office on behalf of the Butte-Glenn Community College District - Technology Center, hereinafter referred to as the Chancellor's Office, mutually agree as follows:

1. BASIS OF AGREEMENT

The team provides a variety of services to local educational agencies. The Chancellor's Office has requested the team to provide for the assignment of professionals to study specific aspects of Butte-Glenn Community College District - Technology Center's operations, based on the provisions of Education Code Section 84041. These professionals may include staff of the team, county offices of education, the California Department of Education, school districts, charter schools, community colleges, or private contractors. All work will be performed in accordance with the terms and conditions of this agreement.

2. SCOPE OF THE WORK

A. Scope and Objectives of the Study

Review the Butte-Glenn Community College District - Technology Center operations and management to provide recommendations for operational improvements. Specifically, determine whether:

- For 2021-22, the Technology Center followed the provisions of the following agreements with the California Community Colleges Chancellor's Office and met deliverables and agreed upon service levels:
 - Core Applications Grant 20-081-101
 - Data Services Program Grant 20-074-101
 - Shared Infrastructure Grant 20-075-001
- Contracts with consultants and subcontractors are monitored on an ongoing basis to determine that deliverables are met, and that expenditures are allowable and within the contract budget.
- The number and qualifications of Technology Center employees are appropriate given the Technology Center's responsibilities to California Community Colleges and need for operational capacity.
- The Technology Center operating budget is developed using reasonable estimates and that revenues and expenditures are monitored throughout the year.

B. Services and Products to be Provided

- 1) Orientation Meeting –The team will conduct an orientation session at the Butte-Glenn Community College District to brief 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 Butte-Glenn Community College District and at district sites if necessary.
- 3) Exit Meeting – The team will hold an exit meeting at the conclusion of the on-site review to inform the Chancellor’s Office of significant findings and recommendations to that point.
- 4) Draft Report – Electronic copies of a preliminary draft report will be delivered to the Chancellor’s Office administration for review and comment.
- 5) Final Report – Electronic copies of the final study report will be delivered to the Chancellor’s Office and the Butte-Glenn Community College District following completion of the review. The final report will be published on the FCMAT website.

3. PROJECT PERSONNEL

The FCMAT study team may include:

- | | | |
|----|---------------------------------|------------------------------------|
| A. | Michelle Giacomini | Deputy Executive Officer, FCMAT |
| B. | Carolynne Beno, Ed.D., CFE | Intervention Specialist, FCMAT |
| C. | Cambridge West Partnership, LLC | FCMAT Community College Consultant |

4. PROJECT COSTS

The cost for studies requested pursuant to EC 42127.8(d)(1) will be:

- A. \$1,100 per day for each FCMAT staff member while on site, conducting fieldwork at other locations, presenting reports, or participating in meetings. The cost of independent consultants will be billed at the actual daily rate for all work performed based on the provisions of EC 84041.
- B. All out-of-pocket expenses, including travel, meals, lodging, etc. The Chancellor’s Office 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 Chancellor’s Office.

Based on the elements noted in section 2A, the total not-to-exceed cost of the study is \$450,500.

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, located at 1300 17th Street, Bakersfield, CA 93301.

5. RESPONSIBILITIES OF THE DISTRICT, CHANCELLOR’S OFFICE

A. The Butte-Glenn Community College District will provide office and conference room space while on-site reviews are in progress.

B. The Butte-Glenn Community College District will provide the following (if requested):

- 1) Policies, regulations and prior reports addressing the study request
- 2) Current or proposed organizational charts
- 3) Current and two (2) prior years’ audit reports
- 4) Any documents requested on a supplemental list
- 5) Any documents requested on the supplemental list should be provided to FCMAT in electronic format; if only hard copies are available, they should be scanned by the Butte Community College District and sent to FCMAT in an electronic format.
- 6) All documents should be provided in advance of fieldwork; any delay in the receipt of the requested documentation may affect the start date and/or completion date of the project. Upon approval of the signed study agreement, access will be provided to FCMAT’s SharePoint document repository, and all requested documents shall be uploaded by the Butte Community College District.

C. The Chancellor’s Office administration will review a draft copy of the report resulting from 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 and will be established upon the receipt of a signed study agreement:

Orientation:

To be determined

Staff Interviews:

To be determined

Exit Meeting:

To be determined

<i>Draft Report Submitted:</i>	<i>To be determined</i>
<i>Final Report Submitted:</i>	<i>To be determined</i>
<i>Board Presentation:</i>	<i>To be determined</i>

7. COMMENCEMENT, TERMINATION AND COMPLETION OF WORK

FCMAT will begin work as soon as it has assembled an available and appropriate study team consisting of FCMAT staff and independent consultants, taking into consideration other jobs FCMAT has previously undertaken and assignments from the state. The team will work expeditiously to complete its work and deliver its report, subject to the cooperation of the Chancellor's Office and any other parties from which, in the team's judgment, it must obtain information. Once the team has completed its fieldwork, it will proceed to prepare a draft report and a final report. Prior to completion of fieldwork, the Chancellor's Office may terminate its request for service and will be responsible for all costs incurred by FCMAT to the date of termination under Section 4 (Project Costs). If the Chancellor's Office does not provide written notice of termination prior to completion of fieldwork, the team will complete its work and deliver its report and the Chancellor's Office will be responsible for the full costs. The Chancellor's Office understands and agrees that FCMAT is a state agency and all FCMAT reports are published on the FCMAT website and made available to interested parties in state government. In the absence of extraordinary circumstances, FCMAT will not withhold preparation, publication and distribution of a report once fieldwork has been completed, and the Chancellor's Office shall not request that it do so.

8. INDEPENDENT CONTRACTOR

FCMAT is an independent contractor and is not an employee or engaged in any manner with the Chancellor's Office. The manner in which FCMAT's services are rendered shall be within its sole control and discretion. FCMAT representatives are not authorized to speak for, represent, or obligate the Chancellor's Office in any manner without prior express written authorization from an officer of the Chancellor's Office.

9. INSURANCE

During the term of this agreement, FCMAT shall maintain liability insurance of not less than \$1 million unless otherwise agreed upon in writing by the Chancellor's Office, automobile liability insurance in the amount required under California state law, and workers' compensation as required under California state law. FCMAT shall provide certificates of insurance, with California Community Colleges Chancellor's Office named as additional insured, indicating applicable insurance coverages upon request.

10. HOLD HARMLESS

FCMAT shall hold the Chancellor's Office, its board, officers, agents, and employees harmless from all suits, claims and liabilities resulting from negligent acts or omissions of

its board, officers, agents and employees undertaken under this agreement. Conversely, the Chancellor's Office shall hold FCMAT, its board, officers, agents and employees harmless from all suits, claims and liabilities resulting from negligent acts or omissions of its board, officers, agents and employees undertaken under this agreement.

11. COVID-19 PANDEMIC

Because of the existence of COVID-19 and the resulting shelter-in-place recommendations, local educational agency closures and other related considerations, at FCMAT's sole discretion, the Scope of Work, Project Costs, Responsibilities of District (Sections 1, 4 and 5 herein) and other provisions herein may be revised. Examples of such revisions may include, but not be limited by, the following:

- A. Orientation and exit meetings, interviews and other information-gathering activities may be conducted remotely via telephone, video conferencing, etc. References to site work and fieldwork shall be interpreted appropriately given the circumstances.
- B. Activities performed remotely that are normally performed in the field shall be billed hourly as if performed in the field (excluding out-of-pocket costs).
- C. The district may be relieved of its duty to provide conference and other work area facilities for the team.

12. FORCE MAJEURE

Neither party will be liable for any failure of or delay in the performance of this study agreement due to causes beyond the reasonable control of the party, except for payment obligations by the Chancellor's Office.

13. CONTACT PERSON

Name: Wrenna Finche, Assistant Vice Chancellor
Telephone: (916) 445-8026
E-mail: wfinche@cccco.edu

Lizette Navarette Digitally signed by Lizette Navarette
Date: 2022.06.22 08:10:35 -07'00' **6/22/22**

Lizette Navarette Date
Executive Vice Chancellor, Institutional Success and Supports
California Community Colleges Chancellor's Office

Michael H. Fine Digitally signed by Michael H.
Fine
Date: 2022.06.22 13:56:32 -07'00' **6/22/22**

Michael H. Fine Date
Chief Executive Officer
Fiscal Crisis and Management Assistance Team