



Vavrinek, Trine, Day & Co., LLP  
Certified Public Accountants

VALUE THE DIFFERENCE

December 16, 2011

Ms. Sheri Gamba  
Associate Superintendent, Business  
West Contra Costa Unified School District  
1108 Bissell Avenue  
Richmond, CA 94801

Dear Ms. Gamba:

In response to your request, and approval from the California Department of Education and State Controller's Office, our firm engaged to perform an operational assessment of the internal controls and operating procedures for the West Contra Costa Unified School District's Fiscal System. Procedures performed were at the request of the Governing Board of the District. The report that follows details our findings and recommendations.

We were not engaged to, and did not, perform a financial audit, the objective of which would be to express an opinion on the District's specified records, accounts or items. Accordingly, our firm does not express such an opinion. Had our firm performed additional procedures, other matters may have come to our attention. These matters would have been reported to you.

However, our firm did perform certain procedures that resulted in internal control findings for the Fiscal System. These findings are included in the following report.

This report is intended solely for use by the District and should not be used by anyone who has not agreed to the procedures and assumed responsibility for the sufficiency of the procedures for their purposes.

Respectfully,

A handwritten signature in dark ink, appearing to read 'Caroline A. Larson', written over the typed name and firm name.

Caroline A. Larson  
VAVRINEK, TRINE, DAY & Co., LLP

West Contra Costa Unified School District  
Fiscal Systems Assessment

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## Executive Summary

The Richmond Unified School District (RUSD), later to be known as the West Contra Costa Unified School District (WCCUSD), received an emergency State Loan in 1991 due to its inability to pay for its current obligations, almost resulting in a District-wide closure of the instructional program. This local fiscal crisis had state-wide repercussions, resulting in the passage of AB 1200, legislation that increased County oversight of all local educational agencies.

According to historical accounts, the District filed for bankruptcy due to the implementation of an educational program that exceeded the funding available. The factors contributing to the financial distress were: the District approved staff-hiring in excess of standard formulas, awarded a two-year salary schedule increase of 7% and 9% when State cost of living adjustments were 4.76% and 3.52% respectively, violated federal compliance laws that resulted in monetary penalties, issued non-voter approved debt to pay for operational costs, purchased computer technology with long-term debt, and compensated active employees with uncapped health & welfare benefits and provided life-time benefits for retirees.

A grand jury concluded that the Board placed an over-reliance on the Superintendent and lacked the ability to sufficiently oversee the multi-million dollar operation.

After twenty years of payments, the District is prepared to repay the remaining \$9.4 million of State apportionment principal debt from a fund that has been set-aside for this purpose. The District also plans to retire the remaining \$3.7 million of debt to IBM as a one-time expense to the general operating fund of the District in 2011/12. The penalties stemming from federal funds non-compliance will be retired with a \$872,000 payment as well. The remaining debt from the fiscal crisis of 1991 is a Certificate of Participation that is being annually funded through the General Fund, at approximately \$925,000 per year through 2024. The remaining COPS principal and interest payments total \$12 million.

As part of the 2009/10 contract negotiations, the District implemented a cap on active employee health and welfare benefits and reduced the future on-going life-time benefits to approximately \$1300 per year (i.e., the Public Employee Retirement System PERS minimum employer contribution). Previous retirement agreements were “grandfathered,” that results in a \$20 million “pay-as-you-go” obligation with another \$20 million annual requirement to prudently fund the future obligation. The total of these two payments is known as the “Annual Required Contribution,” or ARC or \$40 million per year. The ARC is the amount determined by an actuary to adequately fund this \$450 million obligation annually for the next 30 years. In other words, if the District were to fund the retirement ARC, it would require approximately 15% of its General Fund operating funds to be spent on retiree benefits; currently, it designates 7.5%.

To augment State-funding for its general educational program, the District passed a parcel tax in 2008 that expires in 2014 that yields approximately \$9.7 million annually and also has created a Maintenance & Recreation Assessment District (MRAD) that provides \$5.5 million annually for routine maintenance & recreation facilities upkeep. The District also passed five General Obligation Bonds since 1998, resulting in \$1.27 billion in funds to improve conditions for its 50+ sites.

Since 2007/08, the District identified \$40 million of reductions and realignments of revenue. The District operates a \$283 million expenditure budget with \$269 million of revenue.<sup>1</sup> The District has set-aside \$10 million in other funds as preparation for 2011/12 mid-year reductions State-wide. The current “worst-case” 2011/12 mid-year State Budget scenario is a \$260 per student (ADA) decrease in general purpose K-12 revenue limit funding and a 50% reduction in transportation funds. The State will not release whether the impact will be one-time or on-going before December 15, 2011, and possibly not before February 2012. The District is assuming it is a one-time 2011/12 reduction. In the two projected years, 2012/13 and 2013/14, the District is projecting 0% COLA with the current State-wide revenue limit deficit of 19.754%. The District will meet its 3% required reserve in the third year of its projection by transferring in the \$10M from special reserve for non-capital outlay.

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<sup>1</sup> WCCUSD First Interim Report, December 15, 2011.



West Contra Costa Unified School District  
Fiscal Systems Assessment

This Fiscal Systems Assessment is provided to satisfy the requirement set forth in Education Code 41320.1(a)(4). The State requires a Fiscal Systems report, conducted by a State-approved audit firm, to be issued prior to State Emergency Apportionment loan repayment.

Two important considerations exist for West Contra Costa USD and they are:

- 1) Does a source of repayment exist for the State Emergency Apportionment loan that will not adversely impact the general operations or capital commitments of the District?
- 2) Will the District benefit from continued oversight by a State-appointed Trustee?

This report is designed to provide the District, the California Department of Education, the State Controller, and any other interested parties with information bearing on those two important considerations.

From this assessor's perspective, the District continued to place itself at risk by adding to its long-term debt without a source of payment other than the General Fund, by providing life-time benefits to employees and Board members who retired and/ or were grandfathered through 2010. Because the District is not funding the ARC, the true impact of this decision is currently masked. Annual retirement of this \$450 million debt will diminish this District's ability to serve students for another 30 years. To put this amount in perspective, the 1991 fiscal crisis accumulated \$53 million of debt not including obligations for post-retirement benefits.

Future risk exists in areas where site administration does not conform to District hiring, change and leave policies & procedures. The non-compliance can put the District at financial risk by potential overstaffing, grievances or lawsuits. Risk also exists when District administration cannot keep up with the changes in personnel; sometimes the District is financially obligated to employees prior to proper approval processes being completed.

The District also places an over-reliance on construction management firms to perform the budgeting and cash flow functions of the projects.

The District is currently undertaking two major technology upgrades to safeguard the organization, one is for the overall financial system and the other is for construction project management. By upgrading the District technology, the administration will be able to spend more time monitoring and analyzing data rather than spending time gathering and organizing data.

For the past five years, the District has benefitted from leadership that is willing and able to "make difficult choices" and to self-assess and be assessed by other independent entities. The District is not currently experiencing the conditions that occurred in 1991 that lead to the bankruptcy. However, declining enrollment and an international recession, combined with the post-employment debt that is not equivalent to other levels at other educational California entities, will require the vigilance of the organization until conditions change and the retirement obligations return to levels more consistent with other K-12 educational entities.

It is recommended that the Board and administration re-visit the Eleven Predictors of School Agencies Needing Intervention, as published by the Fiscal Crisis Management & Assistance Team (FCMAT). This framework will assist the District in monitoring itself in the future.



## Objectives

The Fiscal Systems Assessment is provided to satisfy the requirement set forth in Education Code 41320.1(a)(4). The State requires a Fiscal Systems report, conducted by a State-approved audit firm, to be issued prior to State Emergency Apportionment loan repayment.

Two important considerations exist for West Contra Costa USD and they are:

1. Does a source of repayment exist for the State Emergency Apportionment loan that will not adversely impact the general operations or capital commitments of the District?
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This report is designed to provide the District, the California Department of Education, the State Controller, and any other interested parties with information bearing on those two important considerations.

In order to address these two considerations, one of the objectives of the Fiscal Systems Assessment was to determine the effectiveness and efficiency of its internal controls and operating procedures. Specific functional areas were:

- Overall District Policies and Procedures
- District Leadership
- Current District Financial Condition
- Long Term Debt
- District Financial & Budget Controls
- Accounting Software Applications
- Purchasing and Receiving
- Cash Disbursements
- Payroll and Personnel
- Accounts Payable
- Accounts Receivable
- Cash Receipting
- Facilities and Contracts
- Food Services

In order to evaluate the findings of the District's internal controls, it is important to understand the complexities and everyday dynamics of this school district. This report will recap the events that lead to the District's fiscal crisis in 1991 and by describing the activities of the State Trustee, the Board of Trustees, District Leadership, Staff, and the Community, it is hoped that the reader will form their own opinion as to the benefit of continued State oversight. The activities discussed in this report concentrate on the actions taken in the past five years that have been intended to improve the financial condition of the District.

## Source of Repayment of State Apportionment Loan

The source of repayment of the State Apportionment Loan is the investment held by the District in a Pooled Investment Account (PMIA), known as the Local Agency Investment Fund (LAIF).<sup>2</sup> The amount available in this

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<sup>2</sup> California State Treasurer's Office Web Site, December 2, 2011. The Local Agency Investment Fund (LAIF), is a voluntary program created by statute; began in 1977 as an investment alternative for California's local governments and special districts and it continues today under Treasurer Bill Lockyer's administration. The enabling legislation for the LAIF is Section 16429.1 et seq. of the California Government Code.

This program offers local agencies the opportunity to participate in a major portfolio, which invests hundreds of millions of dollars, using the investment expertise of the State Treasurer's Office investment staff at no additional cost to the taxpayer. This in-house management team is comprised of civil servants who have each worked for the State Treasurer's Office for an average of 20 years.

The LAIF is part of the Pooled Money Investment Account (PMIA). The PMIA began in 1955 and oversight is provided by the Pooled Money Investment Board (PMIB) and an in-house Investment Committee. The PMIB members are the State Treasurer, Director of Finance, and State Controller.

The Local Investment Advisory Board (LIAB) provides oversight for LAIF. The Board consists of five members as designated by statute. The State Treasurer, as Chairman, or his designated representative appoints two members qualified by training and experience in the field of investment or finance, and two members who are treasurers, finance or fiscal officers or business managers employed by any county, city or local district or municipal corporation of this state. The term of each appointment is two years or at the pleasure of the appointing authority.

All securities are purchased under the authority of Government Code Section 16430 and 16480.4. The State Treasurer's Office takes delivery of all securities purchased on a delivery versus payment basis using a third party custodian. All investments are purchased at market and a market valuation is conducted monthly. Additionally, the PMIA has Policies, Goals and Objectives for the portfolio to make certain that our goals of Safety, Liquidity and Yield are not jeopardized and that prudent management prevails. These policies are formulated by Investment Division staff and reviewed by both the PMIB and the LIAB on an annual basis.

investment account as of June 30, 2011 was \$8,993,124.<sup>3</sup> The District has planned for this repayment by depositing the funds in a debt service fund, in excess of more than the past five years, separate and apart from the General operations of the District.<sup>4</sup>

### Consideration of the Benefits of Continued State Oversight

The District has been under State oversight for twenty years, a condition required by the authorization of a State Emergency Loan Apportionment. Under State Oversight and District leadership, the District continues to develop and implement Financial Recovery Plans that face the challenges of educating students amidst: 1) \$12 million of debt that remains from the original fiscal crisis, 2) a \$450 million present value of a future obligation for life-time health benefits for present and retired employees, 3) declining student enrollment and 4) a weak international, national and State economy.

At this moment, the District is most likely in one of the strongest financial and managerial oversight positions that it has either experienced in the past or may experience in the near future. The District has several immediate streams of income for both operational and capital needs that may not only compare favorably locally, but also nationally, in terms of the dollars that are provided for the investment in students, staff and facilities.

### District General Background Information

West Contra Costa Unified School District was established as the Richmond Unified School District on July 1, 1965, and with the passage of AB 535, was renamed the West Contra Costa Unified School District on March 17, 1993.<sup>5</sup> The District covers 110 square miles within the Contra Costa County.<sup>6</sup> Located in greater San Francisco's East Bay just north of Berkeley, the West Contra Costa Unified School District (WCCUSD) encompasses five cities and several unincorporated areas including Hercules, Pinole, San Pablo, Richmond, and El Cerrito as well as Kensington, El Sobrante and North Richmond.<sup>7</sup> Appendices A, B, C and D visually depict the current population, changes in local demographics, local income and education, and the changes in households with children.

With 29,524 students K through 12<sup>th</sup> grade<sup>8</sup>, WCCUSD serves a diverse population with people of color comprising 86% of the students.<sup>9</sup> Appendix E depicts the change in student population for the district over a fifteen year period.

WCCUSD students bring more than 80 home languages and one in three receives services for English language learners. More than two-thirds of all students are eligible under federal guidelines for free or reduced lunches – an indicator of socioeconomic disadvantage.<sup>10</sup>

The District currently has six (6) neighborhood-assignment high schools, six (6) neighborhood-assignment middle schools, and thirty-seven (37) neighborhood-assignment elementary and K-8 schools along with various

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The State Treasurer's Office is audited by the Bureau of State Audits on an annual basis and the resulting opinion is posted to the State Treasurer's Office website following its publication. The Bureau of State Audits also has a continuing audit process throughout the year. All investments and LAIF claims are audited on a daily basis by the State Controller's Office as well as an in-house audit process involving three separate divisions.

Under Federal Law, the State of California cannot declare bankruptcy, thereby allowing the Government Code Section 16429.3 to stand. This Section states that "moneys placed with the Treasurer for deposit in the LAIF by cities, counties, special districts, nonprofit corporations, or qualified quasi-governmental agencies shall not be subject to either of the following: (a) transfer or loan pursuant to Sections 16310, 16312, or 16313, or (b) impoundment or seizure by any state official or state agency."

During the 2002 legislative session, California Government Code Section 16429.4 was added to the LAIF's enabling legislation. This Section states that "the right of a city, county, city and county, special district, nonprofit corporation, or qualified quasi-governmental agency to withdraw its deposited moneys from the LAIF, upon demand, may not be altered, impaired, or denied in any way, by any state official or state agency based upon the state's failure to adopt a State Budget by July 1 of each new fiscal year."

The LAIF has grown from 293 participants and \$468 million in 1977 to 2,774 participants and \$22 billion at the end of October 2011.

<sup>3</sup> Fiscal Bond Office Statement, West Contra Costa Unified School District LAIF Statement dated, June 30, 2011

<sup>4</sup> Unaudited Actuals and Budget Adoption, September 15, 2011 and District External Audit reports, June 30, 2006 through June 30, 2009.

<sup>5</sup> External Audit Report, June 30, 2009

<sup>6</sup> Rubin, Lillian. *Busing & Backlash*, University of California Press, © 1972.

<sup>7</sup> Piper Jaffrey, Supplement to the Preliminary Official Statement Dated July 19, 2011 Relating to the \$85M WCCUSD 2011 General Obligation Refunding Bonds, August 2011.

<sup>8</sup> Preliminary CBEDS, October 27, 2011

<sup>9</sup> District Web Site

<sup>10</sup> District Web Site



continuation and alternative schools and two (2) adult schools.<sup>11</sup> As of 2011, the District sponsors four charter schools, all direct funded, non-conversion charters and one charter within the District is sponsored by the Contra Costa County Office of Education.

Ranges of hills effectively divide the County into three regions. The District is located in the County's western portion, which with its access to water, contains much of the County's heavy industry. The central section of the County is developing from a suburban area into a commercial and financial headquarters center. The eastern part of the County is developing from a rural, agricultural area to a suburban region. The County has extensive and varied transportation facilities – ports accessible to ocean-going vessels, railroad, freeways, and rapid transit lines connecting the area with Alameda County and San Francisco.<sup>12</sup> The natural boundaries and terrain is significant to this District because the District does not operate or own a home-to-school transportation fleet. The concept of the neighborhood school, "stroller Moms," and maintaining small class size is a strong value system for the community and the Board.

### Events That Lead To the Richmond Unified School District Fiscal Crisis of 1991

The Fiscal Crisis Management & Assistance Team (FCMAT), a government agency that was founded to assist in the prevention of future District fiscal distress, was created as a result of the legislation surrounding the Richmond USD financial crisis of 1991. FCMAT publishes eleven (11) indicators for School Districts needing intervention (Appendix F). Of the 11 indicators, the predominant ones that were present at the time of the Richmond USD crisis are discussed below. The reasons provided are based on newspaper articles written at the time of the crisis, primarily during 1991.

#### 1) Leadership Breakdown

- a) The Board members were well educated, but lacked adequate expertise in the management and oversight of a multi-million dollar enterprise. The failure was caused by a number of factors: inexperience in fiscal management, inability to evaluate faulty proposals and projections presented to the Board by administrators, a reluctance to refuse the demands by unions and community groups and a large dose of wishful thinking.<sup>13</sup>
- b) The Board hired a Superintendent that was reported to have past experiences as an administrator who:
  - i) Overrode District internal controls at previous employers as a member of management,<sup>14</sup>
  - ii) Implemented education program additions without appropriate or sufficient funding sources,<sup>15</sup> and
  - iii) Was either asked to leave or formal dismissal for conduct that led to financial findings or distress for prior school district employers.
    - (1) 1971-1972 Assistant Principal, Beechwood, OH
    - (2) 1974-1981 Superintendent, Montclair NJ
    - (3) 1981-1984 Superintendent Raleigh, NC
    - (4) 1985-1987 Superintendent, Austin, TX<sup>16</sup>

<sup>11</sup> Superintendent's Annual Report, 2010/11

<sup>12</sup> Piper Jaffrey, Supplement to the Preliminary Official Statement Dated July 19, 2011 Relating to the \$85M WCCUSD 2011 General Obligation Refunding Bonds, August 2011

<sup>13</sup> Cabanatuan, Michael. "School Board Taken To Task By Grand Jury," *West County Times*, June 1, 1991.

<sup>14</sup> Hardy, Charles, & Winokur, Scott. "Long Trail of Misconduct," *San Francisco Examiner & Chronicle*, May 26, 1991. O'Connor, "Fired Richmond School Chief Faces New Controversy," *San Francisco Examiner & Chronicle*, June 22, 1991. Tuller, David, "How Problem Employees Get Jobs," *San Francisco Examiner & Chronicle*, July 8, 1991. Soglin, Ari, "Ex-Chief of RUSD Seeks New Job," *West County Times*, February 18, 1991. Celis, William, "Charismatic Superintendent Leaves His Mark," *New York Times*, May 9, 1991. Soglin, Ari, "RUSD Officials: Kansas City, Here We Come," *West County Times*, April 6, 1991. Soglin, Ari, "Marks Faces Deficit In His New District," *West County Times*, April 6, 1991.

<sup>15</sup> Hardy, Charles, & Winokur, Scott. "Long Trail of Misconduct," *San Francisco Examiner & Chronicle*, May 26, 1991. O'Connor, "Fired Richmond School Chief Faces New Controversy," *San Francisco Examiner & Chronicle*, June 22, 1991. Tuller, David, "How Problem Employees Get Jobs," *San Francisco Examiner & Chronicle*, July 8, 1991. Soglin, Ari, "Ex-Chief of RUSD Seeks New Job," *West County Times*, February 18, 1991. Celis, William, "Charismatic Superintendent Leaves His Mark," *New York Times*, May 9, 1991. Soglin, Ari, "RUSD Officials: Kansas City, Here We Come," *West County Times*, April 6, 1991. Soglin, Ari, "Marks Faces Deficit In His New District," *West County Times*, April 6, 1991.

<sup>16</sup> Hardy, Charles, & Winokur, Scott. "Long Trail of Misconduct," *San Francisco Examiner & Chronicle*, May 26, 1991. O'Connor, "Fired Richmond School Chief Faces New Controversy," *San Francisco Examiner & Chronicle*, June 22, 1991. Tuller, David, "How Problem Employees Get Jobs," *San Francisco Examiner & Chronicle*, July 8, 1991. Soglin, Ari, "Ex-Chief of RUSD Seeks New Job," *West County Times*, February 18, 1991. Celis, William, "Charismatic Superintendent Leaves His Mark," *New York Times*, May 9, 1991. Soglin, Ari, "RUSD Officials: Kansas City, Here We Come," *West County Times*, April 6, 1991. Soglin, Ari, "Marks Faces Deficit In His New District," *West County Times*, April 6, 1991.



- c) The Superintendent at the time of the fiscal crisis, was subsequently hired as the Superintendent of the Kansas City, MO school system in 1991. News articles at the time described his employment in Kansas City as repeating similar patterns of behavior that were observed at Richmond USD.<sup>17</sup>

## 2) Inattention to Categorical Programs

- a) The Superintendent of Richmond USD was hired to replicate a Magnet School "System of Choice" that he had helped to implement at previous school systems. The System of Choice was supposed to integrate the 31,000 student school district, which was 70% minority at the time. Most of the minority students resided in the City of Richmond and the white population resided in the northern suburbs. Parents were allowed to send their children to any school in the District. By giving each of the 47 schools one of seven specialties, such as classical instruction or performing arts, integration would naturally follow, according to District plan. However, a State Audit showed that fewer than 10% of the students actually attend schools outside their neighborhoods. Instead of integrating the schools, a real possibility existed for parents to move white students from racially-mixed schools to predominantly white schools.<sup>18</sup> Unfortunately for Richmond USD, the following resulted:
  - i) Inappropriate use of Title I funds (Chapter 1). Federal funding was used to add programs to benefit all students (System of Choice), instead of helping economically disadvantaged students in the regular program<sup>19</sup>
  - ii) Inappropriate use of School Based Coordinated Program Funding (SBCP). The SBCP was to have been spent on recommendations made by a committee of teachers, parents and administrators. Instead it was directed by the District Superintendent for the System of Choice.<sup>20</sup>
  - iii) Desegregation dollars were inappropriately spent on "System of Choice." Approximately \$7.8 million of these dollars were used on the Choice program during the 1988/89 and 1989/90<sup>21</sup>

## 3) Substantial Long Term Debt Commitments

The District entered into long-term commitments that surpassed the District's ability to repay.

- a) The District financed operational costs with long-term, non-voter approved debt (Certificates of Participation/COPS)<sup>22</sup>
- b) The District purchases computers without a sufficient source of funding<sup>23</sup>

## 4) Budget Monitoring and Development

The District placed over-reliance on one leader and over-committed resources. The following are actions or behaviors that are not considered best business practices.

- a) Autocratic management by the Superintendent<sup>24</sup>
- b) Disengagement of the community / reduced Board involvement in the budget process. Important Board subcommittees were disbanded, including one that monitored budget and finance<sup>25</sup>
- c) Marginalizing the District's business leader<sup>26</sup>

<sup>17</sup> Hardy, Charles, & Winokur, Scott. "Long Trail of Misconduct," *San Francisco Examiner & Chronicle*, May 26, 1991. O'Connor, "Fired Richmond School Chief Faces New Controversy," *San Francisco Examiner & Chronicle*, June 22, 1991. Tuller, David, "How Problem Employees Get Jobs," *San Francisco Examiner & Chronicle*, July 8, 1991. Soglin, Ari, "Ex-Chief of RUSD Seeks New Job," *West County Times*, February 18, 1991. Celis, William, "Charismatic Superintendent Leaves His Mark," *New York Times*, May 9, 1991. Soglin, Ari, "RUSD Officials: Kansas City, Here We Come," *West County Times*, April 6, 1991. Soglin, Ari, "Marks Faces Deficit In His New District," *West County Times*, April 6, 1991.

<sup>18</sup> Hallissy, Erin. "Richmond Schools Face Insolvency," *San Francisco Examiner & Chronicle*, February 7, 1991

<sup>19</sup> Soglin, Ari. "RUSD Spent Funds Wrongly, Officials Say, District May Have To Repay Millions," *West County Times*, June 24, 1991

<sup>20</sup> Soglin, Ari. "RUSD Spent Funds Wrongly, Officials Say, District May Have To Repay Millions," *West County Times*, June 24, 1991

<sup>21</sup> Soglin, Ari. "RUSD Spent Funds Wrongly, Officials Say, District May Have To Repay Millions," *West County Times*, June 24, 1991

<sup>22</sup> Cabanatuan, Michael. "School Board Taken To Task By Grand Jury," *West County Times*, June 1, 1991.

<sup>23</sup> Cabanatuan, Michael. "School Board Taken To Task By Grand Jury," *West County Times*, June 1, 1991.

<sup>24</sup> Hardy, Charles, & Winokur, Scott. "Long Trail of Misconduct," *San Francisco Examiner & Chronicle*, May 26, 1991.

<sup>25</sup> Hardy, Charles, & Winokur, Scott. "Long Trail of Misconduct," *San Francisco Examiner & Chronicle*, May 26, 1991.

<sup>26</sup> Hardy, Charles, & Winokur, Scott. "Long Trail of Misconduct," *San Francisco Examiner & Chronicle*, May 26, 1991.

- d) Bargaining Unit and compensation agreements in excess of State COLA's and geographic & industry norms
  - i) RUSD policy of paying medical benefits for Board members and their spouses after eight years of service violated a State law that limited elected officials' health and welfare benefits to those in office twelve years or more. The medical and dental benefits cost \$28,000 per year in 1991.<sup>27</sup>
  - ii) The School Board granted a 7% employee raise for the 1989/90 year and 9% for the 1990/91 year.<sup>28</sup> Statutory & funded COLA for 1989/90 was 4.64% and Statutory COLA for 1990/91 was 4.76%, funded 1990/91 COLA was 3.52%<sup>29</sup>
  - iii) Lifetime health benefits for retired employees and Board members
- e) Employee staffing beyond District ability to pay
  - i) 25% Increase of Certificated Staff and 65% increase in District Office staff within 3 fiscal years, 1988/90-1990/91<sup>30</sup>
  - ii) The System of Choice was implemented without detailed planning or careful calculation of its cost<sup>31</sup>

##### 5) Failure to Monitor and / or Implement Management Information Systems<sup>32</sup>

The District was challenged in conducting everyday business with informed, adequate oversight.

- a) Neither the Board nor the Administration monitored expenses to prevent overspending
- b) The person who monitored the checks did not see the bills
- c) The District did not know how much Federal & State spending occurred and how much remained to be spent
- d) \$250,000 worth of computer equipment remained boxed in a warehouse after one year of storage because the District had not administered disposition
- e) The District did not have a system of tracking vendor obligations and payments
- f) The accounting department was inexperienced and lacked training
- g) When the District sold property, it transferred an extra piece of land, which was corrected by the buyer

At the time of the crisis, a minimum of immediately calculable debt was estimated to be \$53 million. A full description of how the debt came about and what remains is detailed in the "Long Term Debt – Non Voter Approved" section of this report.

##### Events Subsequent to the Fiscal Crisis – Leadership From 2007/08 Through October 2011

The commitment to self assessment and outside assessment by independent parties over the past five years to improve the organization is documented below. The items documented are those that may bear on the likelihood of the District repeating, or not, the patterns that lead to the 1991 crisis.

Overall District Policies and Procedures	<ul style="list-style-type: none"> <li>• The Board of Trustees sets Board policy. The Superintendent's role is to carry out District operations in accordance with Board policy.</li> <li>• Policies are maintained on the CSBA website (GAMUT Online) with links from the District website. The policies are accessible to the public.</li> <li>• Policies exist in the following major categories, with several sub-categories: General Goals &amp; Objectives, Community Relations, Administration, Business &amp; Operations, Personnel, Students, Instruction, Facilities and Board Bylaws</li> <li>• The Business Office published a Fiscal Services Procedures Manual, dated 2007-08. The manual is designed to assist sites with conducting District Business and to help them interact with the appropriate person / department at the District Office. Topics included in the manual are: petty cash fund disbursement &amp; closing, cash collections for fines, lost/damaged items, supplies, vandalism, &amp; donations. uses and violations of petty cash, mileage reimbursement, travel &amp; conference expense reimbursement, facility use, authorization for stipend, hourly &amp; per diem requests, budget transfers, grants &amp; awards, monitoring monthly expenditure reports, purchasing calendar, payroll and time-card process, extra –</li> </ul>
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<sup>27</sup> Hemmila, Donna. "Benefits for Richmond Board Excessive, Grand Jury Reports," *Contra Costa Times*, June 1, 1991

<sup>28</sup> Meibert, Virgil. "Assembly Republicans Demand RUSD Contracts be Renegotiated," *West County Times*, Unknown Date

<sup>29</sup> History of COLA's, School Services of California website

<sup>30</sup> Cabanatuan, Michael. "School Board Taken To Task By Grand Jury," *West County Times*, June 1, 1991. Hallissey, Erin, "Richmond School Board Failed to Check Spending, Jury Says," *San Francisco Examiner & Chronicle*, June 4, 1991.

<sup>31</sup> Cabanatuan, Michael. "School Board Taken To Task By Grand Jury," *West County Times*, June 1, 1991.

<sup>32</sup> Soglin, Ari. "Davis Calls RUSD A Financial Nightmare," *West County Times*, Date Unknown, 1991. Release of preliminary findings of State Audit.



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	<p>time and overtime authorization, employee absence reporting, position control (additions, changes), and District contact information for each process. The manual has detailed, step-by-step instructions on proper procedure and examples of improper procedure, samples of forms, both completed and blank, and instructions on where to replenish depleted form stock.</p> <ul style="list-style-type: none"> <li>The Classified Personnel Director, who was originally hired by WCCUSD as a consultant for process development for her previous experience with BI-TECH and “back-office” banking integration of IT, human resources and payroll, developed procedures for the human resources technicians accompanied by screen shots from BI-TECH. The procedures visually display the input / output, describe how to navigate screens and what to do at each screen. The procedures cover the following topics: classified step increases, certificated extra periods, COBRA healthcare, fingerprinting, leave, longevity, employee hiring process, performance appraisals, retirement, summer school, anniversary dates, salary schedule implementation, tuberculosis screening, storage for termination files, job posting, IRS form I-9, and lack of earnings. Other related topics are a work-in-progress.</li> <li>The Director of State / Federal programs provides teachers on assignment (TOSA’s) with flow charts and documented procedures for purchasing requisitions, payroll requisitions and budget transfers to promote compliance with site plans and regulations. The procedures have easy-to-follow visual depictions as well as an accompanying written narrative.</li> <li>“Tone at the Top” refers to how an organization's leadership creates an ethical (or unethical) atmosphere in the workplace. Management's tone has a trickle-down effect on employees. If top managers uphold ethics and integrity so will employees. But if upper management appears unconcerned with ethics and focuses solely on the bottom line, employees will be more prone to commit fraud and feel that ethical conduct isn't a priority. In short, employees will follow the examples of their bosses.<sup>33</sup> <ul style="list-style-type: none"> <li>The professional knowledge and personal diligence of the Associate Superintendent of Business, Ms. Sheri Gamba, creates an atmosphere whereby the top business official in the District is well-respected and trusted to make decisions that are within legal parameters and within what would be considered by a reasonable person to be in the best interest of the District.</li> </ul> </li> </ul>
Recent Previous Assessments of the District	<ul style="list-style-type: none"> <li>In 2007/08, the District self-assessed internal control and efficiencies for accounting, budget and human resources functions. As a result of self-study, the District automated many manual procedures and documented internal control. The District accomplished this by better utilization of the BI-TECH system, upgrading the BI-TECH system and programming improved functionality. <ul style="list-style-type: none"> <li>The following District-wide accounting process / procedures have been documented as flow-charts by the Classified Personnel Director in her role as process development team leader to improve internal controls in all areas that have fiscal impact and the system was improved in these areas: 1) accounts payable-general, 2) reimbursement processing, 3) invoice processing by department, 4) utility invoice reconciliation, 5) Special Education transportation expense monitoring, 6) warrant processing, stop-payment, manual check, re-issuance of payroll warrants, 7) sales tax payment, 8) petty cash reconciliation, 9) Special Education master contract tracking.</li> <li>The following District-wide human resources process / procedures have been documented as flow-charts by the Classified Personnel Director in her role as process development team leader to improve internal controls in all areas that have fiscal impact and the system was improved in these areas: 1) employment, education and credential data, 2) longevity pay, 3) performance evaluation tracking, 4) salary step increases, 5) credential assignment compliance, 6) credential monitoring, 7) NCLB compliance tracking, 8) Automate Personnel Action Form (HR 111), 9) Job posting / tracking applicants, 10) Work location / division assignments, 11) 18 hour buy-back training (since removed from UTR contract), 12) termination tracking, 13) Leave of Absence tracking, 14) TB tracking, 15) VISA work authorization tracking, 16) Board actions captured in BI-TECH, 17) Employee verifications, 18) Health &amp; welfare benefit package module, 19) Employee dependent tracking for benefits, 20) accrual of benefit costs, 21) COBRA tracking and processing, 22) position control reports, 23) improving the storage of historical files, 24) reconfiguring the Position Control Number (PCN) structure, 25) create a data entry screen for teacher extra periods, 26) transition regular work schedule employees who are currently processed via timecards, 27) automate employee absence data, 28) automate garnishment calculations, 29) automate union dues deductions, 30) reduce input for direct deposit transactions, 31) upgrade payroll warrant to laser-printed, and 32) manual warrants will be processed through payroll</li> </ul> </li> <li>In 2006, the District contracted with MGT of America to evaluate organizational efficiencies and systems. The firm, working with District administration, compiled 21 commendations and 80 recommendations regarding: 1) District organization and management, 2) Financial management, 3) Purchasing, warehousing, vehicle acquisition &amp; maintenance, 5) Human resources, 6) Facilities use &amp; management /safety and security, 7) Educational service delivery &amp; management, and 8) Food services. This 300-page report, which is a component of the Superintendent’s evaluation, holds senior management accountable within a timeline for implementing and monitoring the recommended improvements.<sup>34</sup> The complete report is available on-line for public view. The summarized self-assessment of the progress to date is presented in Appendix G.</li> </ul>

<sup>33</sup> University of Redlands, School Of Business website, November 17, 2011.

<sup>34</sup> MGT of America, Performance Evaluation of the West Contra Costa Unified School District, April 4, 2007



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	<ul style="list-style-type: none"> <li>As part of an audit by the California Accountability and Improvement System audit for 2009/10, the District was notified by the California Department of Education<sup>35</sup> that the District had two findings of a financial nature. The District provided responses and the responses have been accepted. The findings are summarized as follows: <ul style="list-style-type: none"> <li>For all categorical programs, the LEA maintains an inventory record for each piece of equipment with an acquisition cost of \$500 or more per unit that is purchased with state and/or federal funds. Of the ten elements describing the inventory, the District is missing one that describes the current condition of the asset and another that describes the disposition of the asset as transferred, replaced, obsolete or unusable. The District has since added these two components to their inventory listing.</li> <li>The Single Plan for Student Achievement (SPSA) contains several elements, one of which identifies the expenditures of funds allocated to the school through the Consolidated Application (CONAPP). The SPSA for Richmond HS did not fully complete this item. The item has since been completed.<sup>36</sup></li> </ul> </li> <li>Total School Solutions (TSS), a management consulting firm based in Fairfield, CA, has conducted performance audits of WCCUSD since 2003. The reports range from 150 to 300 pages of facilities – related information, observations and suggestions for operational efficiency and improvement. These reports are available on the District’s web site. Some of the more notable comments are listed below: <ul style="list-style-type: none"> <li>TSS cites cumulative costs for Measure D and Measure J program, design, and construction management to be \$73 million as of the June 23, 2010 CAMP document. TSS encourages the District to continue to refine/define the roles of the District and its contracted services to ensure that there is sufficient oversight and minimized redundancy of effort.<sup>37</sup></li> <li>According to Education Code Section 15270, “the tax rate levied to meet the requirements of Section 18 of Article XVI of the California Constitution in the case of indebtedness incurred pursuant to this chapter at a single election, by a unified school district, shall not exceed sixty dollars (\$60) per one hundred thousand dollars (\$100,000) of taxable property.” Because Measure J is at its \$60 limit, the District may not be able to sell the remaining \$77.5 million of Measure J bonds in the near future. To raise additional bond funds for its facilities, the District authorized an election for \$380 million of new bonds (Measure D), with a tax rate of \$48 per \$100,000 of assessed valuation, which was voter approved.<sup>38</sup> <ul style="list-style-type: none"> <li>The District needs to monitor the projected cash flow for projects assumed to be covered by these funds due to the uncertainty of the immediate ability to sell the \$77 million of Measure J bonds.<sup>39</sup></li> </ul> </li> <li>Review of the bid documents on projects bid and awarded during the 2009/10 audit period indicate that the District is in compliance with the bidding procedures in the Public Contract Code.<sup>40</sup></li> <li>The District has utilized better methods of procuring furniture and / or equipment...by utilizing cooperative purchasing agreements and “piggybacking” on other public agency bids.<sup>41</sup></li> </ul> </li> </ul>
Board Leadership & Community Involvement	<ul style="list-style-type: none"> <li>The five (5) member Board of Trustees is elected to four year terms. Two or three positions are elected every two years.</li> <li>Board meeting agendas, packets and minutes are archived on the District website from 2008 to the present. Minutes are posted within the month after a meeting.</li> <li><u>Charles T. Ramsey</u>, President, fifth term expires 2014. Practicing attorney in Oakland, UCLA &amp; Hastings School of Law, graduate. Resides in El Cerrito</li> <li><u>Madeline Kronenberg</u>, Clerk, second term expires 2014. Retired Adult Education and Vocational Instructor, Awarded State Excellence in Teaching Award, 2003, Served as 15-year PTA/PTSA volunteer, resides in El Cerrito.</li> <li><u>Antonio Medrano</u>, first term expires 2012. Retired Teacher, 40 years of service in public high schools and community colleges, Member Latino CSBA, Amnesty International.</li> <li><u>Elaine R. Merriweather</u>, first term expires 2014. 25 years of public school teaching experience. Recognized locally and State-wide for involvement in public education, San Francisco State University graduate</li> <li><u>Tony Thurmond</u>, first term expires 2012. Richmond City Councilman / Non-Profit Director. Temple University, Psychology, Brynmawr College Master of Law &amp; Social Policy and Master of Social Work</li> <li><u>Linda Grundhoffer</u>, Current State Trustee of WCCUSD, served since 2007/08, concurrently serving as Chief Business Official at King City Union School District. Twenty years of School District Business Oversight in Contra Costa County Office of Education, Oakland USD, Pittsburg SD, Lafayette SD and as a Fiscal Crisis Management and Assistance Team Consultant (FCMAT).</li> <li>Live televised broadcasts of the Board meetings are three channels, City of Pinole, City of Hercules, City of Richmond. Tape delays are posted on Richmond City Web page. Audio tapes are available through the Superintendent’s Office. The Board meets regularly twice a month.</li> <li>The following Board Committees are listed on the web site: <ul style="list-style-type: none"> <li><u>Facilities Subcommittee (monthly meetings):</u> <ul style="list-style-type: none"> <li>District interaction and coordination with consultants, architects, attorneys, project managers on the following topics: <ul style="list-style-type: none"> <li>New Construction/Modernization Program</li> <li>Long Range Facilities Master Plan</li> </ul> </li> </ul> </li> </ul> </li> </ul>

<sup>35</sup> Most recent WCCUSD audit of categorical programs

<sup>36</sup> Interview with Lyn Potter, Director Federal and State Compliance, WCCUSD, October 4, 2011. Support document: CDE Categorical Program Monitoring Notification of Findings and District Response for the 2009/10 school year.

<sup>37</sup> Total School Solutions, WCCUSD Measures D & J Performance Audit, June 30, 2010. Page 62.

<sup>38</sup> Total School Solutions, WCCUSD Measures D & J Performance Audit, June 30, 2010. Page 11.

<sup>39</sup> Total School Solutions, WCCUSD Measures D & J Performance Audit, June 30, 2010. Page 76.

<sup>40</sup> Total School Solutions, WCCUSD Measures D & J Performance Audit, June 30, 2010. Page 92.

<sup>41</sup> Total School Solutions, WCCUSD Measures D & J Performance Audit, June 30, 2010. Page 92.

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	<ul style="list-style-type: none"> <li>• \$140 Million State School Building Program</li> <li>• \$40 Million Local Facilities Bond</li> <li>• \$184 Million Deferred Maintenance Program</li> <li>• Site Acquisition for New Schools</li> <li>• Architect Selection</li> <li>• Liaison to Local/State/Federal Government Agencies</li> <li>• Property Management</li> <li>• Developer Fees</li> <li>• Energy Management</li> <li>• Other Related Facilities Services</li> <li>• District Membership: <ul style="list-style-type: none"> <li>○ Two Board Members, Superintendent, Dr Harter, Associate Superintendent of Business Sheri Gamba, Executive Director for Bond Martin Coyne, CPA</li> <li>○ Division Head: <u>Bill Fay</u>, Associate Superintendent for Operations, District Engineering Officer: <u>Magdy Abdalla</u>, Director of Facilities and Construction: Vacant, Bond Regional Facilities Project Manager: <u>Andrew Mixer</u>, Bond Regional Facilities Project Manager: <u>Keith Holtslander</u>, Facilities Planning Specialist: Yvonne Lemmonshih</li> </ul> </li> <li>○ <b><u>Citizens' Bond Oversight Committee (Mandated activity, Active 2011/12 monthly schedule)</u></b> <ul style="list-style-type: none"> <li>▪ 17 Member Committee, Chairperson, Robert Studdiford</li> <li>▪ Community Oversight of all Facility Bond Activities, Prop 39 and Non-Prop 39</li> <li>▪ Monthly Updates to District's Capital Management Asset Plan (CAMPS)</li> <li>▪ Conducts an Annual External Audit for Prop 39 Compliance by a Certified Public Accounting firm and a separately contracted Performance Audit</li> <li>▪ Standing Subcommittee Reports <ul style="list-style-type: none"> <li>• Audit</li> <li>• Public Information</li> <li>• Annual Report</li> <li>• Board's Facilities</li> <li>• Administrative Regulations</li> <li>• Project Review</li> </ul> </li> <li>▪ Conducts Facilities Tours</li> </ul> </li> <li>○ <b><u>Community Budget Advisory Committee (Active 2011/12 monthly meetings)</u></b> <ul style="list-style-type: none"> <li>▪ Eleven (11) members, seven voting, four non-voting (two Board members, Associate Superintendent of Business and Executive Director of Budgeting &amp; Accounting)</li> <li>▪ Purpose: <ul style="list-style-type: none"> <li>• To understand the budget process for WCCUSD and public education as a whole</li> <li>• To communicate information to the community about the budget process in a clear and transparent way including but not limited to informal dialogues</li> <li>• To advise and make recommendations to the WCCUSD School Board on budgetary issues including overall priorities and revenue requirements based on its understanding of the budget process, and community feedback</li> <li>• To provide oversight over the Measure D parcel tax passed in 2008 as required by the text of the measure</li> </ul> </li> </ul> </li> <li>○ <b><u>Academic / Instructional Committees</u></b> <ul style="list-style-type: none"> <li>▪ <u>Special Education Community Advisory Committee</u> (Mandated activity, Active 2011/12 schedule)</li> <li>▪ <u>Multilingual District Advisory Committee</u> (Mandated activity, Active 2011/12 schedule)</li> <li>▪ <u>Academic Subcommittee</u> (Active 2011/12 schedule)</li> <li>▪ <u>Safety Subcommittee</u> (Password required)</li> <li>▪ <u>Youth Commission</u> (Last activity: Winter 2011)</li> <li>▪ <u>Library</u> (Last activity: 2007)</li> </ul> </li> </ul> <p>The District web site posts agendas and minutes for all active committees. Active committees meet monthly. Agendas are posted prior to meetings, active contact information and directions are provided. Minutes are posted within four to six weeks of completion of a meeting.</p> <p>The Citizen's Bond Oversight Committee posts information in addition to minutes and agendas. The information available includes: Monthly updates of the District's Capital Asset Management Plan (CAMPS) monthly updates from 2002 to the present, monthly Engineering Officer Reports (from 2003 to the present), External Annual Audits conducted by a Certified Public Accounting firm (since 2003), semi-annual performance audit reports (since 2003), the 2007 Facilities Master Plan and "construction progress photos" for each site under renovation.</p>
District Leadership	<p>Dr. Bruce Harter has been the Superintendent of West Contra Costa Unified School District since July 2006 and lives in the community. Dr. Harter has worked in the field of education for over 35 years. From 2001 to 2006, Dr. Harter was Superintendent at the Brandywine School District in Claymont, Delaware that served 10,700 students. Before Brandywine, Dr.</p>



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	<p>Harter served as Superintendent of the 60,000-student Lee County School District in Fort Myers, Florida from 1997 to 2001. His first Superintendent post was with the Corvallis School District, in Corvallis, Oregon from 1992 to 1997, a District that serves 7,200 students. Dr. Harter received his Ph.D. in Educational Administration and Curriculum from the University of Colorado in 1990.<sup>42</sup></p> <p>Ms. Sheri Gamba, Associate Superintendent of Business, began WCCUSD service in 2007 after serving for three years as the Chief Business Official for Antioch USD, previous to that, she served as the Fiscal Services Officer / Director for Oakland USD, Acalanes UHSD, &amp; Pittsburg USD. Ms. Gamba also worked for Mt. Diablo Unified School District and Liberty School District. She performed oversight duties as a Supervisor, District Business Services, at Contra Costa County Office of Education. Ms. Gamba is a life-long resident of Contra Costa County and has over 20 years of school business experience and seven years of experience at Barclays Bank, Oakland CA. Ms. Gamba oversees Budget &amp; Accounting, Purchasing and Risk Management. Ms. Gamba is assisted by two Executive Directors and a Director in the area of Budget &amp; Accounting, a Purchasing Director and a Risk Management manager.</p> <p>Mr. Bill Fay, Associate Superintendent, Operations joined the District in 2008 after ten years at Los Angeles Unified School District. Prior to LAUSD, Mr. Fay held various management positions at the Walt Disney Corporation and served as chair to both the Planning Commission and the Design Commission of the Planning and Development Department of the City of Pasadena.<sup>43</sup> Mr. Fay was assisted by Mr. Bill Savidge, a licensed California architect until October 2011 when Mr. Savidge resigned his post as District Engineering Officer. Mr. Savidge served WCCUSD for eight years and had prior experience working with a construction firm that served school markets, as well as in-house experience as a School District Architect in Fremont, CA. Mr. Magdy Abdalla, Director of Facilities and Construction, was hired in April 2011. Mr. Magdy Abdalla is a Systems Engineer who was previously employed at Los Angeles Unified and Long Beach Unified School District. Mr. Abdalla was recently promoted to Mr. Savidge's position and the Director of Facilities and Construction is currently vacant.</p> <p>Mr. Wendell Greer, Associate Superintendent, K-Adult Education, served WCCUSD since 2002. Prior to WCCUSD, Mr. Greer served as a site administrator, teacher and coach at Los Angeles Unified School District and Baldwin Park SD. Mr. Greer has 35+ years of educational service in California. Mr. Greer's span of control includes oversight of all K-12 operations and site safety, overseeing the three "families" of K-12 Directors. The District structured K-12 supervision by geography, not by grade level. This structure was implemented by the District's first State Trustee, Mr. Fred Stewart in 1991. Mr. Greer supervises Assessment, Student Support, Secondary Reform and Adult / Alternate Education, with the assistance of three Executive Directors, a Director and three teachers on assignment.</p> <p>Ms. Nia Rashidchi, Assistant Superintendent, Education Services, has twelve years of WCCUSD experience as a site principal, Educational Services Coordinator for Curriculum and Instruction and as Director of K-12 Operations. Ms. Rashidchi oversees Curriculum and Instruction, Categorical Services / Programs / Allocation / Compliance, District Program &amp; School Improvement, Restructuring, Community Engagement, Preschool, Non-Public School, and after-school programs. Ms. Rashidchi is assisted by two Directors, who, in turn have four Coordinators reporting to them and a network of teachers on assignment. The Director in charge of categorical programs and instructional support has 25 years of experience with the District as a teacher and as a Program Assistant for Curriculum, State &amp; Federal Compliance.</p> <p>Ms. Ann Reinhausen, Assistant Superintendent, Human Resources, began her WCCUSD service in July 2010. Ms. Reinhausen has 30 years of Educational experience California School Districts, most recently in Coachella Valley Unified prior to coming to West Contra Costa Unified. Ms. Reinhausen's career began as a school teacher and continued through Director positions in Human Resources. Ms. Reinhausen is the Chief Negotiator for the District and is assisted by three Directors, one each for Certificated Personnel, Classified Personnel and Employee Relations. The Directors of Personnel each have 10-20 years of experience in human resources school experience and the Employee Relations Director was an attorney for insurance defense. The Director of Classified personnel has 20 years of experience at CitiBank in Information Technology applications for integrating payroll, benefits and accounting.</p> <p>Mr. Steve Collins, Special Education Local Plan Area Director, heads the single-District SELPA at WCCUSD. Mr. Collins is the only senior management person who was employed at West Contra Costa USD at the time of the fiscal crisis. At the time, Mr. Collins was a site administrator, and prior to that, he was a teacher with the District. Mr. Collins has served as the SELPA Director since 1995. Mr. Collins is assisted by another Director, Ms. Ora Anderson. Mr. Collins supervises State &amp; Federal reporting, due process, early intervention, transportation, local plan, Contra Costa County Mental Health Services, and Non-Public Schools / Non-Public Agency placements. Ms. Ora Anderson, Director, supervises extended year, elementary &amp; secondary programs, alternative dispute resolution, personnel interviews, curriculum &amp; instruction, response to intervention, staff development and facilitates Individualized Learning Plans (IEPs).</p> <p>Senior Business Department Leaders Ms. Gamba is building an accounting and budgeting team that has a mixture of experience from within the District as a result of internal promotions and from outside the District.</p> <p>Ms. Lisa Erwin, Executive Director, Business &amp; Accounting, has served the District since 2008. Previously, Ms. Erwin was the Chief Business Official at Walnut Creek School District and a District Support Liaison Analyst for Contra Costa County Office</p>
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<sup>42</sup> WCCUSD Press Release, April 2006.

<sup>43</sup> Piper Jaffrey, Supplement to the Preliminary Official Statement Dated July 19, 2011 Relating to the \$85M WCCUSD 2011 General Obligation Refunding Bonds, August 2011. Mr. Fay was not interviewed for this report; he was on illness leave at the time of the process.



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	<p>of Education and a Director for the Alameda County Office of Education. Ms. Erwin has 25 years of school business experience and 10 years in private industry.</p> <p>Mr. Martin Coyne, Certified Public Accountant, has been with the District for nine years, serving as WCCUSD's Internal Auditor and recently promoted to Executive Director, Bond / Finance position in the summer of 2011. Mr. Coyne previous employers were Price Waterhouse Coopers and Pacific Bell. Mr. Coyne has been a CPA for 15 years.</p> <p>Mr. David Johnston, Director of General Services, is responsible for the Purchasing Department, Print Shop, Copier Service and Logistics for the Warehouse including textbooks, materials and supplies, furniture and furniture repair services. He has been with the District since 1994. He previously worked in purchasing management for several large employers in the bay area since 1985.</p> <p>Daniela Parasidis was hired on November 1, 2011 as the Director of Business Services. She replaces Mr. Coyne's position as the District's Internal Auditor. Mrs. Parasidis has ten years of experience in school business finance. She has worked in small K-8 school districts as well as a High School Basic Aid District. Her prior positions were in payroll, accounting and budget. Ms. Parasidis holds a bachelors degree in Business Administration-Finance from Saint Mary's College of California.</p> <p>Ms. Germaine Quiter, Principal Accountant, has over seven years with the District and has over 30 years of accounting experience with non-profits, small companies, self-employed as a bookkeeper, and a business manager for a local collective.</p> <p>Mr. Tomos Goco, Accounting Supervisor, has eleven years with the District, serving in Budget Control and Food Service Accounting.</p> <p>Ms. Cheryl Lewis, Payroll Supervisor, began her career subbing in payroll as a clerk and later worked as a payroll technician and the position control clerk for eight years. She was promoted to Supervisor one year ago.</p> <p>An organizational chart is provided in Appendix H.</p>
Current District Financial Condition & Major Issues	<p><b><u>Highlights of the District's Financial Condition:</u></b></p> <ul style="list-style-type: none"> <li>The District has expanded its resources by receiving 3 types of proceeds from voter-approved debt: General Obligation Bonds, Parcel Tax, and the creation of a Maintenance &amp; Recreation Assessment District.</li> <li>In order to expand the financial resources available to the District to improve facilities, the District passed five General Obligation Bonds for a total of \$1.27 billion in the past 13 years. The District also increased resources for General purpose operations by passing two parcel taxes in the past 3 years and renewing an MRAD in 2007. Appendix I summarizes the District's audited bond and updates for the most recent 2010 election.</li> <li>Below is a listing of voter – approved financial support since 1998. <ul style="list-style-type: none"> <li>Year 1998 - \$40 million GO Bond (capital project use only)</li> <li>Year 2000 - \$150 million GO bond (capital project use only)</li> <li>Year 2002 - \$300 million GO bond (capital project use only)</li> <li>Year 2005 - \$400 million GO bond (capital project use only)</li> <li>Year 2010 - \$380 million GO bond (capital project use only)</li> <li>Year 2008 – Parcel Tax (expires June 30, 2014) \$9.7 million per year</li> <li>Year 2007 (last election) - Maintenance &amp; Recreation Assessment District (MRAD) - \$5.5 million annually for routine maintenance &amp; recreation facilities upkeep<sup>44</sup></li> </ul> </li> <li>The District lowered the present value of its retiree benefit obligation from \$750 million (2008 estimate) to \$450 million (2010 estimate) by negotiating a reduction in the cost of lifetime benefits in the 2009/10 – 2011/12 employee contracts. <ul style="list-style-type: none"> <li>The District currently pays this obligation as “pay-as-you-go,” premium only, which is approximately \$20 million per year.</li> <li>The District is not currently funding the annual required contribution (ARC). If the District prioritized this item, it would be approximately the same cost as the premium per year, or \$20 million, for a total of \$40 million to pre-fund the future payments.</li> <li>Appendices J through Q describe the changes in health coverage between 2008 and 2010. The employee and retiree health care obligation, present and future continues to be of major financial consequence to the District.</li> </ul> </li> <li>Appendix R summarizes the District's non-voter approved debt. <ul style="list-style-type: none"> <li>The District is retiring the Voluntary Integration Plan debt this year from the General Fund. This debt originated in 1988.</li> <li>The District is planning on retiring the State Apportionment Loan, \$9.4 million of principal as of June 30, 2011, with Debt Service fund proceeds. This debt originated in 1990.</li> <li>The District is planning on retiring the IBM Loan that originated in 1989 with General Fund proceeds.<sup>45</sup></li> <li>The District will have \$12 million of principal and interest payments (\$925K of annual payments through 2024) as its remaining long-term debt for a Certificate of Participation that originated in 1988.</li> </ul> </li> </ul>

<sup>44</sup> League of Women Voters website for November 2010 WCCUSD GO Bond Election.

<sup>45</sup> Merron, Shelly, “West Contra To Pay Off Another Debt, Preserve Two Schools.” *Contra Costa Times*, October 27, 2011.

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- The District implemented a cumulative \$40 million change to its General Fund unrestricted budget through budget reductions and realignment of priorities for the 2007/08 – 2010/11 school years.<sup>46</sup> Appendix S details the budget reductions that were accomplished and Appendix T presents the resulting audited and unaudited financial statements for those years.
- The District is anticipating that the 2011/12 mid-year triggers will be a one-time reduction to K-12 revenues for the 2011/12 year. The mid year trigger reduction is estimated to be \$8.2 million if the State does not meet its revenue projections. The District is planning on depleting the Special Reserve, Non-Capital Outlay fund of \$10 million to offset this reduction. Appendix U presents the First Interim Report 2011/12 multi-year projection with updates for the September 15, 2011 Unaudited Actuals.
- The District set \$48.7 million, or 18.5% of its total revenue and sources in accounts receivable for the 2010/11 year. The District payroll is approximately \$22 million per month. Therefore, the District is not receiving two payrolls worth of income in a timely manner from the State of California. The District plans to use resources in other funds for projected cash shortfalls. Appendix V is the District's cash flow from the BI-TECH system as of October 27, 2011. The October 2011 month is incomplete.
- The District's General Fund payroll / benefits is year over year, September 2010/11 as compared to September 2011/12, up from \$20.4 million to \$22.8 million is due to payments for staff professional development with one time federal and QEIA money.
- The City of Richmond provided \$1.5 million per year (2010/11 and 2011/12) to keep Olinda Elementary, Grant Elementary and Kennedy High School open. The City of San Pablo committed \$300,000 for each school year (2009/10, 2010/11 and 2011/12) to keep Lake Elementary School open. Since city sources are not on-going, the District is in the process of considering school closures per the schedule below.

Facility	Scheduled Closure	Notes
El Sobrante Elementary	June 2009	Closed
Castro Elementary	June 2009	Closed
Adams Middle School	June 2009	Closed
Seaview Center	June 2009	Closed
Lake Elementary	Original closure date: June 2009. Rescheduled for closure June 2012. Current Status: Remain open indefinitely.	The City of San Pablo funded \$300K per year from 2009/10 through 2011/12 to keep the school open. As of the October 26, 2011 Board meeting, the District has elected to keep the Lake Elementary School open.
Olinda Elementary	Original Closure Date: June 2010. Rescheduled for closure June 2012. Current Status: Remain open indefinitely.	City of Richmond originally committed to funding for two years, 2010/11-2011/12. As of October 26, 2011, the City of Richmond committed to on-going funding of \$1.5 Million for Olinda, Grant and KHS. The schools will remain open indefinitely.
Grant Elementary	Original Closure Date: June 2010. Rescheduled for closure June 2012. Current Status: Remain open indefinitely.	City of Richmond originally committed to funding for two years, 2010/11-2011/12. As of October 26, 2011, the City of Richmond committed to on-going funding of \$1.5 Million for Olinda, Grant and KHS. The schools will remain open indefinitely.
Kennedy High School	Original Closure Date: June 2010. Rescheduled for closure June 2012. Current Status: Remain open indefinitely.	City of Richmond originally committed to funding for two years, 2010/11-2011/12. As of October 26, 2011, the City of Richmond committed to on-going funding of \$1.5 Million for Olinda, Grant and KHS. The schools will remain open indefinitely.
Shannon Elementary	Original Closure Date: June 2011. Rescheduled for closure June 2012. Current Status: Remain open indefinitely.	As of the October 26, 2011 Board meeting, the District has elected to keep the Shannon Elementary School open. <sup>47</sup>

The topic of school closure is a frequently discussed Board meeting topic and is one of which the Board disagreed with the State Trustee, at least as of September 2011. During the period of this assessment, the State Trustee utilized her "stay and rescind" authority to stop the Board's action on September 21, 2011 to keep Lake and Shannon Elementary Schools open. The State Trustee expressed concern about the uncertainty of the State of California's financial condition and the impact that will have on local school districts. The financial condition of the State of California continues to deteriorate, which may result in further reductions in school apportionments either mid-year 2011/12 and / or 2012/13.<sup>48</sup> The trustee also expressed that the

<sup>46</sup> Gamba, Sheri. Record of Budget Reductions, Years 2007/08-2010/11

<sup>47</sup> WCCUSD District Adopted Board Budget packet, June 28, 2011

<sup>48</sup> Nisperos, Neil. "Shortfall Will Trigger Cuts," San Bernardino Sun, November 17, 2011. A series of automatic cuts will take effect based on revenue reports from the Legislative Analysts Office (LAO) and the Governor's Department of Finance (DOF), depending on which provides the highest revenue projection. Brown's finance department is expected to release the report December 15<sup>th</sup>. These reductions are referred to as "the mid-year triggers." Unified Districts are anticipated to lose \$260 / ADA in 2011/12 and 50% of all transportation funding per School Services of California, July 1, State Adoption Workshop, 2011.



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	<p>Board needs to consider school closures within the larger landscape of District priorities and the decline in enrollment for the past decade<sup>49</sup>. The District has lost more than 15% of its student population in the past decade, or over 5,000 students.<sup>50</sup> The Board renewed their commitment to keep Lake and Shannon open on October 26, 2011.<sup>51</sup> Appendix W compares the number of sites and their student enrollment as of the District “high point” of enrollment in 2002/03 with the sites open and students enrolled as of 2010/11 (the last published data from CDE).</p> <ul style="list-style-type: none"><li>• The District bargaining unit contracts expire June 30, 2012 and preparation for contract negotiations are in progress. The Superintendent states that negotiations are one of the top two financial priorities for the year ahead; the other is preparing for renewal of the parcel tax. A summary of the employee furlough days by employee group is as follows: United Teachers of Richmond (UTR) - 2 furlough days sunset 6/30/12, West Contra Costa Administrators Association (WCCAA) - 6 furlough days sunset 6/30/12 School Supervisors Association (SSA) - 6 furlough days sunset 6/30/12, Confidential - 6 furlough days sunset 6/30/12, Management - 6 furlough days sunset 6/30/12, Public Employees Local 1 - 5/6 furlough days sunset 6/30/12.<sup>52</sup> These days are included in the 2011/12 budget and are considered not in force for subsequent projections. The reduction for all furloughed employees is estimated to be \$4.4 million annually; the tiered benefit cap agreement that was instituted as part of the contract saves approximately \$9.9 million.<sup>53</sup> The tiered benefit cap is an on-going reduction to the budget in multi-years.</li><li>• WCCUSD Class Size Reduction targets for 2011/12 are: Kindergarten, 24:1 (student-teacher ratio), 20:1 for first and second grades, and 28:1 for third grade. The District is using a combination of Class Size Flexibility legislation (which sunsets June 2014), 2010 Ed Jobs Federal Stimulus carryover (\$2.5 million), Title I carryover of \$3.6 million, parcel tax dollars of \$1.9 million. The District’s multi-year projection does not include the reduction in class size for 2012/13 and beyond.</li></ul> <p>The class sizes of WCCUSD and surrounding Districts, as they prepared for the 2011/12 school year, were projected to be:<sup>54</sup></p> <table><tr><th>School District</th><th>Grade Level</th><th>Class Size</th></tr><tr><td>West Contra Costa USD</td><td>K</td><td>24</td></tr><tr><td>West Contra Costa USD</td><td>1 through 2</td><td>20</td></tr><tr><td>West Contra Costa USD</td><td>3</td><td>28</td></tr><tr><td>Antioch USD</td><td>K</td><td>31</td></tr><tr><td>Antioch USD</td><td>1 through 3</td><td>27</td></tr><tr><td>J Swett USD</td><td>K</td><td>30</td></tr><tr><td>J Swett USD</td><td>1 through 3</td><td>30</td></tr><tr><td>Martinez USD</td><td>K</td><td>23</td></tr><tr><td>Martinez USD</td><td>1 through 3</td><td>30</td></tr><tr><td>Mt. Diablo USD</td><td>K</td><td>32</td></tr><tr><td>Mt. Diablo USD</td><td>1 through 3</td><td>31</td></tr><tr><td>San Ramon Valley USD</td><td>K</td><td>26</td></tr><tr><td>San Ramon Valley USD</td><td>1 through 3</td><td>26</td></tr></table>	School District	Grade Level	Class Size	West Contra Costa USD	K	24	West Contra Costa USD	1 through 2	20	West Contra Costa USD	3	28	Antioch USD	K	31	Antioch USD	1 through 3	27	J Swett USD	K	30	J Swett USD	1 through 3	30	Martinez USD	K	23	Martinez USD	1 through 3	30	Mt. Diablo USD	K	32	Mt. Diablo USD	1 through 3	31	San Ramon Valley USD	K	26	San Ramon Valley USD	1 through 3	26
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Long Term Debt – Non Voter Approved	<ul style="list-style-type: none"><li>• The District history of non-voter approved debt began in May 1988 when it issued \$9.8 million of Certificates of Participation (COPS) for general operating purposes.<sup>55</sup> If the COPS do not have an identified source of repayment, as was the case in Richmond USD, then the responsibility to repay the debt rests with the General Operating Fund of the District. As of the beginning of the 2011/12 year, the District had \$8.8 million of principal and \$3.6 million of interest outstanding, totaling an obligation of \$12.48 million through 2024. The District pays the debt payments at approximately \$925K from the General Fund.</li><li>• In July 1988, the District initiated a State Voluntary Integration Program. The District claimed \$7.4 million for program in fiscal year 1988/89 and \$11.9 million for fiscal year 1989/90. Of these amounts, \$7.7 million was disallowed in audits by the Office of the State Controller.<sup>56</sup> The District is scheduled to pay the last payment of this debt, \$872,000, in 2011/12. The original source of repayment was the General Fund of the District; the funds have been maintained in Special Reserve for Non-Capital Outlay as preparation for the final payment.</li><li>• In July 1989, the District signed a contract with IBM for \$8.75 million for instructional and business systems.<sup>57</sup> The product collateralized the loan. As of the beginning of the 2011/12 year, the District owes a combined principal and interest obligation of \$3.7 million. The District plans to accelerate the retirement of this debt by paying the balance from General Fund in the 2011/12 year, as voted on by the Governing Board on October 26, 2011. The source of repayment is a one-time increase to the fund balance as a result of various budget reductions for the past four years.</li><li>• In July 1990, Governor Deukmejian signs AB 1202 for a \$9.5 million loan for Richmond USD. State Superintendent of Public Instruction Bill Honig appoints Dr. Fred Stewart as fiscal trustee of the District. In January 1991, the District</li></ul>																																										

<sup>49</sup> Merron, Shelly, "State Trustee Blocks West Contra Costa's Attempt to take Two Schools Off Closure List." *Contra Costa Times*, September 28, 2011.

<sup>50</sup> CDE Dataquest CBEDS data 2002/03 through 2010/11

<sup>51</sup> Merron, Shelly, "West Contra To Pay Off Another Debt, Preserve Two Schools." *Contra Costa Times*, October 27, 2011.

<sup>52</sup> Gamba, Sheri. Notes to Board Budget Workshop presentation, October 26, 2011

<sup>53</sup> WCCUSD District Adopted Board Budget packet, June 28, 2011

<sup>54</sup> WCCUSD District Adopted Board Budget packet, June 28, 2011

<sup>55</sup> CASBO Conference presentation, 1994

<sup>56</sup> CASBO Conference presentation, 1994

<sup>57</sup> CASBO Conference presentation, 1994



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	<p>requests a \$29 million loan. Governor Wilson does not sign legislation to fund the loan. A grand jury begins a fiscal investigation. The District files for Chapter 9 bankruptcy in April 1991. The District announces early closure of schools and a Superior Court judge rules to keep schools open. The State begins an audit on misuse of Chapter 1 (Title I) funds. In May 1991, State Controller Gray Davis and State Superintendent of Public Instruction Honig create a \$19 million loan agreement allowing schools to stay open. The agreement includes a state-appointed trustee with unilateral authority, disempowerment of the school board, and a requirement of a five-year fiscal recovery plan. By September 1991, the District has defaulted on the COPs and the IBM loan, realized \$30 million in total budget reductions from 1990/91 to 1991/92 and staff compensation on the salary schedule has been reduced by 9% from the previous year. As of the start of the 1991/1992 school year, the District has accumulated \$53 million (principal only) of long term debt.<sup>58</sup> In conclusion, the District received a \$28.5 million Emergency State Apportionment Loan, the balance of which is \$9.4 million in principal. As of this report, the District is requesting to repay the loan in full with the use of proceeds from the Debt Service Fund 56, which will deplete the fund.</p> <ul style="list-style-type: none"><li>During the 2009/10 fiscal year, the District negotiated with the four bargaining units during the contract period for July 1, 2009 through June 30, 2012 and with unrepresented employees to reduce the long-term obligation for lifetime health &amp; welfare benefits. Although the terms are slightly more complex, the general concept of the negotiation is as follows: The District “grandfathered” the terms for retirees who retired prior to 2007, capped the coverage for retirees who retired between January 1, 2007 and June 30, 2010, and reduced the retirement benefits for current employees. The agreement reduced the present value of all present and future obligations from \$728 million (2008 estimate) to \$450 million (2010 estimate). The District currently follows a pay-as-you-go payment plan. This policy covers current premium costs but does not address the amortization of the future debt, which is almost the same amount as the current premiums on an annual basis. In other words, to fund the Annual Required Contribution (ARC), or recommended payment plan, the District should be setting aside another \$20 million annually to fund the future obligations.</li></ul>																
Long Term Debt- Voter Approved	<p>Since 1998 in five general elections, the District’s electorate has approved \$1.27 billion in general obligation bonds to upgrade the District’s facilities. For a District with approximately 50 actively used sites, this averages about \$24 million dollars of possible improvements per site. To put the project cost in perspective, McGraw-Hill Construction, a leading provider of information on individual school projects, forecasting activity in local markets and custom market research on school facilities, published that in 2010, the nationwide average cost of a middle school was \$236 per square foot, senior high school was \$287/ square foot and vocational schools were \$350 / square foot.<sup>59</sup> For a 130,000 square foot facility, this would represent a total cost per facility of \$30.6M, \$37.3M and \$45.5M respectively. Since 1998, due to the condition of District sites and the seismic activity within the area, buildings must be effectively demolished and built as new construction to be cost-effective.<sup>60</sup></p> <p>Standard &amp; Poor’s assigned its “A+” rating to WCCUSD’s GO Bonds, election of 2010, series A; series A-1 qualified school construction bonds; and series 2011 GO refunding bonds. The ratings reflect S&amp;P’s opinion of the District’s:</p> <ul style="list-style-type: none"><li>Participation in the San Francisco Bay Area economy, which provides diverse employment opportunities;</li><li>Very strong property wealth and strong income levels;</li><li>Strong reserves, which the district established to mitigate unanticipated midyear budget cuts;</li><li>Plans to repay its outstanding emergency loan, which will eliminate about \$1.4 million of annual general fund expense;</li><li>Expectation that average daily attendance (ADA), which drives the state funding formula, will stabilize; and</li><li>Five year parcel tax, which generates about \$9.5 million annually, and a perpetual special assessment that provides an additional \$5.5 million for maintenance and operations of fields and outdoor areas.<sup>61</sup></li></ul> <p>Partially offsetting the preceding strengths is our view of the District’s:</p> <ul style="list-style-type: none"><li>Reliance on state funding, which is vulnerable to additional reductions given the current state budget environment, and</li><li>High overall high debt burden on a per capita basis.<sup>62</sup></li></ul> <table><tr><td>WCCUSD Credit Rating History<sup>63</sup></td><td>Moody’s</td><td>Standard &amp; Poor’s</td><td>Fitch</td></tr><tr><td>August 1998</td><td></td><td></td><td>A-</td></tr><tr><td>April 2001</td><td></td><td>A-</td><td></td></tr><tr><td>August 2001</td><td></td><td></td><td>A- (Negative)</td></tr></table>	WCCUSD Credit Rating History <sup>63</sup>	Moody’s	Standard & Poor’s	Fitch	August 1998			A-	April 2001		A-		August 2001			A- (Negative)
WCCUSD Credit Rating History <sup>63</sup>	Moody’s	Standard & Poor’s	Fitch														
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<sup>58</sup> CASBO Conference presentation, 1994

<sup>59</sup> National School Construction Data Base web site, May 2011. The data covers aggregate contract costs for public and private school and university construction, additions, and alterations and include the costs of all fixed furnishings and equipment. The data does not include site acquisition and remediation costs, or the costs of moveable furniture and equipment, personal computers, or other items not purchased as part of a construction contract, nor do they include school planning, architectural, engineering, and construction management fees; portable classroom leasing costs; or routine operations, maintenance, and repair costs.

<sup>60</sup> Interviews with District personnel, Fall 2011.

<sup>61</sup> Standard & Poor's. Hansen, Jennifer & Mostofi, Alda. *West Contra Costa Unified School District; General Obligation*. [Global Credit Portal, Ratings Direct](#), October 14, 2011.

<sup>62</sup> Standard & Poor's. Hansen, Jennifer & Mostofi, Alda. *West Contra Costa Unified School District; General Obligation*. [Global Credit Portal, Ratings Direct](#), October 14, 2011.

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	July 2004			A- (Stable)
	June 2008	A2	A- (Positive)	A- (Negative)
	August 2009		A	
	April 2010	Aa3 Recalibration		A+ (Negative) Recalibration
	May 2010	Aa3 (Negative)		A+ (Stable)
	August 2011		A+	
	October 2011	Aa3 (Stable)		
District Financial & Budget Controls	<ul style="list-style-type: none"> <li>In an effort to educate and to inform, the District holds monthly Budget Committee meetings whereby the District keeps constituencies up-to-date on the latest State Budget information, recent developments at Board meetings, and local issues. The Committee is an on-going dialogue between its members and has broad purpose, one of which is monitoring of the District's Parcel Tax. WCCUSD CBAC constancy is superior to many Budget Committees that are formed and disbanded for "budget cutting" purposes only.</li> <li>The District's estimate in June 2011 (Estimated Actuals 2010/11), predicting the General Fund unrestricted ending fund balance as of closing (Unaudited Actuals 2010/11) was \$2.65 million lower than actual on an expense budget of \$174 million. The percentage difference between estimated and actual was a one-time 1.5% of total expenditures.<sup>64</sup> This appears to indicate that the District is able to reasonably predict revenue and expenditures. The District has had only one minor audit adjustment to the fund balance as recorded by the District's external audit reports from 2005/06 through 2009/10. Appendices X, Y and Z summarize the differences between Estimated Actuals and Unaudited Actuals for 2010/11 as well as the various funds of the District for Unaudited Actual 2010/11 and the September 15, 2011 budget for 2011/12.</li> <li>When the same comparison was done for the restricted funds of the General Fund, the reasons for the differences were easily explained by budgeting for unexpended Federal funds. Since the District must allocate the Federal funds to enable program managers to expend the funds, a difference will always exist whenever under-expenditure occurs. However, the amount of the carryover is more significant than the fact that there was carryover. Some of the carryover was planned carryover as the District is using the Ed Jobs money and the Title I money to fund 2011/12 class size reduction. Carryover as of June 30, 2011 was reported for the following programs: \$5.5 million for Title I, \$1.48 million for Title I ARRA, \$5.45 million for Ed Jobs Fund 2010, \$1 million for Title III LEP, \$856K for Teaching American History and \$514K for Readiness &amp; Emergency Management. Since most Federal funds must be spent within 24 months of the beginning of the award, with Title I funds being a major exception, allowing only 15% of award carryover each year, the District may need to monitor spending plans very carefully to ensure that these requirements are consistently met.<sup>65</sup></li> <li>The District Leadership recognizes that District solvency depends upon properly estimating enrollment and staffing accordingly. Therefore, a staffing committee is in place whereby Cabinet members / Directors from Education, Human Resources and Business meet to discuss staffing counts and enrollment counts. Most of the effort is placed on classroom teachers with less time spent on other categories of employees. Finding more time to discuss other categories may be an area of improvement in the future. Making time for holding these meetings is difficult, but most valuable to ensure that the District is staffed properly. And, since no automated system exists for integrating student data with employee data and financial data, time is spent exporting data from multiple systems and comparing it manually. This is a challenge facing all California schools today.</li> <li>The District maintains a Staffing Matrix for site positions based on enrollment and settings (elementary, middle and high school). The listing includes principals, assistant principals, classroom teachers, office managers, K-12 instructional specialists, attendance clerks, typist clerks, cashiers, registrars, librarians and their assistants, and campus security officers. As with any District, it is incumbent upon leadership to validate that the ratios are being implemented and that exceptions are minimized.</li> <li>The District makes a positive effort to coordinate categorical budgets between program managers and accounting / budget personnel. Program managers have on-line look-up capabilities to research the cost of employee compensation and their funding source. However, when discrepancies exist, more timely coordination needs to take place between the categorical program management team and the accounting / budgeting team to ensure that differences between employee compensation estimates are resolved with source documents to meet budget deadlines. One of the major obstacles to coordination is that the teams are located in separate buildings, several miles apart. For example, management for Special Education, for State &amp; Federal Compliance and for Budget / Accounting are not housed in buildings within walking distance.</li> <li>The District has compensated for the BI-TECH system not having a complete position control module integrated with human resources, payroll and budget by manually performing activities that could be automated. For example, the employer costs generated by the employee databases do not summarize, total and integrate into a line item budget. The tasks must be downloaded, analyzed in <i>Microsoft Excel</i> and uploaded by the position control clerk working with the budget technicians and Principal Accountant. This does not allow for ease of sharing information or updating information with ease and clarity. The BI-TECH system is not a source document for detail of the budget; all analysis resides in</li> </ul>			

<sup>64</sup> Comparison of District July 1, 2011 estimated actual with unaudited actual September 15, 2011.

<sup>65</sup> A District is only allowed to apply for a waiver for the 15% requirement every three years.



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	<p>individual spreadsheets of individual accounting / budget employees.</p> <ul style="list-style-type: none"> <li>The BI-TECH system does not maintain a placeholder for vacant positions. Therefore, the system acts as a listing of employees and not as a position control system. The Director of Classified Personnel manually maintains a list of vacancies in <i>Microsoft Excel</i>. This list must be shared with budget technicians and budget managers to ensure that the District budgets properly for positions in transition.</li> <li>The District manually encumbers and disencumbers payroll to validate payroll expenses and monitor compensation line item budgets. This practice is a positive way to compensate for the information system not being programmed to automatically perform the same function. If the system would automatically perform the function, then employee time could be re-directed from performing the mechanics of the activity to analyzing differences in amounts and funding codes. If adequate time is devoted to this activity, then the District could be reasonably certain that employees are being paid as authorized.</li> <li>The District implements preventive measures to minimize the possibility of departments and sites over-spending their allocations. The BITECH financial system prevents requisitions from being approved when the budget allocation is insufficient for the encumbrance. The District minimizes over-rides by employing only two people who are authorized budget over-ride capabilities, Germaine Quiter, Principal Accountant, and Lisa Erwin, Executive Director, Budget &amp; Accounting.</li> <li>The Principal Accountant and the Executive Director, Budget &amp; Accounting, monitor the expenses of the District by maintaining records of prior expenditures as compared to current expenditures and source documents for the current year. Line items that have a history of being over-stated due to blanket / open purchase order encumbrances are reviewed at interim budget reporting periods with their respective department heads / program managers to determine whether the line item encumbrances should be reduced.</li> <li>The District maintains a listing of on-going contracts for all professional services and maintenance agreements and a listing of detailed Non-Public School / Agency contracts to monitor special education expenditures per student. These items are monitored by the Principal Accountant, the Executive Director of Budget &amp; Accounting and the Chief Business Official and Board-approved. This is a positive control for monitoring major expenditures in the services line item budgets. The District also presents detailed agenda items that describe the amount, funding source and a summary paragraph of each type of service.</li> <li>The District has a process to reverse most accruals within 90 days of close of the year on June 30<sup>th</sup>. This positive practice results in less chance for balance sheet items to remain outstanding for long periods of time without reconciliation. The BI-TECH system does not have an automated process for differentiating prior year accruals from current year accruals, making this process difficult to validate for accounts payable. It is through management diligence that accrual clearing is accomplished. The BI-TECH system also does not have an accrual report listing. Therefore, the District does a positive "work-around," by clearing prior year accruals prior to setting current year accruals and inputting data as of a certain date to easily identify the transactions.</li> </ul>
Accounting Software Applications	<p>On June 10, 1985, Richmond USD was granted fiscal independence for both non-payroll warrant processing and payroll processing per Education Code Section 42647.<sup>66</sup> Practically speaking, it means that the District maintains their general ledger system, independent of the County Office of Education. In other words, the District posts the revenue directly from the County treasurer, reconciles to the bank account of the County treasurer and creates their own warrants to employees and vendors. It also means that the COE relies on the reports generated by the District to monitor District solvency. The County Office of Education does not have on-line look-up access for District transactions or posting access to the District books. The more common practice in California is for Districts to pool resources with the County Office of Education to leverage financial system buying power and software development costs for the benefit of many. However, it is common for Districts that are larger than the norm of the other Districts within their county, to operate an independent financial system and reconcile to the County Office of Education. Richmond USD maintained this system of "two sets of books" prior to 1985. However, this system was cumbersome because of the extra time required to reconcile. In fact, it was one of the main reasons the District pursued and achieved independence.</p> <p>The District has been operating Sungard BI-TECH financial system for about 15 years; the last upgrade was completed five years ago. The District Information Technology Department employs a Project Manager and two assistants who are responsible for system development for all departments and all applications. The department also has six hardware technicians / customer service representatives for over 50 sites. Of these employees, the District has one person capable of programming reports and it is not their full-time responsibility. The District compensates for the size of the technology staff by utilizing the BITECH team and utilizing hardware located in Sungard BI-TECH headquarters in Chico, CA. The District logs into the Chico server to access the system, thereby utilizing the Chico team to keep the system operational, to perform data storage and to ensure disaster preparedness procedures are implemented.</p> <p>The District currently operates three versions of the financial system because each version has different functionality that appeals to different groups within the Budget / Accounting / Human Resources teams. This can make it difficult to train new employees when some tasks are performed on the old versions and some tasks are performed on the new, and some employees</p>

<sup>66</sup> Letter from Ronald Stewart, Contra Costa County Office of Education to Superintendent of Public Instruction, Bill Honig, State Department of Education, dated June 10, 1985.

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	<p>are familiar with the old version and some are familiar with the new.</p> <p>Unfortunately, since the District has not been able to keep pace with the developments of the software vendor, it is one of the reasons that the District is considering a completely new financial system implementation. Between the limitations inherent in the BI-TECH system and the lack of upgrades, the District places itself at financial risk, or at best, must compensate for inefficiencies daily. The District recognizes this deficiency and is vigorously researching alternatives, even if it means making BI-TECH as fully functional as it can be. For example, in the month of October 2011 alone, the District invited a software vendor for a week-long orientation for all affected staff to view the functionality of their product. This level of user involvement in the selection process will help the District make the best choice considering the substantial effort of time and money needed to upgrade. The stability and knowledge of the District's current technical and management team in information systems, business, accounting and human resources probably makes this the most optimum time to pursue such an implementation.</p> <p>The District has not had the opportunity to invest in adequate programming to develop reports that would organize data in a manner that is easy to analyze. Additionally, the District is unable to download the entire ledger into a database or spreadsheet that could easily sort / group transactions decreasing the monitoring time and improving monitoring ability. For example, in performing this assessment, over one day of time was spent retrieving reports from the system, only to find that some of the reports were too cumbersome to analyze and / or did not provide the data as expected or needed. Simple items such as regular subtotals are absent from many reports. This makes it possible for ledger problems to be overlooked; the ledger must be viewed "piecemeal," by downloading or viewing portions, instead of viewing in a comprehensive way.</p> <p>Also, the BI-TECH system chart of accounts is not designed to readily reveal the Standardized Account Code system (SACS), which is the reporting system required nationally. BI-TECH compensates by assigning the SACS codes to the BI-TECH "org – key" codes. Unfortunately, this workaround makes for a ledger that is not easily read (negating the concept of a "standardized" system), creates more line items to monitor, and requires that crosswalk procedures be implemented. In other words, WCCUSD must utilize a 300-page chart of accounts to understand the ledger instead of the standardized 35-page chart of accounts available in the California School Accounting Manual.</p> <p>Due to the complexity of the District, and the public information demands placed on it to ensure adequate transparency and community involvement, administrators are hampered by a less-than-intuitive way to input, store and retrieve data for oversight, analysis and presentation.</p>		
<p>A strong system of internal control segregates the duties of authorizing transactions, recording transactions and the custody of assets (i.e., a signed check is an asset). The chart below is designed to demonstrate that management has a strong regard for the responsibility to maintain an adequate internal control environment. This chart designates items that the District is performing properly with suggestions for improvement, because, due to self-assessment and outside assessments by independent parties, the District is committed to continuous progress. Inquiries of the District's current auditor indicate that there is no material or significant weakness noted in internal control for this District. Strong internal control cannot completely prevent fraud or misappropriations of assets or guarantee that financial statements are 100% accurate. Collusion of employees, management override of controls, unethical behavior and human error all are inherent risks of operating an organization. However, "tone at the top," management oversight, knowledgeable and trained employees and access to information technology that meets organizational needs can minimize the threat of inherent risks.</p>			
	<b>Authority</b>	<b>Recordkeeping</b>	<b>Custody Of Assets</b>
Purchasing and Receiving	<p>Within the past five years, the District implemented on-line purchase requisitions process that is automated from initiation to receipt of goods and services. The District utilizes the BI-TECH financial system to complete the entire process.</p> <p>Site office managers and department head clerical assistants are the initiators of the requisition; the requisition is electronically forwarded to approving authorities, who have their own unique identification number in the system. A minimum of two to five employees are involved in the purchase.</p> <p>For categorically funded and / or building-related purchases, as many as eight employees approve or handle the electronic document, some are technicians, some middle management and some are senior leadership, representing both education and business administration that are tasked</p>	<p>The District Board – approves about 12 publicly bid, or negotiated for, procurement contracts under Public Contract Code Section 20118. The District utilizes these contracts that are publicly bid by other agencies to procure classroom teaching materials / supplies, computers, equipment and services at a discounted rate to save time, money and comply with competitive bidding rules.<sup>67</sup></p> <p>For items not procured by PCC 20118, the District locally obtains numbered quotes and documents them in the system. The internet and communication between buyers improves the chances for receiving the best price and quality product / service.</p> <p>The purchase order is distributed to the requisitioning department, the receiving department, the accounting department and to the vendor.</p>	<p>The District has a centralized receiving department that must electronically input the quantity received to allow the purchase order to be released to accounting for matching with the vendor invoice. Upon receipt of goods, the receiving department signs purchase orders verifying receipt of goods and send the invoices and completed purchase orders to the accounting department. Sites may receive goods and follow the same process as central receiving.</p> <p>When the receiving process is not completed by the receiver, the accounting department will follow up by email to encourage the receivers to document the receipt in the system or will obtain a proof of delivery from the carrier.</p> <p>The warehouse operation is supervised by the Director of Purchasing and a warehouse supervisor. The District also</p>

<sup>67</sup> Gamba, Sheri, Associate Superintendent, Business Services. WCCUSD Board Agenda Item, Procurement Contracts for the School Year 2011-12, July 27, 2011.



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	<p>with budget oversight and Federal / State compliance.</p> <p>The District Federal / State compliance Director has a flow chart that documents the approval process for requisitions so that TOSA's compare the purchase request to the Site plan and regulations.</p> <p>The purchasing process is centralized. Employees are not authorized to procure items on their own for reimbursement. For this assessment, there were no reimbursements available other than travel / conference and mileage.</p> <p>The District credit card is limited to use by the Director of Purchasing for emergencies and travel arrangements only. The District did not have a sample of a recent emergency purchase on the credit card. Emergencies are rare.</p> <p>The purchasing process for procuring fuel for district vehicles was established by the Director of General Services. Fuel is disbursed from a single fueling station through the use of access cards. The Executive Director of Maintenance and Operations along with the Maintenance Manager for Maintenance and Operations manages the access cards with authorized district personnel. The Executive Director of Maintenance and Operations signs off and approves all invoices.</p> <p>To prevent the possible violation of Public Contract Code 20111(3)b, whereby the District is required to bid repairs in excess of \$15,000, the District needs to plan annual / anticipated maintenance work with the purchasing department. When maintenance work is not pre-planned and, instead, is submitted to purchasing on an on-going, as-needed basis, the purchasing department does not have the opportunity to ensure that the District is compliant with this code.</p>	<p>The purchasing department recordkeeping is accomplished by one Director, three buyers and one assistant buyer. The Director has been the WCCUSD administrator of purchasing since 1994 and was present for the BI-TECH implementation in 1995 and the on-line process implementation. The Director was also a Purchasing Manager for Owens-Brockway Glass Container, Inc.</p>	<p>employs a warehouse assistant supervisor and six delivery drivers / warehouse workers.</p> <p>Random samples of invoices demonstrated that the District is requesting products and services prior to date of invoice, which supports District business employee interviews that the centralized purchasing system is not being circumvented.</p>
Cash Disbursements	<p>The District does not authorize disbursement of cash / payment from a local bank account separate from the County Treasury. Separate bank accounts for district business are not allowed. Therefore, the only form of payment allowed is a warrant released through the BI-TECH system through the accounts payable or payroll process. If emergencies occur, then a separate BI-TECH-generated warrant is issued.</p> <p>The District maintains a revolving cash fund in the amount of \$70,000, which is within Ed. Code guidelines.</p>	<p>Cash in County Treasury is balanced on a monthly basis.</p>	
Payroll and Personnel	<p>The Board approves all payroll changes, new hires and terminations, as prepared by the human resources department. The agenda item could be improved by adding the funding source and the rate</p>	<p>The District needs to implement written payroll procedures.</p> <p>All payroll clerks / technicians pay classified and certificated personnel so</p>	<p>The accounting supervisor, along with the Executive Director of Business has the combination to the safe where the blank payroll warrant stock is kept. This safe is the same safe as the</p>

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	<p>of pay to the employee listing. The District should use the Board approval as a source document for the payroll department to perform audits to ensure that employees are being paid in accordance to Board approval.</p> <p>The Board agenda items need to be prepared in advance of the employee hire date or effective change date so that the Board may approve these items in advance of employees being put to work. Board items are prepared 30 to 90 days after the employee has been in a paid status. This practice places the District at financial risk due to increased risk of overstaffing, increased employee complaints and exposure to labor litigation.<sup>68</sup></p> <p>The District uses the Personnel Action Form (form 111) to initiate the request. The PAF has multiple administrative approval signatures, depending upon the funding source and the department / site that initiated the request. The PAF could be improved by adding a column for the funding source in English (i.e., write out the words "Title I or EIA, etc."). It will assist administrators who are not familiar with funding codes to fully understand the document. Currently the form reports the funding source in resource accounting codes only.</p> <p>The District could strengthen internal controls by having the Human Resources Department input the salary schedules into the BI-TECH system. Currently, the Payroll Supervisor performs this function. The payroll department should not have authorization authority; it should rest with the Board and Human Resources.</p> <p>Some District Leadership estimates that about 10% of site administration does not always conform to District hiring, change and leave policies &amp; procedures. The non-compliance can put the District at financial risk through either overstaffing, grievances or potential lawsuits.</p> <p>One hindrance to continuous organizational improvement is the inability to easily change job descriptions to change with the times due to the requirement to bargain the impact of changes and salary placement. One human resources management position is dedicated to completing this task. This Director also is dedicated to supervising employee benefits, worker's compensation, employee discipline, employee complaints and labor</p>	<p>that staff is cross-trained in recordkeeping / processing.</p> <p>The District programmed a macro in to BI-TECH to identify all employees who are new, changed or terminated by human resources, so that these screens are easily identified and accessible to payroll technicians. The payroll tech matches the PAF Form 111 and the associated documents that it receives from HR to validate these changes prior to payment.</p> <p>The payroll supervisor is in charge of all retirement reporting due to the District's fiscal independence status, IRS filings and reporting and reconciling the employee deduction clearing fund. The clearing fund is cleared monthly and any discrepancies are resolved by researching the source documents. The District does not have any outstanding penalties or interest claims from the IRS, STRS or PERS.</p> <p>The District has dedicated two Benefit Clerks, supervised by the Principal Accountant, to match and reconcile the employee / retiree enrollment forms with the health &amp; welfare premium invoices and the employee deductions/ employer contributions.</p> <p>Several management and technicians have expressed concern that the absence tracking system is too reliant on the honor system and does not have enough oversight. As part of the new / upgraded financial system, the District desires to incorporate an absence module that would assist in tracking absences and reconciling them to substitute time.</p> <p>Although the District minimized the use of manually prepared timecards over the past five years, the timecard continues to be a source of time-consuming effort with opportunity for inaccuracies and abuse. Again, the District is evaluating financial systems with a component to improve tracking and monitoring of extra time and overtime.</p> <p>Implementation of an automated system for substitutes, absences and leaves could provide an approval process similar to the electronic approval process for purchase orders that would allow for timely analysis and tracking.</p>	<p>Accountant II maintains the warrant stock for accounts payable warrants. The Payroll Supervisor reviews, combines and reconciles the batches created by the payroll technicians and then releases the payroll batches for payment and provides the data to the Information Systems department to print. The Accounting Supervisor delivers the warrant stock to the Information Systems department to print.</p> <p>Possible internal control weakness: If the payroll supervisor has the ability to create a payroll batch, then the position can create a batch, release a batch and have first custody of a signed warrant (asset).</p> <p>The warrants are returned signed to the Payroll Supervisor who reconciles that the printing process matched the release process.</p> <p>The Information Systems Financial Systems Analyst and the MIS Production Supervisor are the two employees who have security access to print warrants (payroll and accounts payable).</p>
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<sup>68</sup> WCCUSD Board Packet, September 21, 2011.



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	litigation.		
Accounts Payable	<p>All invoices are to be mailed to the District Office accounting department. To strengthen the possibility that all invoices will go to the DO, the District could input the Bissell Avenue address as the default setting for all purchase orders.</p> <p>The District attaches a payment approval form to the invoice. Multiple management signatures are required prior to payment. For example, for invoices affecting the physical plant, the District Engineering Officer, the Director of Facilities and Construction, the Associate Superintendent, Operations, Bond Program Controls (contracted service) and the Executive Director of Bond Accounting are required signatures prior to payment.</p>	<p>The accounts payable clerks match purchase orders with invoices and receiving documents, check for accuracy, staple together and enter the information into the BI-TECH system as batches.</p> <p>The batches are checked and initialed by Accountant II and Accounting Supervisor.</p> <p>Accountant II prepares a list of the already entered batches and releases the batches for payment, runs a payment report, and then checks for accuracy. Information Services (I/S) is given a copy of the list.</p> <p>Warrants are scheduled to be produced once a week. The Executive Director and / or the Chief Business Official signs off on all released warrants.</p> <p>I/S signs out warrants and the signature bar (prints signatures on the checks) from the accounting safe and prints the warrants.</p> <p>The combination to the accounting safe is known to the Accountant II, and for emergency purposes to the Accounting Supervisor and Executive Director of Budget &amp; Accounting.</p>	<p>The Accountant II receives the printed warrants from Information Services (I/S) along with an initialed list of batches, warrant register, warrant list, CK200, OH560, GL250 (Accounts Payable Report). The Accountant II verifies that they reconcile. An internal control weakness may exist if the Accountant II can create a batch for payment, because the position is allowed access to release a batch, has custody of the warrants and receives the signed warrants (an asset).</p> <p>Checks are released to the Senior Account Clerk with the purchase order backup. The Account Clerk attaches the original invoices and backup to the yellow copies of warrants and files them. The Senior Account Clerk sends the warrants to the mail room on the next day for mailing.</p> <p>A summary of the warrants is prepared for the County Auditor's Office reconciled with CK200 (Accounts Payable Report).</p> <p>The County Treasurer's Office receives the warrant list, two data processing tapes, and the original summary with the original voided checks attached, checked and signed by the Accounting Supervisor.</p> <p>A warrant register is sent to the Contra Costa County Office of Education (CCCOE).</p>
Accounts Receivable	<p>STEP 1</p> <p>For accruals that are set at year end, the Fiscal Fund Supervisor completes the SACS schedule for categorical and works with the Principal Accountant to validate the closing entries for restricted programs. The closing entries could be an accounts receivable or deferred revenue, and rarely, an accounts payable. The deferred revenue journal entries are entered on a batch that can be automatically reversed in the new year. The accounts receivable entries are monitored by the Principal Accountant and the Fiscal Fund Supervisor for receipt.</p> <p>The revenue limit accrual is prepared by the Executive Director, Business Services.</p> <p>The Executive Director, Business Services reviews the ledger prior to the final export of the financial data for completeness and accuracy.</p>	<p>STEP 3</p> <p>Senior Account Clerk (accounting department) makes an adding machine total and enters Cash Receipts in BI-TECH.</p> <p>The adding machine total is verified against the check listing.</p> <p>Accountant II generates permits for County Treasurer for each Fund. Permits are checked and signed by Accounting Supervisor.</p> <p>Budget Department Principal Accountant receives the OH560 from the accounting department BI-TECH posting, a copy of the permits as well as a copy of the deposit slip.</p> <p>The County receives the original permits, yellow copy of the bank deposit slip along with the bank deposit receipt.</p> <p>Accounting keeps a copy of the checks, copies of the permits, pink copy of bank deposit slip, print out of cash receipts for permit, GL250 and AR450.</p>	<p>STEP 2</p> <p>All cash and checks received by Accounts Payable are kept in the Accounting safe.</p> <p>Weekly bank deposits are deposited in the bank by Accounting Supervisor. Large checks are deposited immediately.</p> <p>Accountant II makes a deposit list in Excel and gives copies of the cash receipts to Senior Account Clerk.</p>

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		Budget Department accounting technician reconciles the deposits, the County Treasury bank statement and the BITECH ledgers.	
Cash Receipting	<p><b>STEP 1</b> The reasons for cash to be collected at the site are 1) Fines, Restitution, &amp; Adult Ed fees, 2) Gifts / Donations, 3) Associated Student Body (ASB).</p> <p>The site principal is the initial person to authorize receipt of site gifts and forwards the request for further approval and acceptance from the District Office and finally, from the Board. Immediate contact with the District Office is required; sites are to accelerate the receipting / DO notification process and not include the proceeds in the monthly report.</p> <p>The District Office collects the cash for Facilities Use and employs a separate position, Facilities Use Technician, supervised by the Director of Purchasing, to authorize the usage and collect the fees.</p>	<p><b>STEP 3:</b> The Accountant II receives all cash receiving documents and deposit tickets from the site and records them in a listing in <i>Microsoft Excel</i>.</p> <p>The Senior Account Clerk makes an adding machine total and enters the site cash receipt information into the BI-TECH system.</p> <p>A warrant is drawn on the local bank to be transferred / deposited into the County Treasury using the accounts payable process.</p> <p>The Accountant II reconciles the local bank account for the sites, the District ASB clerk reconciles the bank account for the site ASB.</p> <p>Accountant II generates permits for County Treasurer for each Fund. Permits are checked and signed by Accounting Supervisor.</p> <p>Budget Department accounting technician is sent OH560 from BI-TECH posting, a copy of the permits as well as a copy of the deposit slip.</p> <p>The County receives the original permits, yellow copy of the bank deposit slip along with the bank deposit receipt.</p> <p>The accounting department keeps a copy of the checks, copies of the permits, pink copy of bank deposit slip, print-out of cash receipts for permit, GL250 and AR450.</p> <p>Budget Department accounting technician reconciles the deposits, the County Treasury bank statement and the BITECH ledgers.</p>	<p><b>STEP 2:</b> Sites prepare a cash receipt for the cash/currency received. The cash receipt serves as a record for the payer, the site receiver and the accounting department.</p> <p>The cash receipts are tallied monthly and summarized on the cash receipts reports by the site. The cash receipt forms must reflect the deposits for the month. Sites must file negative monthly reports to the accounting department in the event of no receipts. Voided forms must be submitted to the accounting department.</p> <p>The cash receipt reports are pre-printed with program account codes to minimize coding errors in the ledger.</p> <p>The sites deposit cash / checks into the local bank. The cash receipt reports, cash receipts, deposit slips and attached bank receipts are forwarded to the accounting department by the 5<sup>th</sup> of the succeeding month. The sum of each grouping of documents should reflect the same totals.</p>
Facilities and Contracts	On the documentation for the purchases and invoices of District, the requisitioner and the initial approval for payment are signed by the contracted service employees for all construction items. Although subsequent approvals of District administrators exist, it appears that this is an internal control weakness. Unfortunately the resources and expertise within a public education entity to provide consistent, knowledgeable and informed supervision varies since it is not the core business of K-12 education. Many times the vendor is the consistent presence with the knowledge and resources in the construction field. To overcome this inherent deficiency, K-12	The cumulative recordkeeping of the construction funds, the prospective budgets and cash flows are created and maintained by a vendor. The performance audit (TSS) uses these documents to perform their audit of the program and the public utilizes these documents to evaluate the progress and prospective outcomes (CAMPS). The District's financial system (BI-TECH), as it is currently implemented, is inadequate to track multi-year, multi-funded, multi-measure projects in a way that easily coordinates with construction project management. The District is in the process of addressing this deficiency with the implementation of an Oracle software package. This implementation	



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	Districts are encouraged to be involved and work as closely as possible with the vendor to ensure that public funds are used in the public's best interest.	process has been slow to formulate and dependency on the vendor persists.	
Food Services	<p>The food service program has a \$12 million revenue budget (FY 2010/11) that provides \$500K of indirect support to the General Fund and operates at a surplus of \$860K.<sup>69</sup> The program has operated with a surplus for all audited years beginning with 2005/06 through the present<sup>70</sup> and has an unaudited fund balance of \$2.6 million for the 2010/11 year.</p> <p>The food service department operates with the same controls that are documented for the sites and departments within the District. Purchases and payments are processed centrally with the same electronic on-line requisition, purchase order, blanket purchase order approval process through BI-TECH. The food service department receipts goods at their own central warehouse, separate from the District warehouse. The food service warehouse operation receipts the goods through BI-TECH as the central operation for other receipts does to provide proof for payment by District accounts payable.</p> <p>Cash collections are receipted and deposited with similar controls as the sites. Cash receipts are minimal when compared to total food service revenue due to the high population of students qualifying for a "free" Federal reimbursement status.<sup>71</sup> To further reduce the amount of cash on-site, the District implemented an on-line parent-payment system called "MyLunchMoney.com." This electronic payment processing method further minimizes cash at the point of sale since parents /guardians can pre-pay for meals on-line. The District reconciles the MyLunchMoney account as it would a credit card statement. Federal and State reimbursement remittances are receipted at the District Office accounting department and deposited directly with the County Treasury.</p>		

### Assessment Process

Vavrinek, Trine, Day and Co., LLP (VTD) was contacted by the WCCUSD Chief Business Official in mid-August 2011 to perform an assessment in accordance with Education Code 41320.1(a)(4). The District and VTD mutually agreed to perform the field work for the assessment during September and October 2011 with a report presentation scheduled for the WCCUSD Board of Trustees on January 4, 2012.

As part of the process, staff interviews were conducted on September 20-21, October 3-5, October 27-28 at the staff person's office. The various locations included the District Office, the Facilities Operations Center, Vista High School Alternative School, and North Campus Continuation School. The following people were interviewed as part of this process.

Mr. Charles Ramsey, President, Board of Education  
Ms. Madeline Kronenberg, Clerk, Board of Education  
Mr. Antonio Medrano, Board Of Education  
Dr. Bruce Harter, Superintendent  
Ms. Linda Grundhoffer, State Trustee

Ms. Sheri Gamba, Associate Superintendent, Business  
Ms. Lisa Erwin, Executive Director, Business Services  
Ms. Martin Coyne, Executive Director, Bond, Enrollment, Attendance  
Mr. David Johnston, Director, Purchasing  
Ms. Mary Kitchen, Procurement Specialist and Training Technician  
Mr. Tomas Goco, Accounting Supervisor  
Ms. Christine Yung, Accountant II  
Ms. Cheryl Lewis, Payroll Supervisor  
Ms. Germaine Quiter, Principal Accountant  
Ms. Sammi Chiu, Accounting Technician, Benefits  
Ms. Cathleen Hill, Accounting Technician  
Ms. Staci Parish, Risk Manager

Mr. Wendell Greer, Associate Superintendent, Education  
Ms. Nia Rashidchi, Assistant Superintendent, Educational Services  
Ms. Lyn Potter, Director, Categorical & Instructional Support Services  
Mr. Steve Collins, SELPA Director

<sup>69</sup> WCCUSD Unaudited Actuals, September 15, 2011.

<sup>70</sup> WCCUSD External Audit Reports, 2005/06 through 2009/10.

<sup>71</sup> 82% of students qualify for free and reduced meals in the Federal Child Nutrition Reimbursement program per District web site.

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Mr. Bill Savidge, District Engineering Officer  
Mr. Magdy Abdalla, Director of Facilities and Construction

Ms. Ann Reinhausen, Assistant Superintendent, Human Resources  
Ms. Patricia Calvert, Director, Human Resources, Certificated  
Ms. Emily Millar, Director of Employee Relations  
Ms. Erin Fleming, Director, Human Resources, Classified

Ms. Retha Cameron, Financial Systems Analyst  
Ms. Laurie Dolan, MIS Production Supervisor

Mr. Robert Studdiford, Chairman, Bond Oversight Committee, Community Member, Budget Committee

Mr. Charles Raibley, CPA, Vice President, Assurance Services, Perry-Smith

VTD also viewed the following Board Meeting DVD Recordings: September 7, 2011 and October 26, 2011.

VTD attended the Professional Development Session for District and Site Administrators, conducted by Dr. Bruce & Ms LeeAnna Harter, September 20, 2011.

Financial data was collected on-site as of October 27, 2011. The September 2011 ledgers were almost completely reconciled with the County Treasurer as of this time. The District external audit was in process and the First Interim Report was available in SACS format as of December 2, 2011.

The following documents were made available to VTD and many can be accessed on the District's web site.

- District External Audit Reports, 2005/06 through 2009/10 and audits required by Proposition 39. As of the date of this report, the District had not received a draft of the audit report for 2010/11. Therefore, the exhibits in this report refer to the latest audit, one dated June 30, 2009, conducted by Perry Smith, of Sacramento and San Francisco, CA. As of October 2011, Perry-Smith joined the Certified Public Accounting firm of Crowe Horwath, LLP, that serves clients nationally and internationally.
- District Unaudited Actuals 2010/11, District Adopted Budget 2011/12.
- BITECH Ledger reports, 2010/11
- BITECH Ledger reports, 2011/12, July 1, 2011 through October 27, 2011.
- District September cash reconciliation for accounts held by Contra Costa Auditor Controller and BITECH financial system
- Fiscal Bond Office Statement, West Contra Costa Unified School District LAIF Statement dated, June 30, 2011
- West Contra Costa Unified School District Board Resolution 15-1112 State Loan Payoff
- WCCUSD Chief Business Official's record of the District's Fiscal Recovery Plan, 2007/08 through October 26, 2011.
- WCCUSD Chief Business Official's Board Presentations for September 7, 2011 and October 26, 2011.
- California Department Of Education, Period Two Revenue Limit Apportionment
- WCCUSD 2010/11 Period Two Attendance forms, dated April 26, 2011
- WCCUSD 2010/11 Annual Attendance forms, dated June 28, 2011
- MGT of America Report, April 2007 Performance Evaluation of financial, organizational, and operational effectiveness of WCCUSD
- Internal District response to MGT of America Report, October 2011.
- Davis Demographics and Planning Inc, Demographic Report, Student Population Projections, Fall 2011 through Fall 2020, Conducted May 2011.
- WCCUSD Maintenance and Recreation Assessment District Engineer's Report, SCI Consulting Group, Fairfield, CA, June 2011.
- Seville Group, Inc. Richmond, CA, Capital Assets Management Plan, Measure M, D, J and D-2010, October 26, 2011
- Total School Solutions, Fairfield, CA Performance Audit of Measures D and J, dated June 2010.



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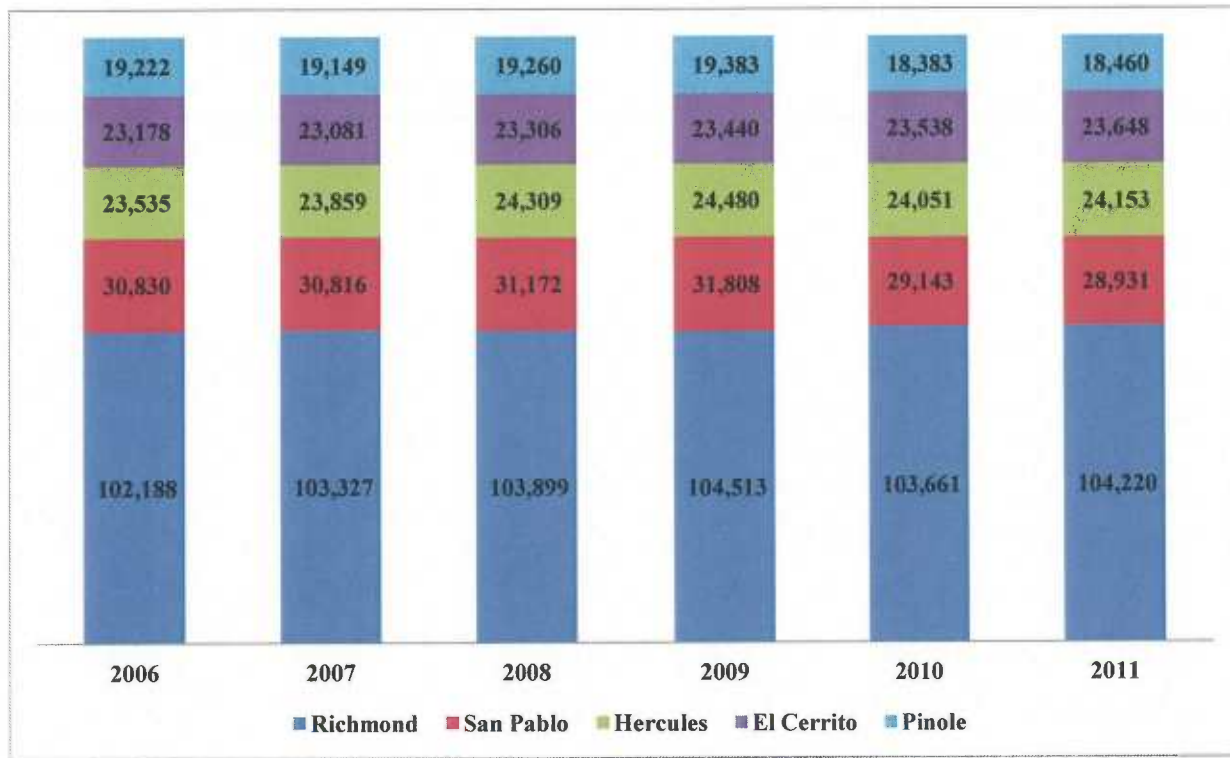
- Piper Jaffrey, WCCUSD Preliminary Official Statement for 2011 General Obligation Bonds Dated July 29, 2011
- History of WCCUSD Credit Rating's 1998 through October 2011 from Moody's Standard & Poor's and Fitch.
- KNN Public Finance, Oakland, CA, Presentation to the WCCUSD Board, General Obligation Bond, Election of 2010, Series A
- Actuarial Valuation of Post Employment Health Benefits, July 1, 2008 with results rolled back to July 1, 2007. Nicolay Consulting Group, San Francisco, CA.
- Actuarial Valuation of Post Employment Health Benefits, October 1, 2010 with results rolled back to July 1, 2010. Nicolay Consulting Group, San Francisco, CA.
- Current Bargaining Unit Contracts: Public Employees Union, Local #1 July 1, 2008 through June 30, 2012; West Contra Costa Administrators Association July 1, 2008 through June 30, 2012; School Supervisors Association July 1, 2008 through June 30, 2012; United Teachers of Richmond, July 1, 2009 through June 30, 2012
- Previous Bargaining Unit Contracts: Public Employees Union, Local #1 July 1, 2005 through June 30, 2008; West Contra Costa Administrators Association July 1, 2005 through June 30, 2008; School Supervisors Association July 1, 2005 through June 30, 2008.
- Minutes and Agenda's for Board of Trustees, District Budget Committee and Facilities Board Subcommittee
- WCCUSD Superintendent's Annual Report, 2010/11
- Financial results of WCCUSD 2009/10 Federal Program Monitoring Review.
- District BITECH upgrade project, October 2007
- FCMAT Report, 2002/03. Assembly Bill 2265 required the Fiscal Crisis and Management Assistance Team (FCMAT) to conduct a comprehensive assessment of the West Contra Costa Unified School District in five operational areas (Community Relations, Personnel Management, Pupil Achievement, Financial Management, Facilities Management), to develop an improvement plan for the district in those areas, and to monitor and report on the district's progress in implementing the recommendations in the improvement plan every six months through July 2003. FCMAT presented the district with the assessment and improvement plan in July 2001 and presented four six-month progress reports through July 2003. FCMAT has no legal authority to continue to monitor or report on the district's progress after the July 2003 progress report, so there have been no reports for the West Contra Costa USD since that date.<sup>72</sup>
- News articles and CASBO presentations 1991-1994, reporting on the financial condition of the Richmond Unified School District.
- District documents, 1983 through 1985, requesting and being granted, fiscal independence.
- Rubin, Lillian. Busing & Backlash, University of California Press, © 1972.

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<sup>72</sup> Fiscal Crisis and Management Assistance Team (FCMAT) web site, September 2011.

## City Populations That Are Served By The West Contra Costa Unified School District

Source: California Department of Finance, January 2011

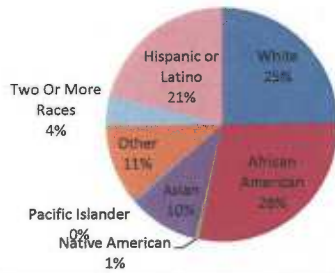




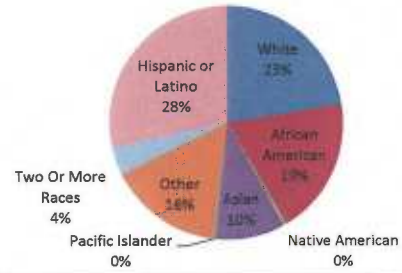
## Five City Demographics

Source: Wikipedia, 2000 and 2010 Census

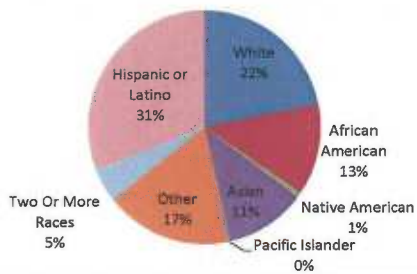
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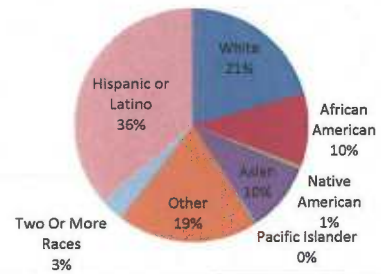
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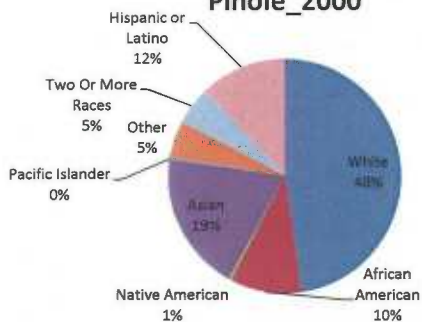
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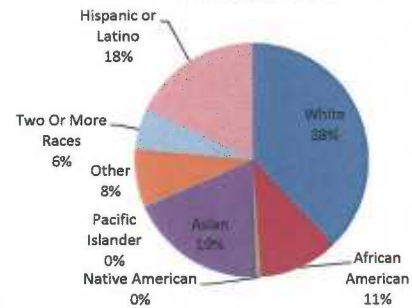
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**Pinole\_2000**

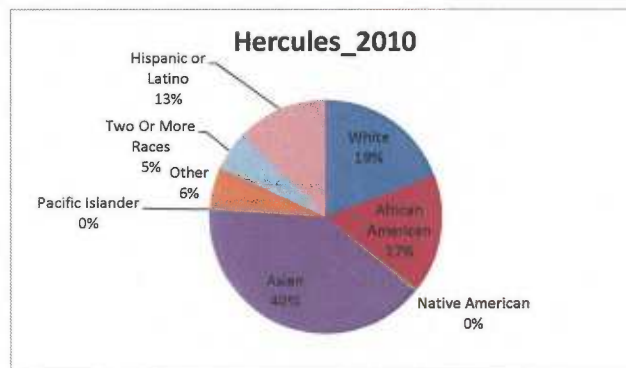
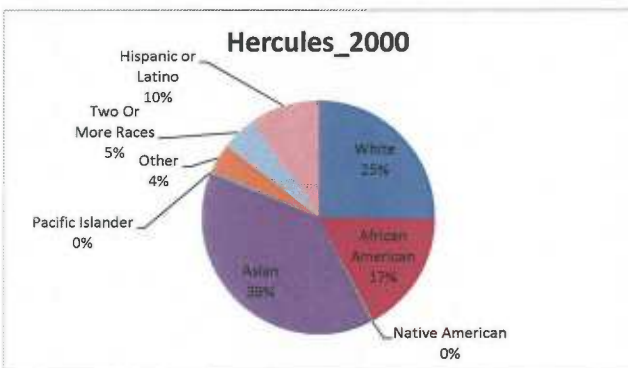
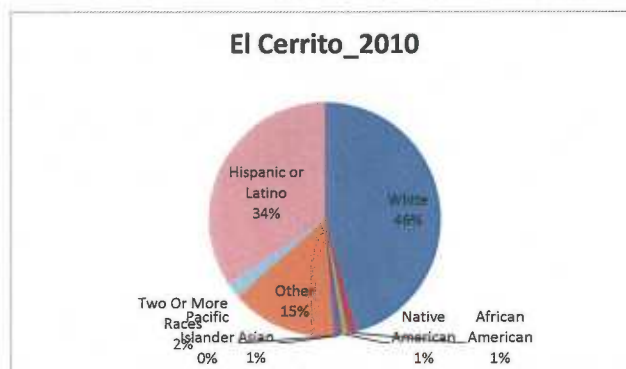
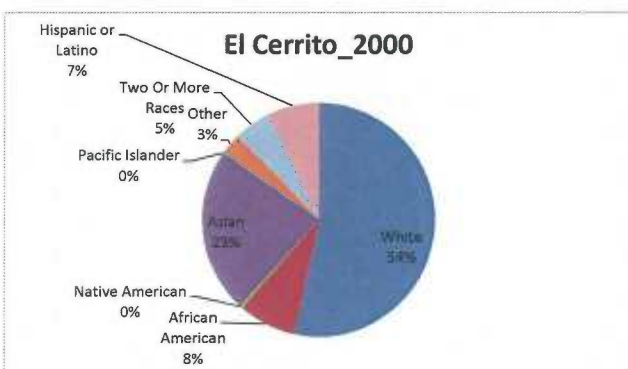


**Pinole\_2010**



## Five City Demographics

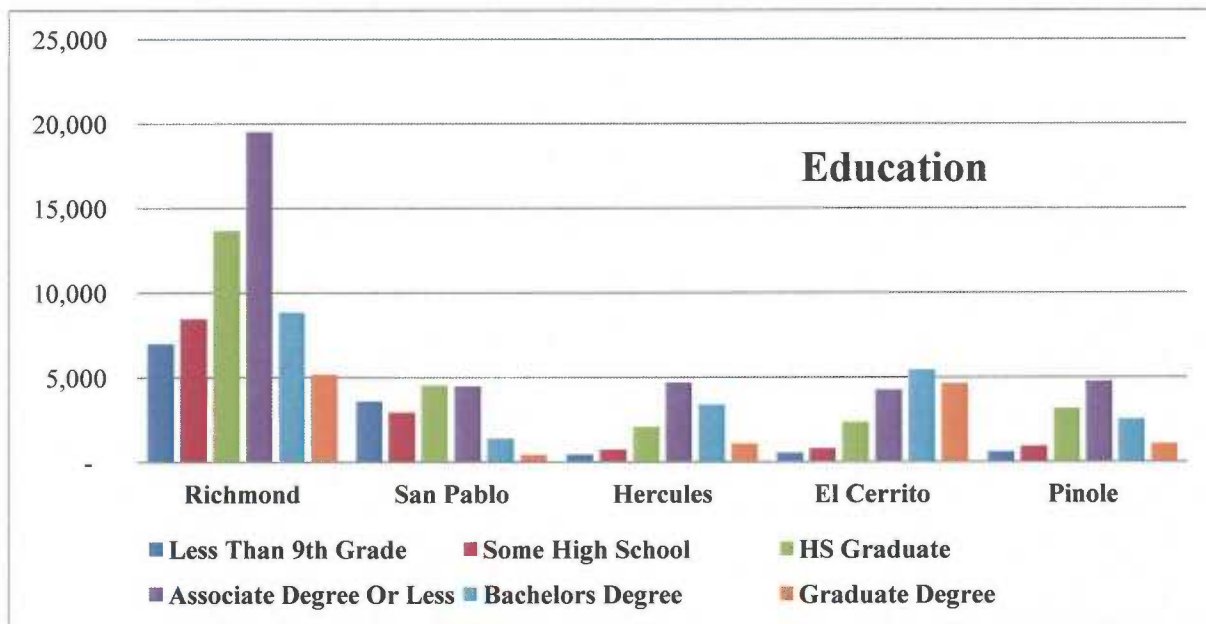
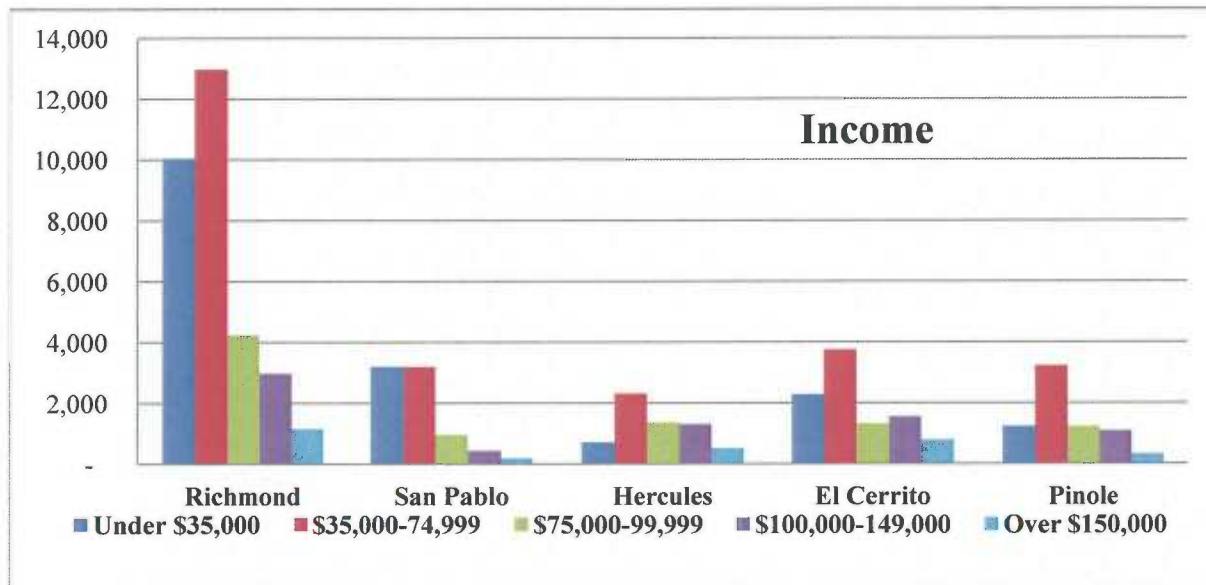
Source: Wikipedia, 2000 and 2010 Census





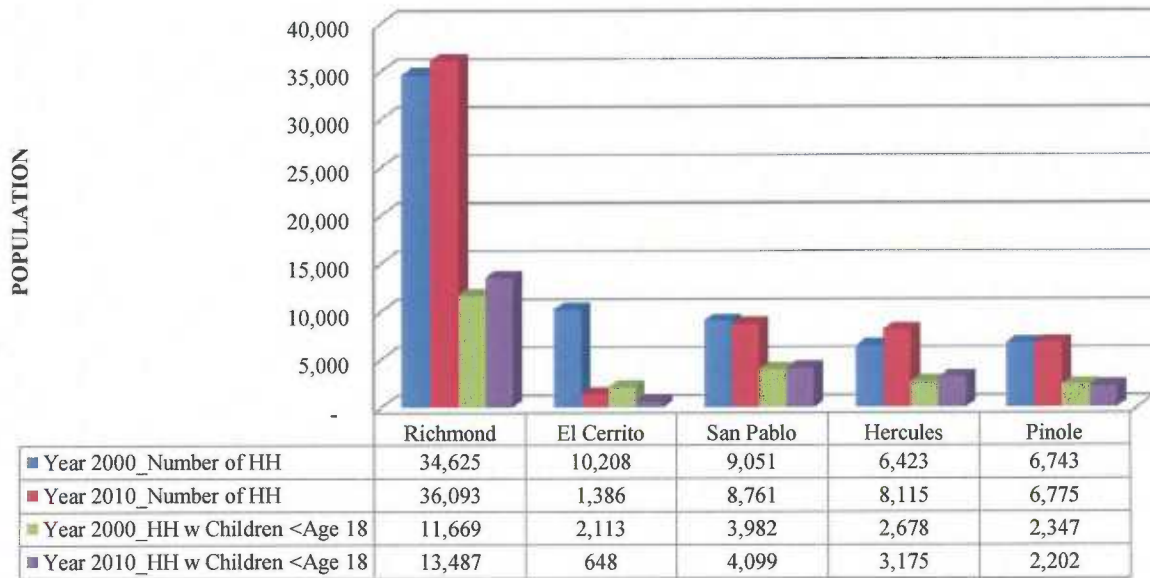
# Household Income and Education By City

Source: NationalRelocation.com, November 2011



## Total Households Per City & Households With Children Under The Age of 18

Source: Wikipedia, City Sites





## WEST CONTRA COSTA UNIFIED HISTORY OF STUDENT ENROLLMENT

Data Includes the Sponsored Charter Schools of the District

Source: CDE Website, Dataquest, CBEDS

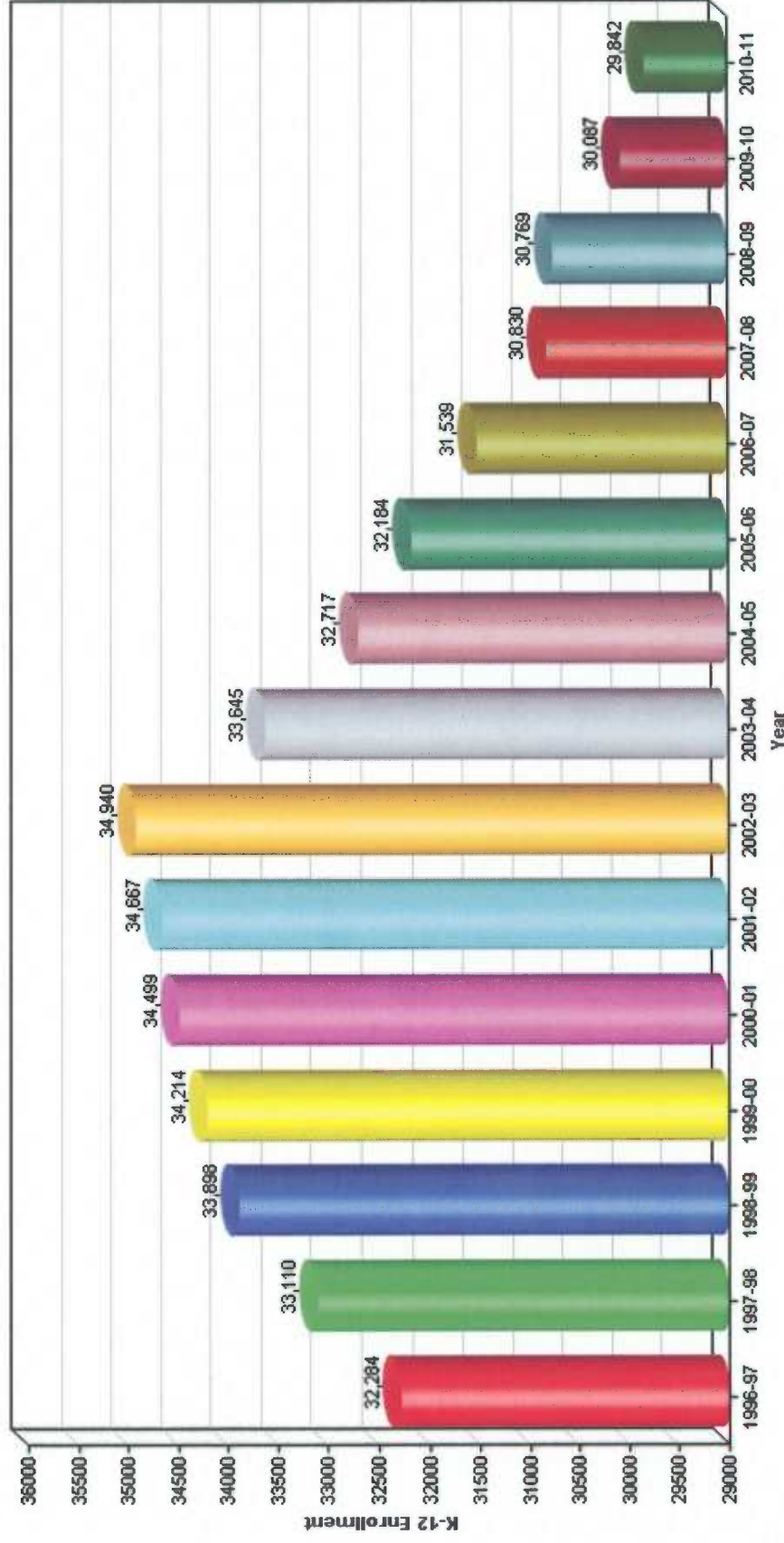


Chart Director (unregistered) from [www.advsofteng.com](http://www.advsofteng.com)

# FCMAT Predictors of School Agencies Needing Intervention

The following 11 conditions represent those school agency problems most commonly encountered by the Fiscal Crisis and Management Assistance Team (FCMAT). The presence of any one condition is not necessarily an indication of a school agency in trouble. Unavoidable short-term situations such as key administrative vacancies can result in brief and acceptable periods of exposure to one or more of the following conditions. Exceeding acceptable limits of exposure in one or more of the following conditions is often the blueprint for districts nearing or presently in a crisis situation.

## 1. **Leadership Breakdown\***

- a. Governance crisis\*\*
- b. Ineffective staff recruitment
- c. Board micromanagement and special interest groups influencing boards
- d. Ineffective or no supervision
- e. Litigation against district

## 2. **Ineffective Communication\***

- a. Staff unrest and morale issues
- b. Absence of communication to educational community\*\*
- c. Lack of interagency cooperation\*\*
- d. Breakdown of internal systems (payroll, position control)

## 3. **Collapse of Infrastructure**

- a. Unhealthful and unsafe facilities and sites
- b. Deferred maintenance neglected
- c. Low Budget Priority
- d. Local and state citations ignored
- e. No long-range plan for facility maintenance

## 4. **Inadequate Budget Development\***

- a. Failure to recognize year-to-year trends, e.g., declining enrollment or deficit spending\*\*
- b. Flawed ADA projections\*\*
- c. Failure to maintain reserves\*\*
- d. Salary and benefits in unrealistic proportions
- e. Insufficient consideration of long-term bargaining agreement effects\*\*
- f. Flawed multi-year projections\*\*
- g. Inaccurate revenue and expenditure estimations\*\*

## 5. **Limited Budget Monitoring\***

- a. Failure to reconcile ledgers
- b. Poor cash flow analysis and reconciliation\*\*
- c. Inadequate business systems and controls
- d. Inattention to COE data
- e. Failure to review management control reports
- f. Bargaining agreements beyond state COLA\*\*
- g. Lawsuit settlements

## 6. **Poor Position Control\***

- a. Identification of each position missing
- b. Unauthorized hiring
- c. Budget development process affected
- d. No integration of position control with payroll\*\*

## 7. **Ineffective Management Information Systems\***

- a. Limited access to timely personnel, payroll, and budget control data and reports\*\*
- b. Inadequate attention to system life cycles
- c. Inadequate communication systems

## 8. **Inattention to Categorical Programs\***

- a. Escalating general fund encroachment\*\*
- b. Lack of regular monitoring\*\*
- c. Illegal expenditures
- d. Failure to file claims

## 9. **Substantial Long-Term Debt Commitments**

- a. Increased costs of employee health benefits+
- b. Certificates of participation
- c. Retiree health benefits for employees and spouse+
- d. Expiring parcel taxes dedicated to ongoing costs

## 10. **Human Resource Crisis**

- a. Shortage of staff (administrators, teachers, support, and board)
- b. Teachers and support staff working out of assignment
- c. Students/classrooms without teachers
- d. Administrators coping with daily crisis intervention
- e. Inadequate staff development

## 11. **Related Issues of Concern**

- a. Local and state audit exceptions
- b. Disproportionate number of under performing schools
- c. Staff, parent, and student exodus from the school district
- d. Public support for public schools decreasing
- e. Inadequate community participation and communication

\* Highlights the seven conditions consistently found in each district requesting an emergency loan or dealing with a "fiscal crisis."

\*\* Represents the 15 conditions that have been found most frequently to indicate fiscal distress and are those referenced in Assembly Bill 2756 (Daucher) and recently amended Education Code Sections 42127 and 42127.6.

+ Indicates an emerging area of significant concern.



**MGT Of America 2007 Performance Evaluation Of the WCCUSD – Results As of December 12, 2011**

Number	Recommendation	Accepted Modified Rejected	Explanation of Recommendations or Measures	Owner	Implementation to Begin	Implementation to be Completed	Complete
2-1	Review and consider adopting a governance model and policies that focus the Board of Education on the identification of specific goals for the district, prescribes executive limits, and defines the accountability system to be applied to guide the determination of success	Modified	Goals adopted 5/06; goal added 6/07; accountability plan adopted 10/06; policy on executive limits to be adopted 7/08	Bruce Harter	7/1/07	12/31/2008	Complete
2-2	Revamp the Board of Education committee structure.	Modified	Board policy on Committee Structure	Bruce Harter, Board President, Board members	1/1/09	6/30/2008	Complete
2-3	Complete the updating of the Board of Education Policy Manual, assign policy coordination to the recommended Department of Planning, Accountability and Technology, and establish a system for maintaining an up-to-date policy document.	Accepted	Policy Manual on GAMUT with review dates established for all policies	Bruce Harter	1/1/07	6/30/2008	Complete
2-4	Create a policy provision containing a listing of existing procedural manuals, handbooks, and planning documents and, on the Web site, create a series of hot links from the manual to the cited documents or procedures.	Accepted	Web site button for procedures manuals, and planning documents	Bruce Harter	7/1/07	6/30/2009	Incomplete
2-5	Reduce expenditures for contracted legal services and reassign contract negotiations/labor relations to the Human Resources Division.	Accepted	Reduction of legal expenses of \$500,000 for 2007-08 compared to 2005-06	Bruce Harter	7/1/07	6/30/2008	Complete
2-6	Reorganize the executive organization of WCCUSD.	Accepted	Adoption of organization chart for 2007-08 - completed 5/16/07	Bruce Harter	7/1/07	7/1/2008	Complete
2-7	Implement an Executive Director staffing ratio that supports effective supervision and assessment of principals and develop and adopt an accountability-based principal performance assessment and compensation system.	Accepted	Adoption of organization chart for 2007-08 - completed 5/16/07 - which includes the executive director staffing ratio for schools	Bruce Harter	5/16/07	5/16/2007	Complete
2-8	Reorganize the Cabinet structure converting it to a Superintendent's Leadership Forum including principals' participation and create a Superintendent's Executive Team.	Accepted	Implementation of re-organized cabinet by 9/2007	Bruce Harter	7/1/07	9/30/2007	Complete
2-9	Reorganize and assign the technology, planning, accountability, and assessment functions within a Department of Planning, Accountability, and Technology.	Modified	Technology reassigned to Operations department & data analysis assigned to educational services	Bruce Harter	7/1/07	7/1/2007	Complete
2-10	Complete the development of the Strategic Plan initiative and assign coordination responsibilities to the proposed Department of Planning, Accountability, and Technology.	Modified	District finances preclude creating the Department of Planning, Accountability and Technology; Coordination of the Strategic planning process will remain in the Superintendent's domain of responsibilities.	Bruce Harter	7/1/07	Strategic planning is on-going	Complete
2-11	Develop and implement a formula-driven staffing plan for school vice or assistant principal positions.	Accepted	Implementation of formula driven system	Sheri Gamba	7/1/08	6/30/2009	Complete
2-12	Assign the Safety and Disaster Preparedness Department to the proposed Deputy Superintendent for School Management Division.	Modified	Department has merged with School Operations	Wendell Greer	7/1/08	7/1/2007	Complete
2-13	Review and update the WCCUSD Emergency Standard Operating Procedures document and the WCCUSD Comprehensive School Safety Plan and ensure that all school-level plans are updated and consistent with the district plan.	Accepted	Updated Procedures / Comprehensive School Safety plan	Wendell Greer	7/1/07	6/30/2008	Complete
2-14	Create a safety and security review checklist based on an updated WCCUSD Comprehensive School Safety Plan and conduct a minimum of one scheduled and one unscheduled walk-through inspection of each school annually.	Accepted	Updated checklist completed; annual review of inspections by school	Wendell Greer	7/1/07	6/30/2008	Complete
3-1	Institute a comprehensive program, including fiscal incentives at the school-site level, to raise attendance as a percentage of enrollment at all schools to at least 95 percent, thereby improving educational outcomes and increasing revenues from the State.	Accepted	N/A	Sheri Gamba	9/1/2007	11/1/2007	Complete
3-2	Approach IBM with a proposal for waiver of the outstanding \$5 million of payments currently scheduled to be made by the district, stressing opportunities for corporate tax write-off and positive public relations for the company.	Accepted	N/A	Bruce Harter	4/1/2007	8/16/2008	Complete
3-3	Create and implement a strategy for controlling and refinancing unfunded liability for post-employment health benefits, in order to restore the district's capacity to provide future salary increases and future educational program investments	Modified	Collective bargaining negotiations will have impact on the unfunded liability for PEHB. The proposed Peralta Community College District model however is not an approach the district wants to implement. It requires issuing non voter approved bonds that must be paid back to the bond holders by the district.	Sheri Gamba	12/1/2007	12/31/2008	Complete
3-4	Align the district's annual budget documents with the Board's strategic plan, make the budget an instrument for implementation of the plan, and revise budget documents to make them clear to staff, parents and community.	Accepted	N/A	Sheri Gamba	1/1/2008	6/30/2008	Partially Complete
3-5	Implement a web-based online purchase order process for operational savings and increased operational effectiveness.	Accepted	N/A	Sheri Gamba	1/2/2007	12/31/2007	Complete
3-6	Implement a web-based online personnel time-tracking and payroll process for operational savings and increased operational effectiveness.	Accepted	N/A	Sheri Gamba	1/2/2007	12/31/2007	Incomplete
3-7	Move responsibility for oversight and tracking of employee benefits from the internal audit office to Human Resources and focus the internal audit resources on resolving outstanding audit issues regarding student body funds.	Modified	For 2007-08 the Director of Internal Audits will continue with his assignment of health benefit oversight. During the year analysis of the effectiveness of this decision will be performed. Focus will also be placed on resolving the outstanding audit issue regarding student body funds. A .5 fte clerical employee has been hired to assist with student body accounts.	Sheri Gamba	4/1/2007	6/30/2008	Complete

**MGT Of America 2007 Performance Evaluation Of the WCCUSD – Results As of December 12, 2011**

Number	Recommendation	Accepted Modified Rejected	Explanation of Recommendations or Measures	Owner	Implementation to Begin	Implementation to be Completed	Complete
4-1	Explore additional cooperative purchasing arrangements with other school districts and local government entities.	Accepted	N/A	Sheri Gamba	9/1/2007	6/30/2008	Complete
4-2	Eliminate one position in its purchasing department and then reevaluate the department staffing after the implementation of the new purchasing software and procurement card systems.	Accepted	N/A	Sheri Gamba	7/1/2007	2/28/2008	Complete
4-3	Set up a textbook purchasing committee to provide monitoring and standardization of school textbook ordering processes and projections.	Accepted	N/A	Sheri Gamba	10/1/2007	2/28/2008	Complete
4-4	Implement a procurement card program.	Modified	Defer implementation pending analysis of the impact of BiTech upgrade	Sheri Gamba	7/1/2008	12/31/2008	Partially Complete
4-5	Implement a formal conflict of interest program for the purchasing department to include requirements for staff to disclose personal interests, recuse themselves from related party dealings, and to formally acknowledge their understanding of the policy.	Accepted	N/A	Sheri Gamba	9/1/2007	11/1/2007	Complete
4-6	Functionally combine the central stores and furniture warehouses.	Accepted	N/A	Sheri Gamba	10/1/2007	11/30/2007	Complete
4-7	Sell the primary furniture warehouse and all the surplus furnishings and combine the remaining furnishings on one floor of the central stores warehouse.	Rejected	Available storage in the district is at a premium. The furniture warehouse is owned outright and would provide 1 time resources only.	Sheri Gamba	N/A	N/A	Rejected
4-8	Implement a barcode scanning system for the central stores inventory.	Accepted	N/A	Sheri Gamba	10/1/2007	2/1/2008	Complete
4-9	Install a security camera at the central stores receiving/pickup door.	Accepted	N/A	Jeff Edmison	9/1/2007	2/1/2008	Complete
4-10	Outsource the vehicle maintenance to another public agency or to a private company and close the vehicle maintenance yard.	Rejected	To implement this recommendation would require a complete upgrading of the existing fleet, unlikely in this budget climate	Jeff Edmison	N/A	N/A	Rejected
4-11	Develop and implement a vehicle replacement program.	Accepted	As the budget will allow year by year	Jeff Edmison	1/7/2007	10/1/2009	Complete
4-12	Implement an electronic preventative maintenance and monitoring system to track mileage, maintenance due dates and completion, and repairs – and send monthly reports to functional supervisors to enforce compliance with maintenance schedules.	Accepted	N/A	Jeff Edmison	1/12/2007	1/1/2009	Incomplete
5-1	Reassigning employee relations/negotiations functions to the Human Resources Division, hiring a director of employee relations, and hiring a senior personnel assistant.	Accepted		Bruce Harter / Jessica Romeo	July-07	2007/2008 school year	Complete
5-2	Reassigning the office of professional development and its coordinator to the Human Resources Division and hiring a secretary	Accepted		Bruce Harter	2008/2009	2008/2009	Complete
5-3	Hiring a director to oversee certificated hiring and related employment issues.	Accepted		Bruce Harter	July-07	July-07	Complete
5-4	Developing and implementing a customer feedback system.	Accepted		Bruce Harter	May-07	June-07	Complete
5-5	Developing and maintaining a personnel procedures manual for personnel staff.	Accepted		Jessica Romeo	September-07	* January-08	Incomplete
5-6	Reviewing and updating all job descriptions.	Accepted		Jessica Romeo	August-07	June-08	Incomplete
5-7	Investigating on-line automated application systems.	Modified	Not	Jessica Romeo	2008/2009	2008/2009	Complete
5-8	Developing strategies and long-range plans for future recruitment efforts.	Accepted	This an on-going effort.	Jessica Romeo	July-07	August-08	Complete
5-9	Increasing the substitute teacher pool, implementing strategies for retaining teacher substitutes, and examining and developing ways to reduce the number of teacher absences.	Accepted		Jessica Romeo	December-06	On-going	Complete
5-10	Developing an orientation session for beginning substitutes.	Accepted	This an on-going process.	Jessica Romeo	June-07	August-08	Complete
5-11	Developing an employee recognition program to reward employees for outstanding service.	Accepted		Jessica Romeo	2006/2007 school year	On-going	Complete
5-12	Continuing to examine beginning teacher salaries.	Modified	The district continues to bargain in good faith with UTR given current fiscal parameters.	Jessica Romeo	2006/2007 school year	On-going	Complete
5-13	Developing procedures for a formal employee evaluation process.	Modified	Current contract language dictates evaluations for teachers, classified, and administrators. The district is involved in on-going review of all evaluation instruments as it relates to student achievement.	Jessica Romeo	2006/2007 school year	On-going	Complete
5-14	Developing a comprehensive district-wide Staff Development Master Plan.	Modified	Currently under the Curriculum and Instruction Division.	Jessica Romeo	2008/2009	2008/2009	Complete
5-15	Holding teachers accountable who do not complete 18-hours of professional development each school year.	Modified	We currently hold all applicable employees accountable toward this regulation.	Jessica Romeo	September-06	2007/2008	Complete
6-1	Reorganize the facilities use and management functions to clarify responsibilities and simplify lines of communication.	Accepted	We continue to fine tune this monitoring system.	Jeff Edmison	12/1/2007	1/7/2008	Complete
6-2	Coordinate the recommendations of the 2006 Facilities Master Plan with the activities of the Bond Program.	Modified	N/A Ensure the Facilities Master Plan and Bond program are in alignment	Jeff Edmison	1/1/2008	1/7/2009	Complete



**MGT Of America 2007 Performance Evaluation Of the WCCUSD – Results As of December 12, 2011**

Number	Recommendation	Accepted Modified Rejected	Explanation of Recommendations or Measures	Owner	Implementation to Begin	Implementation to be Completed	Complete
6-3	Consolidate schools to eliminate excess capacity.	Modified	The ability to consolidate schools is dependent upon a commitment and willingness by multiple entities.	Jeff Edmison	11/5/2008	4/11/2007	Complete
6-4	Institute a formal value engineering process.	Rejected	Value Engineering is a part of the project review process and is completed within the existing structure	Jeff Edmison	N/A	N/A	Rejected
6-5	Staff the maintenance department at an appropriate level, tied to specific performance measures, to maintain the capital investment of the district in the facilities.	Modified	As budget level will permit	Jeff Edmison	1/8/2008	1/8/2010	Complete
6-6	Increase the number of custodians to a best practice staffing ratio.	Modified	As budget level will permit	Jeff Edmison	11/1/2007	1/8/2010	Complete
6-7	Fund custodial cleaning supplies at a best practice level.	Accepted	N/A	Jeff Edmison	12/1/2007	1/7/2008	Incomplete
6-8	Implement an aggressive energy management program.	Modified	An aggressive program would require a full time energy manager which the budget will not support. Therefore the modified recommendation is to "Implement an energy management program."	Jeff Edmison	10/15/2008	1/7/2009	Incomplete
6-9	Review the educational specifications for all school types and ensure they include best practice safety and security design elements.	Accepted	N/A	Jeff Edmison	7/1/2007	10/1/2007	Complete
7. 1	Reorganize the Department of Curriculum and Instruction	Modified and Ongoing	Recommendation will be implemented as budget allows	Wendell Greer	7/1/2008	Ongoing	Complete
7. 2	Consolidate State and Federally funded programs and Special Education services and create a proposed Department of Special programs	Rejected	The current scope of work necessitates two departments. If the scope of work of one or both of these departments decreases significantly we will combine them	Kaye Burnside	N/A	N/A	Rejected
7. 3	Expand consultative services from professional staff throughout the district and reduce the over-reliance of classroom support aides	Accepted	N/A	Kaye Burnside	7/1/2007	Ongoing	Ongoing
7-4	Create a Department of Student Support Services.	Rejected	Due to funding constraints, Student Services will be integrated into School Operations	Wendell Greer	7/1/2008	Completed	Complete
8-1	Shift food service staff to ensure most, if not all, meals per labor hour for each school is at benchmark levels.	Modified	As school size and operation will allow. There are minimum staffing levels required.	Jeff Edmison	12/1/2007	8/1/2009	Complete
8-2	Track meals per labor hour to accurately compare the number of meals served to the amount of labor hours.	Accepted	N/A	Jeff Edmison	9/1/2007	12/1/2007	Complete
8-3	Prepare and execute a succession plan for the Food Services Department.	Accepted	N/A	Jeff Edmison	7/1/2007	11/7/2008	Complete
8-4	Train and track training of all cafeteria staff in food safety, reheating food and sanitation, regardless of whether they are employed at an elementary, middle or high school.	Accepted	N/A	Jeff Edmison	9/1/2007	9/1/2009	Complete
8-5	Require that managers 1) complete evaluation forms for all food service staff, 2) follow up on the evaluations of staff once completed, and 3) revise evaluation forms to include objective criteria.	Accepted	N/A	Jeff Edmison	9/1/2007	9/1/2009	Incomplete
8-6	Require that all WCCUSD schools have staggered lunches comprised of two or three lunch periods.	Modified	This is dependent upon modification of the Master Schedule for schools	Jeff Edmison	8/1/2008	9/1/2010	Incomplete
8-7	Remove all vending machines from WCCUSD schools that sell anything beyond water, drinks comprised of more than 50 percent juice with no added sweeteners, milk, sports drinks, or snacks that adhere to state guidelines.	Modified	Modify the recommendation to "Remove all products from vending machines in schools that sell anything beyond water, drinks comprised of more than 50 percent juice with no added sweeteners, milk, sports drinks, or snacks that adhere to state guidelines."	Jeff Edmison	7/1/2007	11/1/2007	Complete
8-8	Discontinue the practice of student and parent organizations competing with the district during lunch periods, and close all student concession rooms, including the room at Kennedy High School.	Accepted	This will require a complete cultural shift in our schools.	Jeff Edmison	9/1/2007	9/1/2008	Ongoing
8-9	Ensure that custodians thoroughly clean all meal service areas after meal service ends, and hold custodians accountable for their service.	Accepted	N/A	Jeff Edmison	9/1/2007	12/1/2007	Complete
8-10	Ensure all custodial supplies are properly stored when not in use.	Accepted	N/A	Jeff Edmison	9/1/2007	12/1/2007	Complete
8-11	Assist parents in completing forms to receive free or reduced lunches during student registration.	Accepted	N/A	Jeff Edmison	7/1/2007	10/1/2009	Complete
8-12	Pursue the use of purchasing cooperatives and reduce the cost of food to 35 percent of total revenue.	Accepted	N/A	Jeff Edmison	1/1/2008	1/1/2009	Complete
8-13	Implement a communication plan between school administration and food service staff to ensure food is only prepared for students present during campus lunch and that entrée count selections are provided by elementary and middle school class prior to lunch	Accepted	N/A	Jeff Edmison	7/1/2008	8/1/2010	Complete
8-14	Create and enforce a cash counting policy to require two signatures on each cash deposit.	Modified	Dependent on school staffing levels and availability of cosigners	Jeff Edmison	11/1/2007	9/1/2008	Complete
8-15	Implement the automated point-of-sale system, including the reporting capabilities throughout the school district.	Accepted	As the budget will allow	Jeff Edmison	7/1/2007	7/1/2009	Complete
8-16	Create and analyze monthly profit and loss reports and monthly cost per meal reports by campus and meal.	Accepted	N/A	Jeff Edmison	9/1/2007	9/1/2008	Complete
8-17	Develop and implement strategies to improve student participation rates.	Accepted	N/A	Jeff Edmison	1/1/2008	1/1/2010	Complete



West Contra Costa Unified School District  
Board of Education

Superintendent

Associate  
Superintendent  
for School  
Operations

Associate  
Superintendent  
for Facilities  
and Operations

SELPA  
Director

Associate  
Superintendent  
for Business  
Services

Assistant  
Superintendent  
for Educational  
Services

Assistant  
Superintendent  
for Human  
Resources

Elementary and  
Secondary  
School  
Supervision and  
Oversight,  
Safety, Student  
Discipline,  
Expulsions,  
Accreditation,  
Athletics,  
Linked  
Learning, ROP,  
Service  
Learning,  
Student Welfare  
and Attendance,  
Transfers,  
Summer School,  
School Health,  
Charter School  
Oversight,  
Libraries, Local  
and Competitive  
Grants

Bond Program,  
Facilities,  
Construction,  
Maintenance,  
Grounds,  
Operations,  
Food Services,  
Technology

State  
Level  
Special  
Ed.  
Liaison,  
Local  
Special  
Ed.  
Programs  
and  
support,  
Transport  
ation

Budgeting  
Audits  
Facilities Use  
Financial  
Reporting  
Benefits  
Payroll  
Print Shop  
Purchasing/  
Contracts  
Student Body  
Accounting  
Warehouse  
Bond Finance  
Fixed Assets/  
Inventory  
Investments  
Risk  
Management  
Insurance  
JPA Liaison

Pre-School  
State & Federal  
Programs  
Assessment  
Professional  
Development  
Textbooks  
Non-public  
schools  
Coordinated  
Compliance  
Review  
Extended  
Learning  
Intervention  
Instructional  
Technology  
English Learner  
Services  
Community  
Engagement  
Homeless/  
Neglected  
Program  
National Board  
Cert. for Teachers

Collective  
Bargaining  
Recruitment  
Staff  
Evaluations/  
Discipline  
Substitutes  
Workers Comp.  
Employee  
Benefits H/W

The West Contra Costa Bond Program Management Team for Measures D and M is organized as follows:

***Board of Trustees***

Charles T. Ramsey - Board President  
Madeline Kronenberg - Clerk  
Antonio Medrano  
Tony Thurmond  
Elaine R. Merriweather

***Superintendent of Schools***  
*Dr. Bruce Harter*

***Associate Superintendent for Operations***  
*Bill Faye*

***Bond Engineering Officers***  
*Magdy Abdalla*

***Master Architect***  
Kevin MacQuarrie, AIA  
WLC Architects, Inc.

**Bond Program Key Roles:**

- Facilities Assessments
- Programming/ Educational Specifications
- District Standards
  - Master Specifications and Details
  - Product Standard
- Schematic Designs
- Oversight of the Architects of Record from Design Development through Construction Administration

***Bond Program Manager***  
Karim Nassab  
SGI

**Bond Program Key Roles:**

- Overall Bond Program Management
  - Scope
  - Budget
  - Schedule
  - Quality
- Construction Management
- Constructability Review
- Bid and Contract Preparations
- Estimating Services
- Move Coordination

***Design Team***  
Terry Miller

**Design Team Key Roles:**

- Overall Design Team Role
  - Scope
  - Budget
  - Schedule
  - Quality
- Construction Management
- Constructability Review
- Bid and Contract Preparations
- Estimating Services
- Move Coordination

# General Obligation Bonds

Source: Draft External Audit Report, Fiscal Year 2010/11

	Interest Rate	Date of Issuance	Maturity Date	Amt of Original Issuance	Outstanding July 1, 2010	Redeemed 2010/11	Principal Only Outstanding June 30, 2011	Outstanding Interest Only As Of June 30, 2011	Principal & Interest Total As Of June 30, 2011
Measure E, Refunding Series A	4.15-5.7%	2001	2025	\$ 28,610,000	\$ 20,645,000	\$ 1,040,000	\$ 19,605,000	\$ 8,312,636	\$ 27,917,636
Measure E, Refunding Series B	4.3-6.0%	2001	2025	\$ 10,255,000	\$ 7,550,000	\$ 360,000	\$ 7,190,000	\$ 3,350,852	\$ 10,540,852
				\$ 38,865,000	\$ 28,195,000	\$ 1,400,000	\$ 26,795,000	\$ 11,663,488	\$ 38,458,488
Measure M, Series B	4-6%	2002	2031	\$ 40,000,000	\$ 885,000	\$ 885,000	\$ -	\$ -	\$ -
Measure M, Series C	2.5-5%	2003	2032	\$ 95,000,000	\$ 84,665,000	\$ 2,320,000	\$ 82,345,000	\$ 52,141,746	\$ 134,486,746
				\$ 135,000,000	\$ 85,550,000	\$ 3,205,000	\$ 82,345,000	\$ 52,141,746	\$ 134,486,746
Measure D, Series A	4.25-7%	2002	2031	\$ 30,000,000	\$ 26,325,000	\$ 1,475,000	\$ 24,850,000	\$ 15,495,147	\$ 40,345,147
Measure D, Series B	4.1-5%	2003	2032	\$ 100,000,000	\$ 87,420,000	\$ 3,160,000	\$ 84,260,000	\$ 53,329,530	\$ 137,589,530
Measure D, Series C, Current Interest	4-5%	2004	2035	\$ 40,000,000	\$ 37,225,000	\$ 780,000	\$ 36,445,000	\$ 26,053,839	\$ 62,498,839
Measure D, Series C, Capital Appreciation	2.4-5.8%	2004	2035	\$ 29,999,377	\$ 29,217,456	\$ 470,644	\$ 28,746,812	\$ 67,063,188	\$ 95,810,000
Measure D, Series C, Capital Appreciation	3.15-5.05%	2006	2035	\$ 99,998,106	\$ 96,670,658	\$ 1,420,186	\$ 95,250,472	\$ 157,139,526	\$ 252,389,998
				\$ 299,997,483	\$ 276,858,114	\$ 7,305,830	\$ 269,552,284	\$ 319,081,230	\$ 588,633,514
Measure I, Series A	4-5%	2006	2035	\$ 70,000,000	\$ 62,325,000	\$ 1,045,000	\$ 61,280,000	\$ 47,206,609	\$ 108,486,609
Measure I, Series B	5-6%	2009	2036	\$ 120,000,000	\$ 115,025,000	\$ -	\$ 115,025,000	\$ 118,902,938	\$ 233,927,938
Measure I, Series C1	6.24-12%	2010	2033	\$ 52,084,759	\$ 52,084,759	\$ -	\$ 52,084,759	\$ 138,745,241	\$ 190,830,000
Measure I, Series C2	8.46%	2010	2034	\$ 52,825,000	\$ 52,825,000	\$ -	\$ 52,825,000	\$ 103,253,243	\$ 156,078,243
2009 Refunding	3-5.38%	2010	2031	\$ 57,860,000	\$ 57,860,000	\$ 3,990,000	\$ 53,870,000	\$ 15,131,978	\$ 69,001,978
Measure J, Series D1	6.56%	2010	2024	\$ 25,000,000	\$ 25,000,000	\$ -	\$ 25,000,000	\$ 3,576,863	\$ 28,576,863
Measure J, Series D2	6.8-6.81%	2010	2036	\$ 2,499,949	\$ 2,499,949	\$ -	\$ 2,499,949	\$ 31,320,051	\$ 33,820,000
				\$ 380,269,708	\$ 367,619,708	\$ 5,035,000	\$ 362,584,708	\$ 458,136,923	\$ 820,721,631
<b>Totals</b>				\$ 854,132,191	\$ 758,222,822	\$ 16,945,830	\$ 741,276,992	\$ 841,023,387	\$ 1,582,300,379



The following is a chart summary of the health benefit agreement, before and after the contract negotiations of 2009/10. District employees belong to one of six groups, the United Teachers of Richmond (UTR), the Public Employees Local 1, the West Contra Costa Administrators Association (WCCAA), the School Supervisors Association, Confidential employees and Management. The individual agreements reached by each group are similar enough from this assessor's perspective to the UTR agreement that only one agreement is included in this report. Each agreement is formatted in a similar fashion in the Nicolay Consulting Group reports posted on the District web site.

The health and welfare active and retirement benefits were negotiated as part of a total compensation package. Therefore, to help the reader understand other compensation items for the larger bargaining units, a teacher's salary schedule is included in Appendix K and, as part of this Appendix, other items that could impact employees and the fiscal condition of the District are included as well.

#### **Comparison of Health Benefits, Retired and Active**

*Source: Nicolay Consulting Group, Valuation Dated January 25, 2011 and July 18, 2008*

<b>United Teachers of Richmond</b>	<b>As of July 1, 2008</b>	<b>As of July 1, 2010</b>
Employees Who Retired Prior To January 1, 2007	District pays the cost of medical coverage for retirees, spouses and surviving spouses up to the CAL PERS Bay Area Kaiser or Blue Shield HMO Rates. The District contributes 100% of the composite dental coverage rate.	District pays the cost of medical coverage for retirees, spouses and surviving spouses up to the CAL PERS Bay Area Blue Shield Access Plus Rates. The District contributes 100% of the composite dental coverage rate.
Employees Who Retired Between January 1, 2007 and June 30, 2010	District pays the cost of medical coverage for retirees, spouses and surviving spouses up to the CAL PERS Bay Area Kaiser Rates, based on each retiree's enrollment category. The District contributes 100% of the composite dental coverage rate.	The District pays the cost of the medical coverage for retirees, their spouses and surviving spouse up to a specified cap on the District's contribution. The District will contribute up to 100% of the cost of CAL PERS Bay Area Kaiser coverage based on each retiree's enrollment category. Retirees who enroll in a more expensive plan must pay the difference.
Employees Hired Prior to January 1, 2007 Who Retire After June 30, 2010	District pays the cost of medical coverage for retirees, spouses and surviving spouses up to the CAL PERS Bay Area Kaiser Rates, based on each retiree's enrollment category. The District contributes 100% of the composite dental coverage rate.	The District contributes up to the following maximum annual contributions to eligible retirees: Continuous Years of Service With The District, under 10 years: \$0. Continuous Years of Service With The District, 10-19 years: \$5400, annually. Continuous Years of Service With The District, 10-19 years: \$9000, annually.
Employees Hired On or After January 1, 2007		The District contributes up to the following maximum annual contributions to eligible retirees: Continuous Years of Service Under CAL PERS Rules, under 10 years: \$0. Continuous Years of Service Under CAL PERS Rules, over 10 years: Cal PERS Minimum Employer Contribution (as of 2011: \$1,296 annually).
Active Employees	No employee contributions to health and welfare coverage.	Capped Employer Contributions: Employee: \$532.56 / month Employee + One: \$625.00 / month Employee + Dependents: \$895.00 / month. Total employer cost for bargaining unit capped at \$13 Million per year. Part-time employees receive proportional benefits. Employees who waive coverage are provided \$75/month for IRC 125 plan.

**Notable Working Conditions that Affect District Finances From the Contract for Certificated Bargaining Union Employees**

Source: Bargaining Unit Contracts for UTR and the Local 1 for 2009/10 through 2011/12

**Class Sizes and Student / Teacher Ratios:**

Grades K-3	30:1
Grades 4-5	31:1
Grades 6	33:1 except where departmentalized
Grades 6-8 in K-8 school	33:1
Middle School Grades 6-8	Minimum 32. Maximum Average for specific subjects: 38
High School Grades 9-12	Minimum 32. Maximum Average for specific subjects: 38

**Student / Counselor Ratio**

Middle School	338:1
Senior High	800:1

Staff Development Buyback Days	Removal of 3 days from schedule. Removal of cost of 3 days at a 1.5% reduction to teacher salary schedule.
Work Year	180 teaching days and 2 additional workdays. (Side Agreement: 2 additional workdays are furlough days for 2010/11 and 2011/12)
Salary Schedule	0% Increase for 2009/10, 2010/11 and 2011/12
Column Movement	Once per year, files on or before November 1.
Substitute Rates of Pay	Short Term: \$116.15 per day Long Term: \$159.56 per day
Job Sharing Teachers	Positions that share shall receive a prorated amount of health, welfare and leave benefits

**Employee Leaves**

	United Teachers of Richmond (UTR)	Public Employees Local #1 (Classified)
Bereavement	5 days In State, 7 days Out of State	5 days In State, 7 days Out of State
Family Illness	2 days	2 days
In Service	2 days	0 days
Paternity	3 days	1 day
Adoption	2 days	1 day
Personal Necessity	7 days	7 days
Sick	10 days	15 days (if employees use 4 days or less, then 1 day is converted to vacation)
Personal		5 days
Vacation	Not applicable, contract	For 36 months of service, 5/6 days per month earned (2 weeks). For 37 <sup>th</sup> month through 10 years of service, 1.25 days per month (3 weeks per year) Beginning the 11 <sup>th</sup> year, 1.67 days per month (4 weeks annually)

# Salary Schedule 2010/11

Annual Schedule For Teachers, Nurses and Librarians

	BA	BA + 15 UNITS	BA + 30 UNITS OR BA + 15 With MA	BA + 45 UNITS OR BA + 30 With MA	BA + 60 UNITS OR BA + 45 With MA
1	\$ 35,931	\$ 36,194	\$ 39,208	\$ 39,452	\$ 39,694
2	\$ 36,194	\$ 36,455	\$ 39,452	\$ 39,694	\$ 41,044
3	\$ 36,455	\$ 36,719	\$ 39,694	\$ 41,008	\$ 42,828
4	\$ 36,719	\$ 36,980	\$ 40,785	\$ 42,697	\$ 44,663
5	\$ 36,980	\$ 37,580	\$ 42,304	\$ 44,368	\$ 46,460
6		\$ 38,824	\$ 43,796	\$ 46,035	\$ 48,227
7		\$ 40,179	\$ 45,283	\$ 47,670	\$ 50,010
8		\$ 41,406	\$ 46,870	\$ 49,307	\$ 51,796
9		\$ 42,681	\$ 48,437	\$ 51,023	\$ 53,674
10		\$ 43,876	\$ 49,944	\$ 52,678	\$ 55,377
11			\$ 51,483	\$ 54,281	\$ 57,192
12			\$ 52,989	\$ 55,948	\$ 58,944
13			\$ 54,541	\$ 57,569	\$ 63,261
14			\$ 54,541	\$ 57,569	\$ 63,261
15			\$ 54,541	\$ 57,569	\$ 63,261
16			\$ 54,541	\$ 57,569	\$ 63,261
17			\$ 55,224	\$ 58,253	\$ 63,945
18			\$ 55,224	\$ 58,253	\$ 63,945
19			\$ 56,322	\$ 59,349	\$ 65,048
20			\$ 56,322	\$ 59,349	\$ 65,048
21			\$ 56,322	\$ 59,349	\$ 65,048
22			\$ 57,820	\$ 60,846	\$ 66,546
23			\$ 57,820	\$ 60,846	\$ 66,546
24			\$ 60,102	\$ 63,253	\$ 69,176
25			\$ 60,102	\$ 63,253	\$ 69,176
26			\$ 62,126	\$ 65,277	\$ 71,200
27			\$ 62,126	\$ 65,277	\$ 71,200
28			\$ 65,162	\$ 68,313	\$ 74,235

\*\*Effective 7/1/10 Salary Schedule UTR 8 will be reduced by five days.

\*\* Two of the five days are furlough days which will sunset June 30, 2012.

Employees on Ranges A and B:

1. Will receive yearly step and column increases commensurate with their teaching and education experience; and
2. May move, commensurate with their education experience, to Ranges 1, 2, 3 when they have their Preliminary or Clear Teaching Credential.

All Employees:

1. Range placement is based on upper division and graduate units taken after a BA degree.
2. Employees new to the District : Each year of verified service as a full-time certificated employee in a public or private school may be counted as a year of service for initial salary placement, provided the applicant had a valid teaching credential or teaching license during the time of service. A maximum of ten (10) years shall be so credited (with the exception of Range A).
3. Employees shall serve 75% or more of the work year in order to advance to the next salary step.
4. Work Year: 180 Days
5. Doctorate: \$1,381.80
6. Substitute teacher rate is \$116.15 per day with a bonus rate of \$159.56 after twenty days on the same assignment.
7. Hourly Rate: \$29.45 (formerly known as Adult School Hourly Rate).



Present Value Of Future PostEmployment Health Care Benefits  
Based on a 4.5% Discount Rate as of July 1, 2008  
Source: Nicolay Consulting Group, Valuation Dated July 18, 2008

Total Present Value Attributable to Past Service (i.e., GASB 45 Actuarial Accrued Liability)

	Certificated UTR	Certificated WCCAA	Classified Local #1	Classified SSA	Unrepresented Management, Confidential, Cabinet, Retired Board	Total
<b>Medical</b>						
Active	\$ 131,221,548	\$ 10,074,279	\$ 64,248,908	\$ 8,907,130	\$ 3,656,743	\$ 218,108,608
Retirees	\$ 137,739,996	\$ -	\$ 68,196,411	\$ 5,004,710	\$ 17,774,942	\$ 228,716,059
<b>Total</b>	<b>\$ 268,961,544</b>	<b>\$ 10,074,279</b>	<b>\$ 132,445,319</b>	<b>\$ 13,911,840</b>	<b>\$ 21,431,685</b>	<b>\$ 446,824,667</b>
<b>Dental</b>						
Active	\$ 14,139,103	\$ 1,066,148	\$ 6,289,774	\$ 878,329	\$ 579,022	\$ 22,952,376
Retirees	\$ 16,239,397	\$ -	\$ 7,336,334	\$ 516,327	\$ 2,008,202	\$ 26,100,260
<b>Total</b>	<b>\$ 30,378,500</b>	<b>\$ 1,066,148</b>	<b>\$ 13,626,108</b>	<b>\$ 1,394,656</b>	<b>\$ 2,587,224</b>	<b>\$ 49,052,636</b>
<b>Combined</b>						
Active	\$ 145,360,651	\$ 11,140,427	\$ 70,538,682	\$ 9,785,459	\$ 4,235,765	\$ 241,060,984
Retirees	\$ 153,979,393	\$ -	\$ 75,532,745	\$ 5,521,037	\$ 19,783,144	\$ 254,816,319
<b>Total</b>	<b>\$ 299,340,044</b>	<b>\$ 11,140,427</b>	<b>\$ 146,071,427</b>	<b>\$ 15,306,496</b>	<b>\$ 24,018,909</b>	<b>\$ 495,877,303</b>

Total Present Value Attributable to Future Service

	Certificated UTR	Certificated WCCAA	Classified Local #1	Classified SSA	Unrepresented Management, Confidential, Cabinet, Retired Board	Total
<b>Medical</b>						
Active	\$ 145,251,787	\$ 7,573,888	\$ 50,866,301	\$ 6,331,447	\$ 2,062,358	\$ 212,085,781
Retirees						
<b>Total</b>	<b>\$ 145,251,787</b>	<b>\$ 7,573,888</b>	<b>\$ 50,866,301</b>	<b>\$ 6,331,447</b>	<b>\$ 2,062,358</b>	<b>\$ 212,085,781</b>
<b>Dental</b>						
Active	\$ 13,465,460	\$ 684,696	\$ 4,617,154	\$ 573,411	\$ 365,437	\$ 19,706,158
Retirees						
<b>Total</b>	<b>\$ 13,465,460</b>	<b>\$ 684,696</b>	<b>\$ 4,617,154</b>	<b>\$ 573,411</b>	<b>\$ 365,437</b>	<b>\$ 19,706,158</b>
<b>Combined</b>						
Active	\$ 158,717,247	\$ 8,258,584	\$ 55,483,455	\$ 6,904,858	\$ 2,427,795	\$ 231,791,939
Retirees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total</b>	<b>\$ 158,717,247</b>	<b>\$ 8,258,584</b>	<b>\$ 55,483,455</b>	<b>\$ 6,904,858</b>	<b>\$ 2,427,795</b>	<b>\$ 231,791,939</b>

Total Present Value

	Certificated UTR	Certificated WCCAA	Classified Local #1	Classified SSA	Unrepresented Management, Confidential, Cabinet, Retired Board	Total
<b>Medical</b>						
Active	\$ 276,473,335	\$ 17,648,167	\$ 115,115,209	\$ 15,238,577	\$ 5,719,101	\$ 430,194,389
Retirees	\$ 137,739,996	\$ -	\$ 68,196,411	\$ 5,004,710	\$ 17,774,942	\$ 228,716,059
<b>Total</b>	<b>\$ 414,213,331</b>	<b>\$ 17,648,167</b>	<b>\$ 183,311,620</b>	<b>\$ 20,243,287</b>	<b>\$ 23,494,043</b>	<b>\$ 658,910,448</b>
<b>Dental</b>						
Active	\$ 27,604,563	\$ 1,750,844	\$ 10,906,928	\$ 1,451,740	\$ 944,459	\$ 42,658,534
Retirees	\$ 16,239,397	\$ -	\$ 7,336,334	\$ 516,327	\$ 2,008,202	\$ 26,100,260
<b>Total</b>	<b>\$ 43,843,960</b>	<b>\$ 1,750,844</b>	<b>\$ 18,243,262</b>	<b>\$ 1,968,067</b>	<b>\$ 2,952,661</b>	<b>\$ 68,758,794</b>
<b>Combined</b>						
Active	\$ 304,077,898	\$ 19,399,011	\$ 126,022,137	\$ 16,690,317	\$ 6,663,560	\$ 472,852,923
Retirees	\$ 153,979,393	\$ -	\$ 75,532,745	\$ 5,521,037	\$ 19,783,144	\$ 254,816,319
<b>Total</b>	<b>\$ 458,057,291</b>	<b>\$ 19,399,011</b>	<b>\$ 201,554,882</b>	<b>\$ 22,211,354</b>	<b>\$ 26,446,704</b>	<b>\$ 727,669,242</b>

Present Value Of Future PostEmployment Health Care Benefits  
Based on a 4.5% Discount Rate as of July 1, 2010  
Source: Nicolay Consulting Group, Valuation Dated January 25, 2011

Total Present Value Attributable to Past Service (i.e., GASB 45 Actuarial Accrued Liability)

	Certificated UTR	Certificated WCCAA	Classified Local #1	Classified SSA	Unrepresented Management, Confidential, Cabinet, Retired Board	Total
<b>Medical</b>						
Active	\$ 34,651,285	\$ 2,753,223	\$ 13,562,512	\$ 1,870,401	\$ 1,268,234	\$ 54,105,655
Retirees	\$ 160,899,111	\$ 6,205,276	\$ 88,439,090	\$ 9,353,193	\$ 16,925,539	\$ 281,822,209
Total	\$ 195,550,396	\$ 8,958,499	\$ 102,001,602	\$ 11,223,594	\$ 18,193,773	\$ 335,927,864
<b>Dental</b>						
Active	\$ 11,281,686	\$ 720,063	\$ 4,627,503	\$ 675,480	\$ 291,845	\$ 17,596,577
Retirees	\$ 19,751,742	\$ 626,734	\$ 8,715,362	\$ 871,345	\$ 2,031,138	\$ 31,996,321
Total	\$ 31,033,428	\$ 1,346,797	\$ 13,342,865	\$ 1,546,825	\$ 2,322,983	\$ 49,592,898
<b>Combined</b>						
Active	\$ 45,932,971	\$ 3,473,286	\$ 18,190,015	\$ 2,545,881	\$ 1,560,079	\$ 71,702,232
Retirees	\$ 180,650,853	\$ 6,832,010	\$ 97,154,452	\$ 10,224,538	\$ 18,956,677	\$ 313,818,530
Total	\$ 226,583,824	\$ 10,305,296	\$ 115,344,467	\$ 12,770,419	\$ 20,516,756	\$ 385,520,762

Total Present Value Attributable to Future Service

	Certificated UTR	Certificated WCCAA	Classified Local #1	Classified SSA	Unrepresented Management, Confidential, Cabinet, Retired Board	Total
<b>Medical</b>						
Active	\$ 30,354,051	\$ 2,307,924	\$ 10,453,825	\$ 1,451,032	\$ 1,145,829	\$ 45,712,661
Retirees						
Total	\$ 30,354,051	\$ 2,307,924	\$ 10,453,825	\$ 1,451,032	\$ 1,145,829	\$ 45,712,661
<b>Dental</b>						
Active	\$ 13,820,197	\$ 793,200	\$ 4,188,018	\$ 604,776	\$ 289,992	\$ 19,696,183
Retirees						
Total	\$ 13,820,197	\$ 793,200	\$ 4,188,018	\$ 604,776	\$ 289,992	\$ 19,696,183
<b>Combined</b>						
Active	\$ 44,174,248	\$ 3,101,124	\$ 14,641,843	\$ 2,055,808	\$ 1,435,821	\$ 65,408,844
Retirees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$ 44,174,248	\$ 3,101,124	\$ 14,641,843	\$ 2,055,808	\$ 1,435,821	\$ 65,408,844

Total Present Value

	Certificated UTR	Certificated WCCAA	Classified Local #1	Classified SSA	Unrepresented Management, Confidential, Cabinet, Retired Board	Total
<b>Medical</b>						
Active	\$ 65,005,336	\$ 5,061,147	\$ 24,016,337	\$ 3,321,433	\$ 2,414,063	\$ 99,818,316
Retirees	\$ 160,899,111	\$ 6,205,276	\$ 88,439,090	\$ 9,353,193	\$ 16,925,539	\$ 281,822,209
Total	\$ 225,904,447	\$ 11,266,423	\$ 112,455,427	\$ 12,674,626	\$ 19,339,602	\$ 381,640,525
<b>Dental</b>						
Active	\$ 25,101,883	\$ 1,513,263	\$ 8,815,521	\$ 1,280,256	\$ 581,837	\$ 37,292,760
Retirees	\$ 19,751,742	\$ 626,734	\$ 8,715,362	\$ 871,345	\$ 2,031,138	\$ 31,996,321
Total	\$ 44,853,625	\$ 2,139,997	\$ 17,530,883	\$ 2,151,601	\$ 2,612,975	\$ 69,289,081
<b>Combined</b>						
Active	\$ 90,107,219	\$ 6,574,410	\$ 32,831,858	\$ 4,601,689	\$ 2,995,900	\$ 137,111,076
Retirees	\$ 180,650,853	\$ 6,832,010	\$ 97,154,452	\$ 10,224,538	\$ 18,956,677	\$ 313,818,530
Total	\$ 270,758,072	\$ 13,406,420	\$ 129,986,310	\$ 14,826,227	\$ 21,952,577	\$ 450,929,606

Five-year Projection Of Annual OPEB Cost and Net OPEB Obligation

Based on a 4.5% Discount Rate and Assuming Funding Equal to Projected Retiree Premium Costs

Source: Nicolay Consulting Group, Valuation Dated January 25, 2011

	2010/11	2011/12	2012/13	2011/12	2012/13
Actuarial Accrued Liability (AAL)	\$ 385,520,762	\$ 390,289,182	\$ 395,006,892	\$ 399,632,379	\$ 404,173,445
Actuarial Value of Assets At Beginning of Year					
Unfunded Actuarial Accrued Liability (UAAL)	\$ 385,520,762	\$ 390,289,182	\$ 395,006,892	\$ 399,632,379	\$ 404,173,445
Remaining Amortization Period	27	26	25	24	23
Normal Cost	\$ 6,239,401	\$ 6,520,174	\$ 6,813,582	\$ 7,120,193	\$ 7,440,602
Amortization of UAAL	\$ 17,371,417	\$ 18,158,917	\$ 19,004,733	\$ 19,914,144	\$ 20,895,946
Annual Required Contribution (ARC)	\$ 23,610,818	\$ 24,679,091	\$ 25,818,315	\$ 27,034,337	\$ 28,336,548
Annual Required Contribution (ARC)	\$ 23,610,818	\$ 24,679,091	\$ 25,818,315	\$ 27,034,337	\$ 28,336,548
Interest on Net OPEB Obligation	\$ 3,551,186	\$ 3,785,022	\$ 4,037,326	\$ 4,307,786	\$ 4,598,346
Adjustment to ARC	\$ (3,555,891)	\$ (3,913,446)	\$ (4,316,566)	\$ (4,770,266)	\$ (5,283,033)
Annual OPEB Cost	\$ 23,606,113	\$ 24,550,667	\$ 25,539,075	\$ 26,571,857	\$ 27,651,861
Trust Fund Contribution	\$ (18,409,754)	\$ (18,943,929)	\$ (19,528,841)	\$ (20,114,977)	\$ (20,670,065)
Increase in Net OPEB Obligation	\$ 5,196,359	\$ 5,606,738	\$ 6,010,234	\$ 6,456,880	\$ 6,981,796
Net OPEB Obligation-Beginning of Year	\$ 78,915,248	\$ 84,111,607	\$ 89,718,345	\$ 95,728,579	\$ 102,185,459
Net OPEB Obligation-End of Year	\$ 84,111,607	\$ 89,718,345	\$ 95,728,579	\$ 102,185,459	\$ 109,167,255
Projected Retiree Premium Cost	\$ 18,409,754	\$ 18,943,929	\$ 19,528,841	\$ 20,114,977	\$ 20,670,065

Five-year Projection Of Annual OPEB Cost and Net OPEB Obligation

Based on a 4.5% Discount Rate and Assuming Funding Equal to Projected Retiree Premium Costs

Source: Nicolay Consulting Group, Valuation Dated July 18, 2008

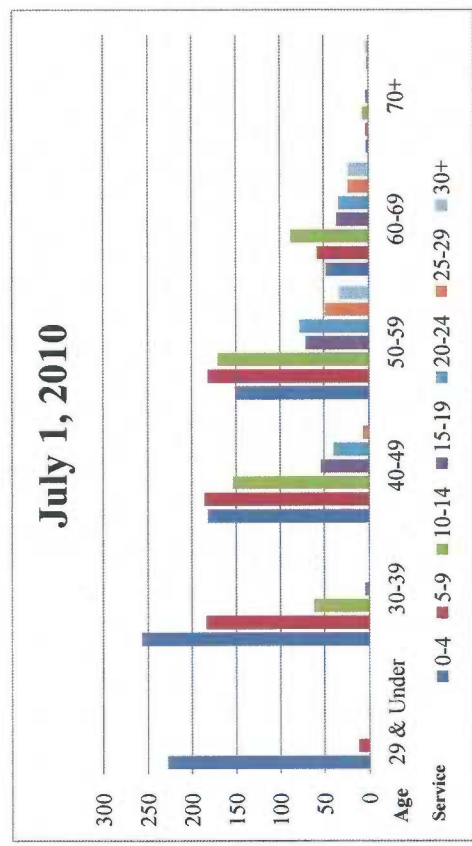
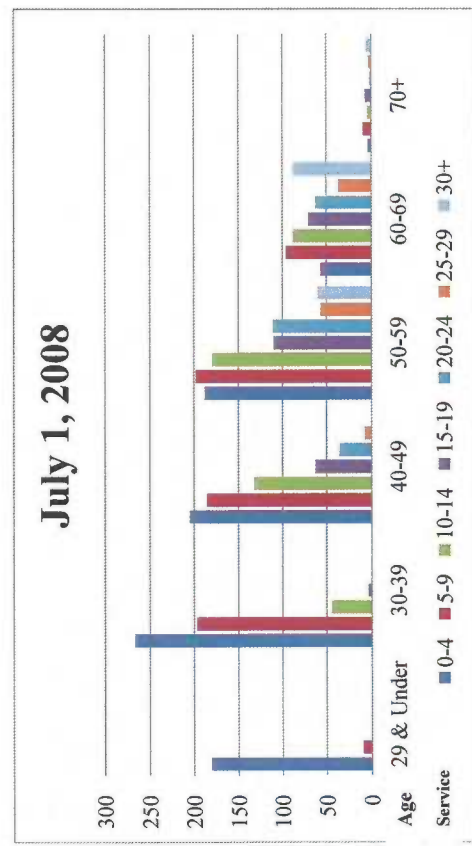
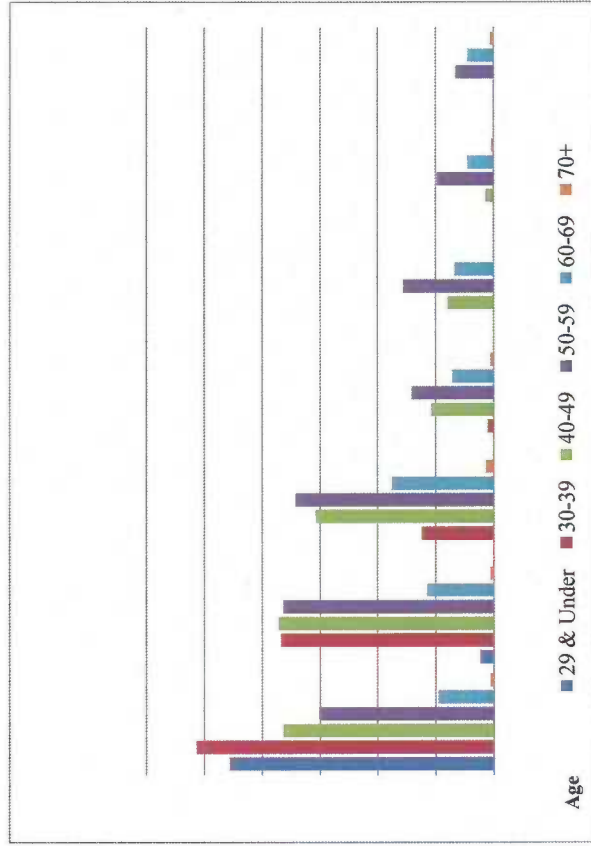
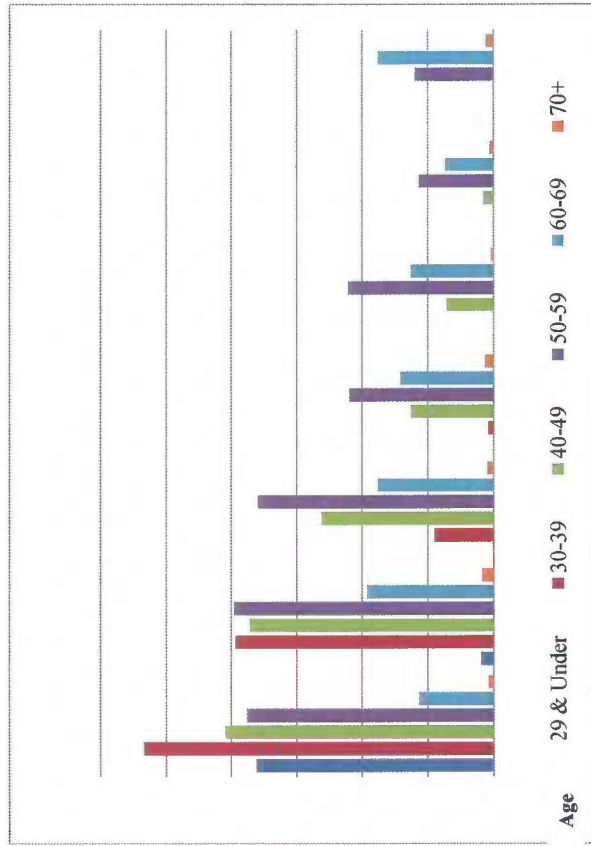
	2008/09	2009/10	2010/11	2011/12	2012/13
Actuarial Accrued Liability (AAL)	\$ 495,877,303	\$ 522,937,719	\$ 550,879,098	\$ 579,749,405	\$ 609,679,631
Actuarial Value of Assets At Beginning of Year	\$ 8,500,000	\$ 9,158,750	\$ 9,868,553	\$ 10,633,366	\$ 11,457,452
Unfunded Actuarial Accrued Liability (UAAL)	\$ 487,377,303	\$ 513,778,969	\$ 541,010,545	\$ 569,116,039	\$ 598,222,179
Remaining Amortization Period	29	28	27	26	25
Normal Cost	\$ 20,682,574	\$ 21,820,116	\$ 23,020,222	\$ 24,286,334	\$ 25,622,082
Amortization of UAAL	\$ 20,680,062	\$ 22,451,160	\$ 24,377,727	\$ 26,479,163	\$ 28,781,910
Annual Required Contribution (ARC)	\$ 41,362,636	\$ 44,271,276	\$ 47,397,949	\$ 50,765,497	\$ 54,403,992
Annual Required Contribution (ARC)	\$ 41,362,636	\$ 44,271,276	\$ 47,397,949	\$ 50,765,497	\$ 54,403,992
Interest on Net OPEB Obligation	\$ 722,342	\$ 1,883,979	\$ 3,112,202	\$ 4,411,200	\$ 5,788,922
Adjustment to ARC	\$ (681,110)	\$ (1,829,473)	\$ (3,116,325)	\$ (4,560,870)	\$ (6,189,310)
Annual OPEB Cost	\$ 41,403,868	\$ 44,325,782	\$ 47,393,826	\$ 50,615,827	\$ 54,003,604
Trust Fund Contribution	\$ (15,589,728)	\$ (17,031,932)	\$ (18,527,200)	\$ (19,999,788)	\$ (21,404,041)
Increase in Net OPEB Obligation	\$ 25,814,140	\$ 27,293,850	\$ 28,866,626	\$ 30,616,039	\$ 32,599,563
Net OPEB Obligation-Beginning of Year	\$ 16,052,049	\$ 41,866,189	\$ 69,160,039	\$ 98,026,665	\$ 128,642,704
Net OPEB Obligation-End of Year	\$ 41,866,189	\$ 69,160,039	\$ 98,026,665	\$ 128,642,704	\$ 161,242,267
Projected Retiree Premium Cost	\$ 15,589,728	\$ 17,031,932	\$ 18,527,200	\$ 19,999,788	\$ 21,404,041



# Age & Service Table for All Active Employees On Medical Benefits

Source: Nicolay Consulting Group, Valuation Dated January 25, 2011 and July 18, 2008

## Changes in West Contra Costa USD Active Workforce Who Are Enrolled In Medical Plan

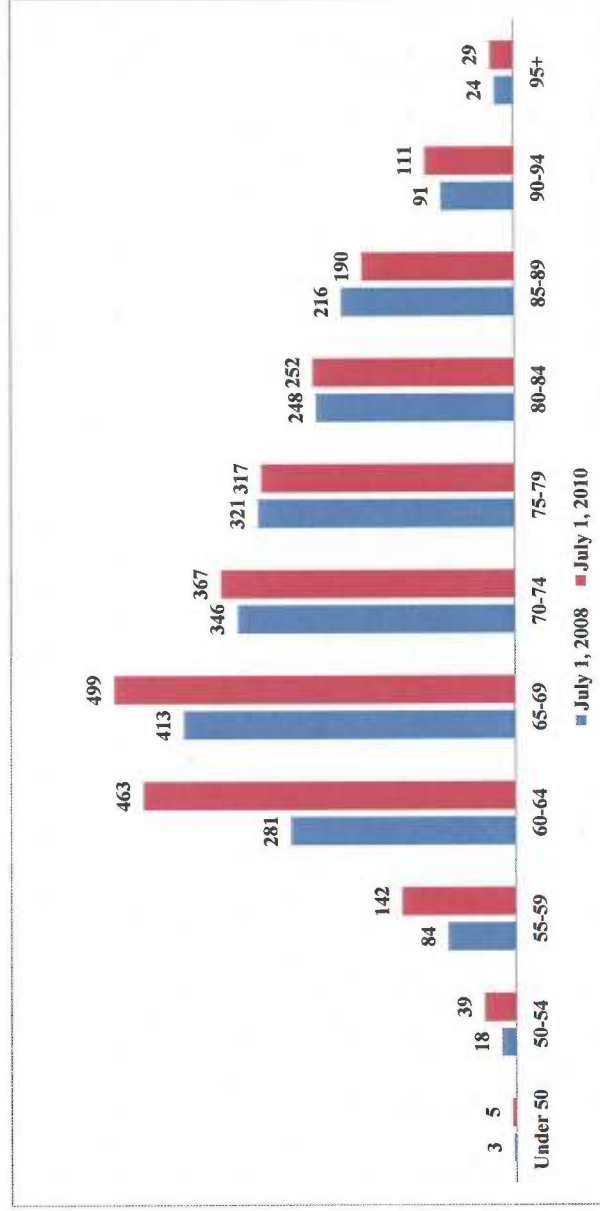


# Retirees & Surviving Spouses Receiving Medical

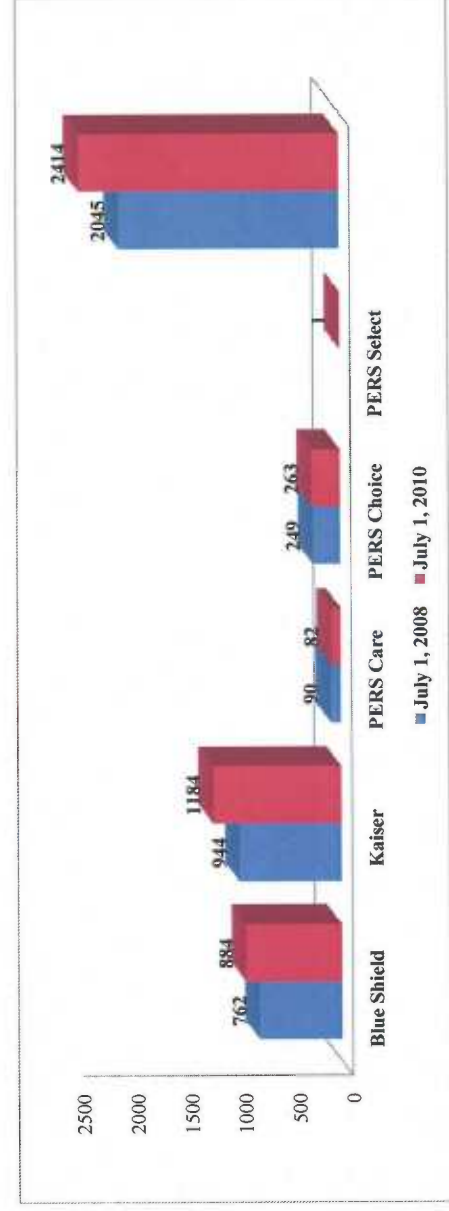
Source: Nicolay Consulting Group, Valuation Dated January 25, 2011 and July 18, 2008

## Changes in West Contra Costa USD Retirees Who Are Enrolled In Medical Plan

Note: Dependent Spouses receiving medical in 2008: 881; in 2010: 1100

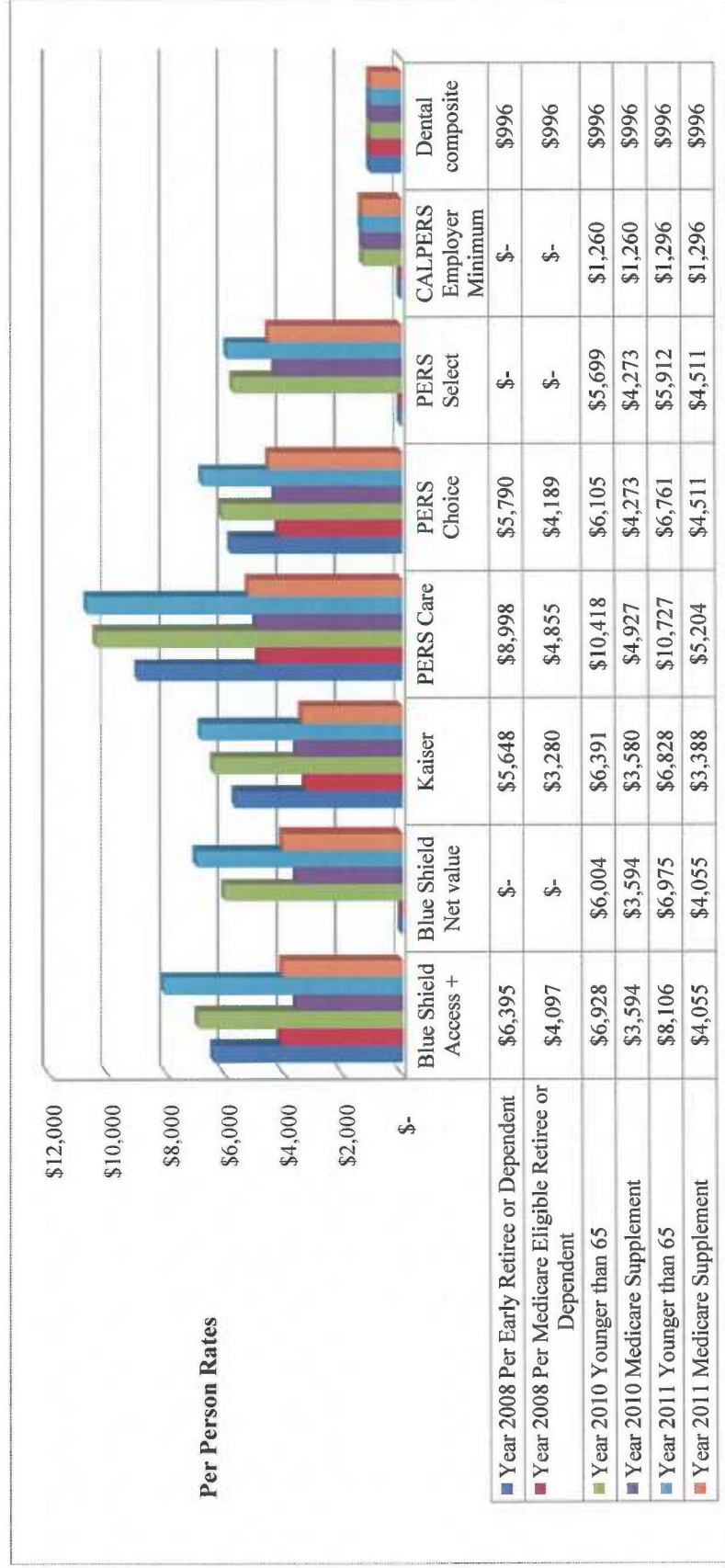


## Retiree Enrollment By Plan



# Medical and Dental Premium Rates Per Person for Active and Retired Comparison of Rates for 2008, 2010 and 2011

Source: Nicolay Consulting Group, Valuation Dated January 25, 2011 and July 18, 2008





# West Contra Costa Schedule Of Long Term Debt

Debt Schedule Source: District Financial Audit Report, June 30, 2011

Year Ending June 30	Certificates of Participation			Emergency Apportionment Loan			Voluntary Integration Plan Total	Computer Acquisition (IBM) Loan Total	Child Care Facilities Loan Total
	Principal	Interest	Total	Principal	Interest	Total			
2012	475,000	447,577	922,577	1,278,078	143,524	1,421,602	872,000	1,242,000	97,524
2013	500,000	424,967	924,967	1,297,658	123,944	1,421,602		625,000	28,823
2014	525,000	400,867	925,867	1,317,539	104,063	1,421,602		625,000	
2015	555,000	375,352	930,352	1,337,723	83,879	1,421,602		625,000	
2016	585,000	348,157	933,157	1,358,217	63,385	1,421,602		625,000	
2017-2021	3,360,000	1,272,993	4,632,993	2,779,172	64,027	2,843,199			
2022-2024	2,890,000	324,447	3,214,447			-			
Total	\$ 8,890,000	\$ 3,594,360	\$ 12,484,360	\$ 9,368,387	\$ 582,822	\$ 9,951,209	\$ 872,000	\$ 3,742,000	\$ 126,347

# West Contra Costa Unified School District

## Budget Reductions - Four Year History

Source: District Records

### 2007-08 Budget Changes / Net Reductions

Item	FTE	Total Cost FY 2007/08	Bargaining Unit
From Asst Supt Pupil Services to Director		\$ 34,600	Mgmt
From Sr Director HR to Director		\$ 6,500	Mgmt
From Coordinator HR to Director		\$ (5,900)	Mgmt
De Anza AP	1.00	\$ 88,600	WCCAA
Downer AP	1.00	\$ 105,100	WCCAA
Hercules AP	1.00	\$ 88,600	WCCAA
From Director Capital Projects to Principal Acctnt	0.07	\$ 8,000	Mgmt
EIA funded EL Teachers	3.00	\$ 195,000	UTR
General Council	1.00	\$ 227,000	Mgmt
DPSA - Eliminate Vacancy	2.00	\$ 164,600	Local 1
Sr. Admin Secretary	1.00	\$ 83,000	Conf
Eqpt Control Tech Purchasing	1.00	\$ 67,400	Local 1
Principal-Harbour Way COMM Day xtra fndg	1.00	\$ 13,790	WCCAA
Principal Cont HS	2.00	\$ 237,756	WCCAA
AP Cont HS	(2.00)	\$ (177,200)	WCCAA
Overtime		\$ 600,000	
Director Employee Relations	1.00	\$ (130,000)	Mgmt
Ex Director Ed Ser	(2.00)	\$ (273,000)	Mgmt
Prin Coach to Elem Regional	1.00	\$ 121,600	WCCAA
Ex Dir Ed Services	(1.00)	\$ (136,500)	Mgmt
CTO	0.75	\$ 134,000	Mgmt
to Director	(1.00)	\$ (130,000)	Mgmt
Travel		\$ 75,600	
Transfer from Bond for RRM		\$ 425,000	
Materials and Supplies		\$ 80,000	
Legal		\$ 550,000	
Uniforms		\$ (80,000)	
Combine Warehouses		\$ (25,000)	
Confidential Reclass		\$ (30,000)	Conf
HR Personnel Clerk	1.00	\$ 56,000	Local 1
Student Info Technician	1.00	\$ 60,000	Local 1
Network Planner	0.10	\$ 14,000	SSA
Gardner-Lead Tree Topper	1.00	\$ 72,898	Local 1
Vacancy Savings		\$ 140,000	
COP Prepayment Savings		\$ 105,000	
<b>Total Change</b>		<b>\$ 2,766,444</b>	

# West Contra Costa Unified School District

## Budget Reductions - Four Year History

Source: District Records

### 2008-09 Budget Changes / Net Reductions

Item	FTE	Total Cost 2008 09	Unit
Sr Director	1.00	\$ 147,785	Mgmt
Facilities Planner	1.00	\$ 85,695	Mgmt
Administrator	1.00	\$ 118,136	Mgmt
Executive Director	1.00	\$ 135,557	Mgmt
Executive Director	1.00	\$ 135,557	Mgmt
Director H Kerr	0.20	\$ 12,950	WCCAA
Elementary VP Washington	0.25	\$ 26,210	WCCAA
Secondary VP	1.00	\$ 97,960	WCCAA
Elementary VP Downer	1.00	\$ 104,842	WCCAA
Admin Sp Ed	1.00	\$ 85,000	WCCAA
Conf Adm Sec	0.25	\$ 10,594	Conf
Conf Sr Admin Sec	0.10	\$ 5,400	Conf
Fiscal Fund Sup	0.50	\$ 34,754	Conf
Fiscal Fund Sup	0.50	\$ 34,754	Conf
Conf Sr Admin Sec	1.00	\$ 54,000	Conf
Electronic Supervisor	0.10	\$ 8,437	SSA
Network Engineer Admin	1.00	\$ 82,000	SSA
Coordinator	1.00	\$ 82,000	SSA
Asst. Whse Supervisor	1.00	\$ 71,916	SSA
Procurement Specialist	(1.00)	\$ (62,440)	SSA
Accounts Payable Supervisor	1.00	\$ 76,225	SSA
Teachers Staffing Model	5.00	\$ 400,000	UTR
Teachers Special Ed	7.00	\$ 560,000	UTR
Prog Specialist	1.00	\$ 80,000	UTR
Staffing reduction based on decline - estimated	6.00	\$ 483,000	UTR
Gardner Tree Topper	1.00	\$ 55,784	Local One
Furniture Driver	2.00	\$ 119,984	Local One
Instructional Asst.	3.00	\$ 95,405	Local One
Instructional Asst.	1.80	\$ 59,006	Local One
Interpreter for the deaf	3.34	\$ 138,586	Local One
Sp Ed	3.00	\$ 141,929	Local One
Monitor Dispatcher	5.00	\$ 231,624	Local One
Gardner Tree Topper	2.00	\$ 101,940	Local One
Electronic Tech	1.00	\$ 76,978	Local One
Staff Secretary Data	1.00	\$ 51,890	Local One
Specialist	1.00	\$ 75,555	Local One
Personnel Clerk	3.00	\$ 142,743	Local One
Sr Buyer	1.00	\$ 64,697	Local One
Account Tech	1.00	\$ 58,638	Local One
Account Clerk II	1.00	\$ 36,073	Local One
Payroll Tech	1.00	\$ 58,638	Local One



# West Contra Costa Unified School District

## Budget Reductions - Four Year History

Source: District Records

### 2008-09 Budget Changes / Net Reductions

Item	FTE	Total Cost 2008 09	Unit
Staff Secretary	0.60	\$ 39,657	Local One
Asst to Police Chief	1.00	\$ 57,077	SSA
Typist Clerk II	14.00		Local 1
Registrar	(5.00)		Local 1
Elementary Matrix Plan		\$ 180,000	Local 1
Typist Clerk III	1.00	\$ 39,147	Local 1
Ed Svc Redctn in supply & service		\$ 96,496	
Contract Savings Mandated Cost Claims SIA		\$ 60,000	
Contract Savings Loss Prev Spcst CCCSIG		\$ 80,000	
Benefit Svngs Mgmt Prem Cap		\$ 46,000	
State Loan 1 Yr Deferral		\$ 1,421,000	
<b>Total Change</b>		<b>\$ 6,399,179</b>	

### 2009-10 Budget Changes / Net Reductions

Item	FTE	Total Cost 2009-10	Unit
Reductions due to Tier III shift:			
personnel, supplies and services	70.00	\$ 8,022,057	Local One, SSA and UTR
Reduction of High Priority Grant	8.25	\$ 536,250	UTR
Reduction of Special Ed Grant	4.50	\$ 360,000	UTR
Reductions based on School Closures:			
Personnel	30.06	\$ 1,400,000	Local One, UTR, WCCAA
Renegotiated Union Contracts		\$ 12,119,724	Local One, UTR, WCCAA,
			SSA, Mgt/Confidential
Music teachers	4.00	\$ 260,000	UTR
Director of Communications	1.00	\$ 150,000	Mgt/Confidential
District Office Receptionist	1.00	\$ 52,629	Local One
Sr. Administrative Assistant - Business Office	1.00	\$ 76,137	Mgt/Confidential
Special Education Instructional Aides	4.80	\$ 112,642	Local One
Special Education Assistant	2.66	\$ 92,961	Local One
Typist Clerk III - Maintenance Dept	0.50	\$ 19,750	Local One
Electrical Supervisor - Maintenance Dept	1.00	\$ 69,257	SSA
Asst. Supervisor Vehicle Garage	0.60	\$ 65,266	SSA
<b>Total Changes</b>		<b>\$ 23,336,673</b>	

# West Contra Costa Unified School District

## Budget Reductions - Four Year History

Source: District Records

### 2010/11 Budget Changes / Net Reductions

Item	2010/11 Value
Adult Education - Reduce Program and Sweep Revenue to General Fund	\$ 1,000,000
Reduce Teaching Staff in Secondary Schools and Alt Ed	\$ 2,720,500
Cut Deferred Maintenance Program - Sweep \$1m in revenues and \$2m in Fund Balance that was set aside for projects	\$ 3,000,000
<b>Total Changes</b>	<b>\$ 6,720,500</b>

### Summary of Changes

Fiscal Year 2007/08	\$ 2,766,444
Fiscal Year 2008/09	\$ 6,399,179
Fiscal Year 2009/10	\$ 23,336,673
Fiscal Year 2010/11	\$ 6,720,500
<b>Total Cumulative Changes to WCCUSD General Fund Budget</b>	<b>\$ 39,222,796</b>

# West Contra Costa Unified School District General Fund Combined History

Source: External Audit, 2009/10

District Financial Reports, September 15, 2011

	Audited 2007/08		Audited 2008/09		Audited 2009/10		Unaudited 2010/11		Projected 2011/12	
Revenue Limit	\$ 166,818	59%	\$ 161,899	57%	\$ 142,320	55%	\$ 147,915	55%	\$ 148,509	55%
Federal Sources	\$ 25,622	9%	\$ 33,498	12%	\$ 31,062	12%	\$ 32,745	12%	\$ 38,718	14%
Other State Sources	\$ 71,167	25%	\$ 66,993	24%	\$ 63,976	25%	\$ 63,859	24%	\$ 62,051	23%
Other Local Revenue	\$ 21,328	7%	\$ 20,821	7%	\$ 20,200	8%	\$ 22,004	8%	\$ 20,306	8%
<b>Total Revenue</b>	<b>\$ 284,934</b>	<b>100%</b>	<b>\$ 283,211</b>	<b>100%</b>	<b>\$ 257,559</b>	<b>100%</b>	<b>\$ 266,522</b>	<b>100%</b>	<b>\$ 269,584</b>	<b>100%</b>
Certificated Salaries	\$ 121,060	42%	\$ 120,291	42%	\$ 110,694	43%	\$ 105,991	40%	\$ 107,696	40%
Classified Salaries	\$ 44,592	16%	\$ 41,418	15%	\$ 37,824	15%	\$ 38,984	15%	\$ 40,931	15%
Employee Benefits	\$ 66,089	23%	\$ 69,075	24%	\$ 60,200	23%	\$ 58,162	22%	\$ 62,604	23%
Books & Supplies	\$ 12,341	4%	\$ 8,843	3%	\$ 9,912	4%	\$ 11,369	4%	\$ 11,571	4%
Services	\$ 41,425	15%	\$ 39,284	14%	\$ 43,131	17%	\$ 41,059	15%	\$ 51,106	19%
Capital Outlay	\$ 890	0%	\$ 458	0%	\$ 1,249	0%	\$ 332	0%	\$ 3,021	1%
Other Outgo	\$ 52	0%	\$ 42	0%	\$ 33	0%	\$ 51	0%	\$ 52	0%
Indirect Cost	\$ (802)	0%	\$ -	0%	\$ 2,374	1%	\$ (690)	0%	\$ (751)	0%
Debt Service	\$ 790	0%	\$ 1,415	0%	\$ 241	0%	\$ 3,757	1%	\$ 6,958	3%
<b>Total Expenditures</b>	<b>\$ 286,437</b>	<b>101%</b>	<b>\$ 280,826</b>	<b>99%</b>	<b>\$ 265,658</b>	<b>103%</b>	<b>\$ 259,015</b>	<b>97%</b>	<b>\$ 283,188</b>	<b>105%</b>
Transfers In	\$ 2,840	1%	\$ 916	0%	\$ 1,732	1%	\$ 10	0%	\$ 2,872	1%
Transfers Out	\$ (3,551)	-1%	\$ (795)	0%	\$ (927)	0%	\$ (3,000)	-1%		0%
Net Change to Fund Bal	\$ (2,214)		\$ 2,507		\$ (7,295)		\$ 4,517		\$ (10,732)	
Beginning Fund Balance	\$ 48,054		\$ 45,840		\$ 48,347		\$ 41,052		\$ 45,569	
<b>Ending Fund Balance</b>	<b>\$ 45,840</b>		<b>\$ 48,347</b>		<b>\$ 41,052</b>		<b>\$ 45,569</b>		<b>\$ 34,837</b>	
Available Reserves	\$ 20,360		\$ 19,282		\$ 15,109		\$ 18,072		\$ 17,395	
Designated for Economic	\$ 9,000		\$ 8,421		\$ 7,976		\$ 7,860		\$ 16,593	
<b>Undesignated</b>	<b>\$ 11,360</b>		<b>\$ 10,861</b>		<b>\$ 7,133</b>		<b>\$ 10,212</b>		<b>\$ 802</b>	

In a balanced budget, total revenue and total expenditures are equal, or would each equal 100%



# West Contra Costa Unified School District General Fund Multi-Year Projection

Source: District December 15, 2011 First Interim Report

	Projected Budget 2011/12	Projected Budget 2012/13	Projected Budget 2013/14	Projected Budget 2011/12	Projected Budget 2012/13	Projected Budget 2013/14
	Unrestricted	Unrestricted	Unrestricted	Restricted	Restricted	Restricted
	December 15, 2011	December 15, 2011	December 15, 2011	December 15, 2011	December 15, 2011	December 15, 2011
Base Revenue Limit	\$ 6,610.34	\$ 6,610.34	\$ 6,613.21			
Revenue Limit ADA	27,497.50	27,300.00	27,080.00			
Deficit Factor (SSC September 2011 Dartboard)	0.802460	0.802460	0.802460			
Revenue Limit	141,401,959	140,351,661	139,248,845	7,107,208	7,107,208	7,107,208
Federal Revenue	-	-	-	38,718,057	33,275,616	33,275,616
State Revenue	25,561,563	24,593,301	25,507,246	36,489,024	37,620,184	38,673,549
Local Revenue	2,745,054	945,054	945,054	17,561,376	17,561,376	17,561,376
Transfers In Adult Fund, Tier III	1,000,000					
Transfers In Deferred Maintenance Fund, Tier III	1,000,000					
Transfers In Fund 17, Final Voluntary Integration Payment (2011/12)	872,000	2,900,000	6,600,000	-	-	-
Contributions from Unrestricted Revenues	(30,814,935)	(28,938,799)	(28,857,064)	30,814,935	30,918,483	30,918,483
<b>Total Revenue</b>	<b>\$ 141,765,641</b>	<b>\$ 139,851,217</b>	<b>\$ 143,444,081</b>	<b>\$ 130,690,600</b>	<b>\$ 126,482,867</b>	<b>\$ 127,536,232</b>

Certificated Personnel Salaries	67,000,922	68,291,072	68,973,983	40,695,048	37,999,334	38,379,327
Classified Personnel Salaries	19,828,013	19,821,689	20,019,906	21,103,047	21,284,131	21,496,972
Employee Benefits	37,529,120	39,553,970	41,864,057	25,074,766	23,460,366	23,563,688
Books and Supplies	3,404,502	3,499,829	3,604,823	8,166,194	6,187,470	6,360,719
Services	9,809,226	9,776,959	10,070,268	41,296,991	38,930,977	40,021,045
Capital Outlay	108,500	111,538	114,884	2,912,473	194,759	200,213
Other Outgo	7,010,179	977,569	977,569	1,430,705	1,287,827	1,287,827
Indirect Costs	(2,181,409)	(2,181,409)	(2,181,409)			
<b>Total Expenditures</b>	<b>\$ 142,509,053</b>	<b>\$ 139,851,217</b>	<b>\$ 143,444,081</b>	<b>\$ 140,679,223</b>	<b>\$ 129,344,864</b>	<b>\$ 131,309,791</b>

<b>Surplus / Deficit</b>	<b>(743,412)</b>	<b>-</b>	<b>-</b>	<b>(9,988,623)</b>	<b>(2,861,997)</b>	<b>(3,773,559)</b>
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Beginning Fund Balance	18,438,898	17,695,486	17,695,486	27,130,317	17,141,694	14,279,697
<b>Ending Fund Balance</b>	<b>\$ 17,695,486</b>	<b>\$ 17,695,486</b>	<b>\$ 17,695,486</b>	<b>\$ 17,141,694</b>	<b>\$ 14,279,697</b>	<b>\$ 10,506,139</b>

Note: Designations for General Fund, Ending Fund Balance

Revolving Cash	70,000	70,000	70,000			
Stores	230,000	230,000	230,000			
Categorical Funds				17,141,694	14,279,697	10,506,139
Reserve for Mid Year Trigger (Includes revenue limit reduction of \$260/ADA and 50% of Transportation, all one-time, 2011/12)	8,097,480	8,097,480	8,097,480			
Reserve for Economic Uncertainties	8,495,648	8,075,882	8,242,616			
Undesignated	802,358	1,222,123	1,055,390			
<b>Total Ending Fund Balance</b>	<b>\$ 17,695,486</b>	<b>\$ 17,695,486</b>	<b>\$ 17,695,486</b>			

## District Assumptions Multi-Year Projections

Source: District December 15, 2011 First Interim Report

	Projected Budget 2011/12	Projected Budget 2012/13	Projected Budget 2013/14	Projected Budget 2011/12	Projected Budget 2012/13	Projected Budget 2013/14
	Unrestricted	Unrestricted	Unrestricted	Restricted	Restricted	Restricted
Statutory Revenue Limit COLA	2.240%	3.100%	2.800%			
Revenue Limit Deficit	19.7540%	19.7540%	19.7540%			
Maintenance & Recreation District Revenue	\$ 5,500,000	\$ 5,500,000	\$ 5,500,000			
Parcel Tax						
Library & Teaching Materials	\$ 3,023,623	\$ 3,023,623	\$ 3,023,623			
Reduced Class Size For K-3 (29 teachers)	\$ 1,920,000	\$ 1,920,000	\$ 1,920,000			
Textbooks & Teaching Materials	\$ 1,250,000	\$ 1,250,000	\$ 1,250,000			
Teachers and Counselors	\$ 3,018,124	\$ 3,018,124	\$ 3,018,124			
Custodial Support	\$ 537,520	\$ 537,520	\$ 537,520			
Parcel Tax Revenue & Expense	\$ 9,749,267	\$ 9,749,267	\$ 9,749,267			
Tier III Shift of Revenue To Unrestricted	14,447,674	12,447,674	12,447,674			
All schools operating in the 2011/12 remain operational in the multi-year projection						
City of Richmond funding \$1.5 Million for Kennedy, Grant & Olinda Schools	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000			
City of San Pablo funding \$300K for Shannon & Lake Schools	\$ 300,000					
Employee Step & Column	Estimated Cost	1.0%	1.0%			
Health Benefits - Active Employees (capped)	Estimated Cost	0.0%	0.0%			
Health Benefits - Retired	Estimated Cost	10.0%	10.0%			
California CPI		2.8%	3.0%			
Ed Jobs 2010 Federal One-time Stimulus & Title I Carryover (100 teachers)				\$ 6,100,000	\$ -	\$ -
K-3 CSR: 24:1 in K, 20:1 for Grades 1 & 2, 28:1 for Grade 3	Included in Budget					
To operate at 28:1 in K-3, District would need to add the cost of 6 teachers to budget. District did not add the 6 FTE		CSR as implemented in 2011/12 is not included	CSR as implemented in 2011/12 is not included			
School Resource Officers	\$ 1,900,000	\$ 1,900,000	\$ 1,900,000			
Work year reduction	2 days of reduction for teachers, 5 to 6 days of reduction for other employees	All work-year reduction sunsets, cost restored to projection	All work-year reduction sunsets, cost restored to projection			
Voluntary Integration Plan Debt	Retired - \$872K					
Computer Acquisition (IBM) Loan	Retired - \$3.7 Million					
Certificates of Participation (annual payments through 2024)	\$ 925,000	\$ 925,000	\$ 925,000			
Emergency Apportionment Loan	No impact on General Fund. Paid from Fund 56					

WCCUSD General Fund Unaudited Cash Flow, 2011/12

	JULY 2010	AUGUST 2010	SEPTEMBER 2010	OCTOBER 2010	NOVEMBER 2010	DECEMBER 2010	JANUARY 2011	FEBRUARY 2011	MARCH 2011
Source:	BITECH SYSTEM 10/27/11	BITECH SYSTEM 10/27/11	BITECH SYSTEM 10/27/11	BITECH SYSTEM 10/27/11	BITECH SYSTEM 10/27/11	BITECH SYSTEM 10/27/11	BITECH SYSTEM 10/27/11	BITECH SYSTEM 10/27/11	BITECH SYSTEM 10/27/11
	18,091,691	14,586,071	31,193,044	25,068,335	17,660,346	17,745,473	44,088,356	48,243,970	33,473,355
<b>Cash, Beginning Balance</b>									
<b>REVENUE</b>									
Property Taxes	73,968,186	-	243,777	2,378,462	731,424	(19,890,082)	-	(58,743)	353,050
Advance On Taxes	(73,968,186)	-	(15,576,181)	-	(973,846)	54,253,662	-	130,424	(11,729)
Revenue Limit: State Aid		5,979,411	6,320,435	6,949,506	8,095,612	8,095,612	16,191,223		713,238
Revenue Limit, Other	24,639	(80,978)	(217,144)	(128,280)	(118,356)	(121,807)	(115,494)	(65,649)	46,360
Federal Revenue	7,574,257	244,361	5,843,613	447,053	166,077	1,709,930	930,567	1,641,665	8,470,366
State Revenue	587,848	148,220	106,260	4,208,143	13,229,393	5,314,121	5,715,653	3,828,788	4,791,144
Local Revenue	1,804,495	231,877	15,549,934	471,950	203,523	8,826	1,132,377	117,468	879,231
Other Revenue Sources In / Out	-	-	-	10,115	-	-	-	-	-
Contributions	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>9,991,239</b>	<b>6,522,891</b>	<b>12,270,694</b>	<b>14,336,949</b>	<b>21,333,827</b>	<b>49,370,262</b>	<b>23,854,326</b>	<b>5,593,953</b>	<b>15,241,660</b>
<b>EXPENSES</b>									
Certificated Salaries	515,304	3,076,452	9,673,093	10,163,554	10,185,601	10,253,645	10,064,713	9,861,960	10,180,014
Classified Salaries	1,309,984	2,865,366	2,774,133	3,335,575	3,505,306	3,528,534	3,347,831	3,175,190	3,542,618
Employee Benefits	923,997	2,110,665	7,968,185	4,716,976	4,678,084	4,672,068	5,067,800	4,857,176	4,977,529
Supplies	4,795	611,746	1,277,465	623,838	669,269	335,229	486,956	410,656	614,659
Inventory	(13,728)	(17,481)	12,765	(3,728)	82,005	(16,089)	32,023	1,003	(21,085)
Prepaid Expenses	-	-	-	-	-	-	-	-	-
Other Operating Expenses	(327,363)	1,720,230	1,821,616	3,215,662	2,435,879	3,808,536	3,885,348	2,652,892	4,435,457
Capital Outlay	-	20,393	4,434	32,120	613	1,796	86	88,727	42,235
Other In / Out	-	425,000	-	812,616	202,442	689,504	455,469	-	-
Indirect/Direct Support	-	-	(12,476)	-	-	(31,068)	(48,848)	-	(30,080)
Transfers Out	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>2,412,989</b>	<b>10,812,371</b>	<b>23,519,215</b>	<b>22,896,613</b>	<b>21,759,199</b>	<b>23,242,155</b>	<b>23,291,378</b>	<b>21,047,604</b>	<b>23,741,347</b>
Other Working Capital Adjustments									
Cash On Hand Or In Bank	41,544								
Accounts Receivable	4,738,637	22,794,693	5,063,040	1,497,438	-	915,430	3,156,975	213,574	22,582
Accounts Payable	(10,291,488)	(1,898,240)	60,775	(345,763)	510,499	(700,654)	435,691	469,462	(582,995)
Deferred Revenue	(5,572,563)	-	(3)	-	-	-	-	-	-
Total Working Capital Adjustments	<b>(11,083,870)</b>	<b>20,896,453</b>	<b>5,123,812</b>	<b>1,151,675</b>	<b>510,499</b>	<b>214,776</b>	<b>3,592,666</b>	<b>683,036</b>	<b>(560,413)</b>
Net Cash Adjustment	(3,505,620)	16,606,973	(6,124,709)	(7,407,989)	85,127	26,342,883	4,155,614	(14,770,615)	(9,060,100)
<b>Cash Ending Balance</b>	<b>14,586,071</b>	<b>31,193,044</b>	<b>25,068,335</b>	<b>17,660,346</b>	<b>17,745,473</b>	<b>44,088,356</b>	<b>48,243,970</b>	<b>33,473,355</b>	<b>24,413,255</b>

Detail unavailable for all supplies and services categories from October 2011 forward, items combined into supplies category.



WCCUSD General Fund Unaudited Cash Flow, 2011/12

	APRIL 2011	MAY 2011	JUNE 2011	JULY 2011	AUGUST 2011	SEPTEMBER 2011	OCTOBER 2011	NOVEMBER 2011	DECEMBER 2011
	BITECH SYSTEM 10/27/11	BITECH SYSTEM 10/27/11	BITECH SYSTEM 10/27/11	BITECH SYSTEM 10/27/11	BITECH SYSTEM 10/27/11	District First Interim	District First Interim	District First Interim	District First Interim
Source:									
Cash, Beginning Balance	24,413,255	49,204,049	30,596,265	13,460,957	17,722,786	26,840,225	30,769,255	15,938,543	5,760,076
REVENUE									
Property Taxes	160,160	1,055,218	(795,647)	68,122,050	-	28,320	(13,506,951)	(243,118)	30,753,507
Advance On Taxes	28,693,339	(707,204)	8,159,721	(68,122,050)	-	-	-	-	-
Revenue Limit: State Aid	11,368,488	1,398,565	26,328,540	-	-	-	-	-	-
Revenue Limit, Other	50,275	51,869	(997,242)	195,017	(139,620)	10,147,282	-	8,421,895	8,421,895
Federal Revenue	320,958	523,120	4,872,687	5,951,797	669,930	33,887	(777,788)	(154,401)	(158,903)
State Revenue	6,114,447	3,255,717	16,559,507	906,876	3,166,288	497,550	2,679,754	196,373	2,021,862
Local Revenue	286,963	108,117	1,208,947	713,667	265,532	5,805,757	6,020,653	4,081,120	2,892,690
Other Revenue Sources In / Out	-	-	-	-	-	83,880	15,708,697	187,824	8,145
Contributions	-	-	-	-	-	-	-	-	-
Total Revenues	46,994,630	5,685,402	55,336,513	7,767,357	3,962,130	16,596,676	10,124,365	12,489,693	43,939,196
EXPENSES									
Certificated Salaries	10,092,871	10,185,545	11,738,225	512,448	3,013,292	10,086,149	9,977,605	10,249,449	10,318,587
Classified Salaries	3,263,134	3,535,430	4,800,699	1,485,171	3,311,621	3,175,823	3,497,491	3,533,598	3,557,986
Employee Benefits	4,926,893	4,972,400	8,289,855	979,291	2,470,761	9,023,194	5,457,038	4,622,886	4,616,410
Supplies	1,309,459	1,562,903	3,462,338	(10,528)	839,444	1,027,972	4,949,233	3,433,065	3,801,391
Inventory	5,035	26,474	(110,395)	(14,874)	43,258	(17,222)	-	-	-
Prepaid Expenses	-	-	60,000	(60,000)	-	-	-	-	-
Other Operating Expenses	3,530,092	4,317,434	9,563,249	42,730	1,550,769	1,683,956	-	-	-
Capital Outlay	29,819	46,114	65,567	-	53,336	27,160	112,739	579	6,347
Other In / Out	-	-	1,223,788	-	242,000	605,172	-	828,583	1,241,245
Indirect/Direct Support	(190)	-	(567,735)	-	-	-	-	-	-
Transfers Out	-	-	3,000,000	-	-	-	-	-	-
Total Expenses	23,157,113	24,646,300	41,525,591	2,934,238	11,524,481	25,612,204	23,994,106	22,668,160	23,541,966
Other Working Capital Adjustme									
Cash On Hand Or In Bank			(18,801)	18,801	-	-	-	-	-
Accounts Receivable	650,290	60,425	(46,172,514)	14,522,020	17,590,444	12,689,370	(1,070,293)	-	-
Accounts Payable	302,987	292,689	8,621,533	(8,488,559)	(910,654)	255,188	109,322	-	-
Deferred Revenue	-	-	6,623,552	(6,623,552)	-	-	-	-	-
Total Working Capital Adjustme	953,277	353,114	(30,946,230)	(571,290)	16,679,790	12,944,558	(960,971)	-	-
Net Cash Adjustment	24,790,794	(18,607,784)	(17,135,308)	4,261,829	9,117,439	3,929,030	(14,830,712)	(10,178,467)	20,397,230
Cash Ending Balance	49,204,049	30,596,265	13,460,957	17,722,786	26,840,225	30,769,255	15,938,543	5,760,076	26,157,306

Detail unavailable for all supplies and services categories from October 2011 forward, items combined into supplies category.

WCCUSD General Fund Unaudited Cash Flow, 2011/12

	JANUARY 2012	FEBRUARY 2012	MARCH 2012	APRIL 2012	MAY 2012	JUNE 2012	ACCRUAL	Total of 2011/12 Year Only
Source:	District First Interim	District First Interim	District First Interim	District First Interim	District First Interim	District First Interim	District First Interim	District First Interim
Cash, Beginning Balance	26,157,306	38,759,841	25,708,877	16,404,493	27,993,116	9,381,621	6,544,964	261,442,060
REVENUE								
Property Taxes		70,408	327,886	25,341,249	334,416	14,007,798	-	125,235,565
Advance On Taxes								(68,122,050)
Revenue Limit: State Aid	23,674,882	467,883	-	4,304,524	1,403,649	-	36,734,597	93,576,607
Revenue Limit: Other	(150,668)	(85,642)	60,479	65,586	67,666	(1,136,568)	-	(2,180,955)
Federal Revenue	1,100,325	1,941,144	10,015,562	379,508	618,550	5,761,581	6,884,121	38,718,057
State Revenue	9,027,569	4,717,398	3,159,839	4,075,684	3,382,707	3,341,890	11,472,116	62,050,587
Local Revenue	1,045,030	108,407	811,411	264,828	99,777	1,009,232	-	20,306,430
Other Revenue Sources In / Out	1,436,000	-	-	-	-	1,436,000	-	2,872,000
Contributions								-
Total Revenues	36,133,138	7,219,598	14,375,177	34,431,379	5,906,765	24,419,933	55,090,834	272,456,241
EXPENSES								
Certificated Salaries	10,126,616	9,720,602	10,243,772	10,155,227	10,249,392	9,677,049	3,365,782	107,695,970
Classified Salaries	3,368,257	3,186,992	3,572,774	3,279,329	3,565,226	3,081,996	2,314,796	40,931,060
Employee Benefits	5,042,367	4,815,656	4,945,202	4,890,698	4,939,681	5,572,666	5,228,036	62,603,886
Supplies	4,051,413	2,439,723	4,866,100	4,446,298	5,684,234	6,423,869	17,496,082	59,448,296
Inventory								11,162
Prepaid Expenses								(60,000)
Other Operating Expenses								3,277,455
Capital Outlay	783	107,589	84,421	71,411	79,727	66,787	2,410,094	3,020,973
Other In / Out	941,167	-	(32,708)	(207)	-	2,434,223	-	6,259,475
Indirect/Direct Support	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
Total Expenses	23,530,603	20,270,562	23,679,561	22,842,756	24,518,260	27,256,590	30,814,790	283,188,277
Other Working Capital Adjustme								-
Cash On Hand Or In Bank	-	-	-	-	-	-	-	18,801
Accounts Receivable	-	-	-	-	-	-	(55,090,834)	(11,359,293)
Accounts Payable	-	-	-	-	-	-	30,814,790	21,780,087
Deferred Revenue	-	-	-	-	-	-	-	(6,623,552)
Total Working Capital Adjustme	-	-	-	-	-	-	(24,276,044)	3,816,043
Net Cash Adjustment	12,602,535	(13,050,964)	(9,304,384)	11,588,623	(18,611,495)	(2,836,657)	-	(6,915,993)
Cash Ending Balance	38,759,841	25,708,877	16,404,493	27,993,116	9,381,621	6,544,964	6,544,964	

Detail unavailable for all supplies and services categories from October 2011 forward, items combined into supplies category.



# West Contra Costa Unified School District Sites

Source: CDE DataQuest Website

		District Highest Enrollment in 15 Years	Latest Published Data
Student Enrollment By School	TYPE	2002/03	2010/11
Bayview Elementary	E	646	641
Cameron	E		75
Castro Elementary	E	371	
Cesar E. Chavez Elementary	E	632	702
Collins Elementary	E	458	448
Coronado Elementary	E	428	485
Dover Elementary	E	710	777
Edward M. Downer Elementary	E	926	763
El Sobrante Elementary	E	335	
Ellerhorst Elementary	E	462	463
Fairmont Elementary	E	321	553
Ford Elementary	E	478	402
Grant Elementary	E	836	639
Hanna Ranch Elementary	E	470	499
Harding Elementary	E	375	397
Highland Elementary	E	632	539
Kensington Elementary	E	545	588
King Elementary	E	507	462
Lake Elementary	E	456	505
Lincoln Elementary	E	536	501
Lupine Hills Elementary	E	310	449
Madera Elementary	E	366	494
Mira Vista Elementary	E	387	456
Montalvin Manor Elementary	E	333	530
Murphy Elementary	E	396	503
Nystrom Elementary	E	681	462
Ohlone Elementary	E	471	458
Olinda Elementary	E	310	343
Peres Elementary	E	651	568
Riverside Elementary	E	291	468
Seaview Elementary	E	290	
Shannon Elementary	E	287	342
Sheldon Elementary	E	493	421
Steger Elementary	E	474	401
Stewart Elementary	E	496	530
Tara Hills Elementary	E	451	587
Valley View Elementary	E	419	384
Verde Elementary	E	320	339
Washington Elementary	E	431	488
Wilson Elementary	E	500	586
Total Elementary Enrollment		18,481	18,248

		District Highest Enrollment in 15 Years	Latest Published Data
Student Enrollment By School	TYPE	2002/03	2010/11
Adams Middle	MS	1,043	
Crespi Junior High	MS	966	545
Helms Middle	MS	1,405	964
Hercules Middle	MS	882	753
Lovonya Dejean Middle	MS		647
Pinole Middle	MS	792	738
Portola Junior High	MS	1,049	584
Total MS/ JRHS Enrollment		6,137	4,231

		District Highest Enrollment in 15 Years	Latest Published Data
Student Enrollment By School	TYPE	2002/03	2010/11
De Anza Senior High	HS	1,489	629
El Cerrito Senior High	HS	1,456	957
Hercules High	HS	1,034	783
Kennedy High	HS	1,076	676
Pinole Valley High	HS	1,730	1,219
Richmond High	HS	1,833	1,277
Total High School Enrollment		8,618	5,541

		District Highest Enrollment in 15 Years	Latest Published Data
Student Enrollment By School	TYPE	2002/03	2010/11
Alternative Education Learning	ALT	58	
Vista High (Alternative)	ALT	355	219
Transition Learning Center	ALT	272	49
Harbour Way Elementary Community Day	CDS	38	27
WCCUSD Community Day School Program	CDS		24
Middle College High	CHS	237	233
Delta Continuation High	CHS	73	
Gompers (Samuel) Continuation	CHS	191	115
Kappa Continuation High	CHS	99	43
North Campus Continuation	CHS	113	120
Omega Continuation High	CHS	76	29
Sigma Continuation High	CHS	74	
District Non-Public Non-Sectarian Schools	NPS		63
Total CHS and Alternative Ed Enrollment		1,586	922

		District Highest Enrollment in 15 Years	Latest Published Data
Student Enrollment By School	TYPE	2002/03	2010/11
Leadership Public Schools: Richmond	CHARTER		402
West County Community High	CHARTER		129
Manzanita Middle	CHARTER	118	150
Richmond College Prep K-5 Charter	CHARTER		219
Total Charter Enrollment		118	900

Total K-12 Enrollment, WCCUSD	34,940	29,842
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**Source: District July 1 2011 Adoption and September 15, 2011 Unaudited Actuals, December 15, 2011 First Interim Report**

	Object	July 1, 2011 Estimated Actuals 2010/11		September 15, 2011 Unaudited Actuals 2010/11		July 1, 2011 & September 15, 2011 Budget 2011/12		December 15, 2011 Budget 2011/12	
		Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted
Revenue Limit State Aid—Current Year	8011	90,714,493		91,440,629		93,216,540		93,576,607	
Homeowners' Exemptions	8021	716,416		722,880		702,088		698,452	
Timber Yield Tax	8022		1		4		1		4
Other Subventions/In-Lieu Taxes	8029	3,580		3,460		3,508		3,460	
Secured Roll Taxes	8041	49,139,101		46,825,671		48,156,319		48,800,331	
Unsecured Roll Taxes	8042	2,167,263		2,458,747		2,123,918		2,483,226	
Supplemental Taxes	8044	605,213		900,406		593,109		900,406	
Education Revenue Augmentation Fund (ERAF)	8045	5,477,592		5,241,424		5,368,040		4,227,636	
Education Revenue Augmentation Fund (ERAF)	8046			1,814,000					
Community Redevelopment Funds	8047			179,213					
Revenue Limit Transfers—Current Year	8091	(6,999,787)	6,999,787	(7,099,631)	7,099,631	(7,107,208)	7,107,208	(7,107,208)	7,107,208
PERS Reduction Transfer	8092	668,905		555,198		507,947		495,678	
Taxes (Effective 2007-08)	8096	(2,656,194)		(2,227,006)		(2,676,633)		(2,676,633)	
<b>Revenue Limit</b>		<b>139,836,583</b>	<b>6,999,787</b>	<b>140,814,995</b>	<b>7,099,631</b>	<b>140,887,629</b>	<b>7,107,208</b>	<b>141,401,959</b>	<b>7,107,208</b>
Special Education—Entitlement	8181		8,804,729		8,710,542		5,774,513		5,874,513
Special Education—Discretionary Grants	8182		1,444,809		1,384,490		908,011		1,287,540
All Other Federal Revenue	8290	25,453	38,886,493	25,453	22,624,169		21,128,287		31,556,004
<b>Federal Revenue</b>		<b>25,453</b>	<b>49,136,031</b>	<b>25,453</b>	<b>32,719,201</b>	<b>-</b>	<b>27,810,811</b>	<b>-</b>	<b>38,718,057</b>
Other State Apportionments—Current Year	8311	820,603	24,806,557	1,130,219	24,984,095	1,129,783	25,062,945	1,129,783	25,036,117
Other State Apportionments—Prior Years	8319	50,421		50,420	10,460				
Class Size Reduction, Grades K-3	8434	8,563,716		8,283,225		8,749,400		8,749,400	
Mandated Cost Reimbursements	8550	872,962		872,962				26,319	
State Lottery Revenue	8560	3,247,800	424,262	3,427,144	541,998	3,135,851	494,391	3,135,851	494,391
All Other State Revenue	8590	12,730,703	11,726,904	13,223,702	11,335,014	12,484,599	8,815,729	12,520,210	10,958,516
<b>State Revenue</b>		<b>26,286,205</b>	<b>36,957,723</b>	<b>26,987,672</b>	<b>36,871,568</b>	<b>25,499,633</b>	<b>34,373,065</b>	<b>25,561,563</b>	<b>36,489,024</b>
Parcel Taxes	8621		9,699,965		9,699,861		9,749,267		9,749,267
Other Non-Ad Valorem Taxes (MRAD)	8622		5,500,000		5,512,779		5,500,000		5,500,000
Leases and Rentals	8650	165,285		263,893		221,459		221,459	
Interest	8660	100,000		133,552		100,000		100,000	
All Other Local Revenue	8699	2,860,220	3,853,273	2,926,544	3,467,081	2,400,000	1,392,838	2,423,595	2,312,109
<b>Local Revenue</b>		<b>3,125,505</b>	<b>19,053,238</b>	<b>3,323,988</b>	<b>18,679,721</b>	<b>2,721,459</b>	<b>16,642,105</b>	<b>2,745,054</b>	<b>17,561,376</b>
Transfers In From Adult Ed	8919			10,115		1,000,000		1,000,000	
Transfers In From Deferred Maintenance	8919							1,000,000	
IBM Debt From Fund 17	8919					872,000		872,000	
<b>Transfers In &amp; Sources</b>		<b>-</b>	<b>-</b>	<b>10,115</b>	<b>-</b>	<b>1,872,000</b>	<b>-</b>	<b>2,872,000</b>	<b>-</b>
<b>Contributions from Unrestricted Revenues</b>	<b>8980</b>	<b>(29,486,607)</b>	<b>29,486,607</b>	<b>(29,387,899)</b>	<b>29,387,899</b>	<b>(32,329,067)</b>	<b>32,329,067</b>	<b>(30,814,935)</b>	<b>30,814,935</b>

Source: District July 1 2011 Adoption and September 15, 2011 Unaudited Actuals, December 15, 2011 First Interim Report

	Object	July 1, 2011 Estimated Actuals 2010/11		September 15, 2011 Unaudited Actuals 2010/11		July 1, 2011 & September 15, 2011 Budget 2011/12		December 15, 2011 Budget 2011/12	
		Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted
Teachers' Salaries	1100	60,542,746	27,921,198	60,347,670	24,861,935	58,158,191	27,526,530	58,710,085	28,635,303
Pupil Support Salaries	1200	58,255	5,704,974	81,463	5,513,913	137,123	5,306,332	152,123	5,682,084
Supervisors' and Administrators' Salaries	1300	7,904,644	2,867,913	7,685,940	2,921,875	7,711,829	2,289,469	7,785,043	2,254,146
Other Certificated Salaries	1900	207,038	4,048,708	157,038	4,421,144	353,671	2,861,314	353,671	4,123,515
<b>Certificated Personnel Salaries</b>		<b>68,712,683</b>	<b>40,542,793</b>	<b>68,272,111</b>	<b>37,718,866</b>	<b>66,360,814</b>	<b>37,983,645</b>	<b>67,000,922</b>	<b>40,695,048</b>
Instructional Salaries	2100	334,576	10,104,350	322,742	9,825,603	345,595	10,194,444	345,595	10,641,304
Support Salaries	2200	8,207,765	4,796,034	8,151,677	5,077,755	9,040,370	4,873,922	9,040,870	4,958,217
Supervisors' and Administrators' Salaries	2300	1,792,070	495,228	1,703,406	436,028	1,708,967	384,970	1,725,435	415,297
Clerical, Technical, and Office Staff	2400	7,583,438	2,169,753	7,426,442	2,003,626	8,103,402	1,997,104	8,186,395	2,039,322
Other Classified Salaries	2900	633,245	3,535,963	588,844	3,447,678	529,718	2,296,588	529,718	3,048,907
<b>Classified Personnel Salaries</b>		<b>18,551,094</b>	<b>21,101,328</b>	<b>18,193,112</b>	<b>20,790,690</b>	<b>19,728,052</b>	<b>19,747,028</b>	<b>19,828,013</b>	<b>21,103,047</b>
State Teachers' Retirement System, certificated positions	3101	5,575,981	3,184,623	5,544,146	2,818,319	5,464,524	3,073,773	5,512,373	3,244,840
State Teachers' Retirement System, classified positions	3102	24,813	9,237	25,581	9,308	26,104	4,475	26,104	4,482
Public Employees' Retirement System, certificated positions	3201	56,960	55,579	55,543	62,951				15,477
Public Employees' Retirement System, classified positions	3202	1,812,893	1,846,776	1,635,796	1,597,417	1,981,214	2,132,333	1,992,150	2,057,005
OASDI/Medicare/Alternative, certificated positions	3301	1,009,154	639,758	996,213	590,339	952,590	559,929	961,160	601,805
OASDI/Medicare/Alternative, classified positions	3302	1,368,649	1,585,885	1,286,166	1,481,247	1,487,062	1,507,060	1,494,708	1,599,152
Health and Welfare Benefits, certificated positions	3401	9,943,839	4,707,347	9,985,231	4,687,496	9,716,823	5,281,611	9,820,217	5,696,538
Health and Welfare Benefits, classified positions	3402	2,456,706	2,542,458	2,431,951	2,198,754	2,870,571	2,330,573	2,874,642	2,328,137
State Unemployment Insurance, certificated positions	3501	782,003	295,865	648,481	281,536	1,238,939	609,535	1,249,104	643,862
State Unemployment Insurance, classified positions	3502	204,253	155,632	193,927	156,164	362,781	316,716	364,385	338,815
Workers' Compensation Insurance, certificated positions	3601	1,874,260	1,175,228	1,650,559	918,383	1,621,119	936,020	1,636,744	1,000,442
Workers' Compensation Insurance, classified positions	3602	543,330	623,120	448,185	506,276	486,287	485,192	488,741	519,497
OPEB, Allocated, certificated positions	3701	7,208,139	3,331,805	9,280,442	3,206,803	7,796,850	4,246,617	7,876,911	4,332,168
OPEB, Allocated, classified positions	3702	2,354,048	2,262,254	2,939,035	2,044,614	2,981,500	2,482,148	2,984,500	2,510,395
PERS Reduction, certificated positions	3801	9,963	7,986	9,817	7,626	7,134	4,600	7,134	4,611
PERS Reduction, classified positions	3802	322,221	244,636	281,080	182,241	238,910	192,163	240,247	175,541
<b>Employee Benefits</b>		<b>35,547,212</b>	<b>22,668,188</b>	<b>37,412,152</b>	<b>20,749,474</b>	<b>37,232,408</b>	<b>24,162,745</b>	<b>37,529,120</b>	<b>25,074,766</b>



Source: District July 1 2011 Adoption and September 15, 2011 Unaudited Actuals, December 15, 2011 First Interim Report

	Object	July 1, 2011 Estimated Actuals 2010/11		September 15, 2011 Unaudited Actuals 2010/11		July 1, 2011 & September 15, 2011 Budget 2011/12		December 15, 2011 Budget 2011/12	
		Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted	Unrestricted	Restricted
Materials	4100	220	2,913,901	392	2,622,221	2,000,000	750,000	2,000,000	753,516
Books and Other Reference Materials	4200		5,358		172				9,565
Materials and Supplies	4300	1,681,896	16,889,424	1,434,126	5,033,034	1,309,972	3,669,625	1,341,833	6,502,378
Noncapitalized Equipment	4400	126,868	2,160,553	102,188	2,177,182	89,650	166,942	62,669	900,735
Books and Supplies		1,808,984	21,969,236	1,536,706	9,832,608	3,399,622	4,586,567	3,404,502	8,166,194
Subagreements for Services	5100		3,977,926	88,627	15,332,756		2,326,461		4,855,835
Travel and Conferences	5200	128,993	1,145,066	78,812	756,144	118,050	434,126	131,400	741,342
Dues and Memberships	5300	55,606	60,612	67,477	56,440	78,686	45,500	54,551	50,500
Insurance	5400	1,500,000		1,500,000		1,500,000		1,500,000	
Operations and Housekeeping Services	5500	5,529,701	2,600	5,599,327	2,600	5,471,565	100,000	5,471,565	103,600
Improvements	5600	1,712,748	975,608	1,438,029	729,495	1,930,828	1,670,560	1,164,388	1,838,939
Transfers of Direct Costs	5710	(6,320,000)	6,320,000	(6,310,000)	6,310,000	(6,320,000)	6,320,000	(6,320,000)	6,320,000
Transfers of Direct Costs—Interfund	5750	(48,757)	203,678	6,471	249,364	3,700	24,800	3,700	
Expenditures	5800	5,253,971	30,185,988	4,732,652	9,103,971	4,983,197	20,698,181	6,343,059	27,356,281
Communications	5900	1,351,582	34,029	1,301,920	14,946	1,457,200	10,290	1,460,563	30,494
Services		9,163,844	42,905,507	8,503,317	32,555,716	9,223,226	31,629,918	9,809,226	41,296,991
Land Improvements	6170		94,355		99,163		2,714,599		2,717,599
Buildings and Improvements of Buildings	6200				12,484				
Equipment	6400	133,296	146,696	146,492	73,764	111,500	20,000	108,500	194,874
Capital Outlay		133,296	241,051	146,492	185,412	111,500	2,734,599	108,500	2,912,473
State Special Schools	7130	60,000		51,428		52,000		52,000	
Transfers of Indirect Costs	7310	(1,207,369)	1,207,369	(1,407,464)	1,407,464	(1,157,700)	1,157,700	(1,430,705)	1,430,705
Transfers of Indirect Costs—Interfund	7350	(713,730)		(690,397)		(705,835)		(750,704)	
Debt Service—Interest	7438	631,816		686,476		591,101		591,101	
Other Debt Service—Principal	7439	3,755,794		3,070,914		3,867,078		6,367,078	
Fund 17	7619	3,000,000		3,000,000					
Other Outgo		5,526,511	1,207,369	4,710,957	1,407,464	2,646,644	1,157,700	4,828,770	1,430,705
Beginning Fund Balance		15,439,421	25,612,527	15,439,421	25,612,527	18,438,898	27,130,317	18,438,898	27,130,317
Total Revenue, Sources, Transfers In		139,787,139	141,633,386	141,774,324	124,758,021	138,651,654	118,262,256	141,765,641	130,690,600
Total Expenditures, Uses, Transfers Out		139,443,624	150,635,472	138,774,847	123,240,230	138,702,266	122,002,202	142,509,053	140,679,223
Surplus / Deficit		343,515	(9,002,086)	2,999,477	1,517,790	(50,612)	(3,739,946)	(743,412)	(9,988,623)
Ending Fund Balance		15,782,936	16,610,441	18,438,898	27,130,317	18,388,286	23,390,371	17,695,486	17,141,694



# West Contra Costa Unified School District

Unaudited Actuals, Income Statements, 2010/11

Dated: September 15, 2011

	GENERAL FUND, COMBINED	ADULT FUND	CHILD DEVELOPMEN T FUND	CAFETERIA FUND	DEFERRED MAINTENANC E FUND	SPECIAL RESERVE, NON- CAPITAL OUTLAY	GO BOND FUND	CAPITAL FACILITIES FUND
Beginning Fund Balance, 2010/11	\$ 41,051,947	\$ 1,675,092	\$ 232,105	\$ 1,890,146	\$ 1,105,244	\$ 6,302,998	\$ 192,385,790	\$ 4,725,449
Revenue, 2010/11	\$ 262,015,078	\$ 3,772,601	\$ 2,946,850	\$ 11,380,252	\$ 2,351,949	\$ -	\$ 91,518,546	\$ 1,125,510
Expenses, 2010/11	\$ 266,532,345	\$ 4,043,366	\$ 2,930,560	\$ 12,242,255	\$ 2,443,163	\$ 5,031,016	\$ 9,792,882	\$ (131,522)
Surplus / Deficit	\$ (4,517,267)	\$ (270,765)	\$ 16,291	\$ (862,004)	\$ (91,213)	\$ (5,031,016)	\$ 81,725,664	\$ 1,257,031
Unaudited Ending Fund Balance, 2010-11	\$ 45,569,215	\$ 1,945,858	\$ 215,815	\$ 2,752,150	\$ 1,196,457	\$ 11,334,014	\$ 110,660,126	\$ 3,468,417

	STATE SCHOOL BUILDING FUND	SPECIAL RESERVE, CAPITAL OUTLAY	BOND INTEREST & REDEMPTION FUND	DEBT SVC FOR BLENDED COMPONENT UNITS	DEBT SVC FUND	SELF INSURANCE FUND	RETIREE BENEFIT FUND
Beginning Fund Balance, 2010/11	\$ 46,508	\$ 6,084,513	\$ 34,020,482	\$ 1,286,991	\$ 8,978,644	\$ 1,758,844	\$ 11,799,133
Revenue, 2010/11	\$ 20,438,952	\$ 5,629,294	\$ 48,220,651	\$ 10,115	\$ -	\$ 3,123,983	\$ 19,112,844
Expenses, 2010/11	\$ 20,406,400	\$ 6,688,350	\$ 46,224,370	\$ -	\$ 41,736	\$ 3,165,990	\$ 19,028,120
Surplus / Deficit	\$ 32,552	\$ (1,059,056)	\$ 1,996,280	\$ 10,115	\$ (41,736)	\$ (42,007)	\$ 84,724
Unaudited Ending Fund Balance, 2010/11	\$ 13,956	\$ 7,143,568	\$ 32,024,202	\$ 1,276,877	\$ 9,020,381	\$ 1,800,851	\$ 11,714,409

Note: Designations for General Fund, Ending Fund Balance

Revolving Cash	70,000
Stores	237,233
Prepaid Expenditures	60,000
Categorical Funds	27,130,317
Reserve for Economic Uncertainties	7,860,452
Undesignated	10,211,213
Total Ending Fund Balance	\$ 45,569,215

# West Contra Costa Unified School District

Budgeted Income Statements, 2011/12

Dated: September 15, 2011

	GENERAL FUND, COMBINED	ADULT FUND	CHILD DEVELOPMENT FUND	CAFETERIA FUND	DEFERRED MAINTENANCE FUND	SPECIAL RESERVE, NON- CAPITAL OUTLAY	GO BOND FUND	CAPITAL FACILITIES FUND
Beginning Fund Balance, 2011/12	\$ 45,569,215	\$ 1,945,858	\$ 215,815	\$ 2,752,150	\$ 1,196,457	\$ 11,334,014	\$ 110,660,126	\$ 3,468,417
Revenue, 2011/12	\$ 256,913,910	\$ 4,183,452	\$ 2,565,956	\$ 11,966,130	\$ -	\$ 42,000	\$ 100,500,000	\$ 160,000
Expenses, 2011/12	\$ (260,704,468)	\$ (3,021,592)	\$ (2,565,956)	\$ (12,088,172)	\$ -	\$ (872,000)	\$ (131,562,837)	\$ (1,431,600)
Surplus / Deficit	\$ (3,790,558)	\$ 1,161,860	\$ -	\$ (122,042)	\$ -	\$ (830,000)	\$ (31,062,837)	\$ (1,271,600)
Projected Ending Fund Balance, 2011/12, September 15, 2011	\$ 41,778,657	\$ 3,107,718	\$ 215,815	\$ 2,630,108	\$ 1,196,457	\$ 10,504,014	\$ 79,597,289	\$ 2,196,817

	STATE SCHOOL BUILDING FUND	SPECIAL RESERVE, CAPITAL OUTLAY	BOND INTEREST & REDEMPTION FUND	DEBT SVC FOR BLENDED COMPONENT UNITS	DEBT SVC FUND	SELF INSURANCE FUND	RETIREE BENEFIT FUND
Beginning Fund Balance, 2011/12	\$ 13,956	\$ 7,143,568	\$ 32,024,202	\$ 1,276,877	\$ 9,020,381	\$ 1,800,851	\$ 11,714,409
Revenue, 2011/12	\$ 5,000	\$ 768,040	\$ -	\$ -	\$ 35,000	\$ 1,751,000	\$ 18,256,615
Expenses, 2011/12	\$ -	\$ (1,453,667)	\$ -	\$ -	\$ -	\$ (1,684,233)	\$ (19,714,157)
Surplus / Deficit	\$ 5,000	\$ (685,627)	\$ -	\$ -	\$ 35,000	\$ 66,767	\$ (1,457,542)
Projected Ending Fund Balance, 2011/12, September 15, 2011	\$ 18,956	\$ 6,457,941	\$ 32,024,202	\$ 1,276,877	\$ 9,055,381	\$ 1,867,618	\$ 10,256,867

Note: Designations for General Fund, Ending Fund Balance

Revolving Cash	70,000
Stores	230,000
Categorical Funds	23,390,371
Reserve for Mid Year Trigger	8,097,480
Reserve for Economic Uncertainties	7,821,134
Undesignated	2,169,672
Total Ending Fund Balance	\$ 41,778,657

# West Contra Costa Unified School District

Budgeted Income Statements, 2011/12

Dated: December 15, 2011

	GENERAL FUND, COMBINED	ADULT FUND	CHILD DEVELOPMENT FUND	CAFETERIA FUND	DEFERRED MAINTENANCE FUND	SPECIAL RESERVE, NON- CAPITAL OUTLAY	GO BOND FUND	CAPITAL FACILITIES FUND
Beginning Fund Balance, 2011/12	\$ 45,569,215	\$ 1,945,858	\$ 225,110	\$ 2,752,150	\$ 1,196,457	\$ 11,334,014	\$ 110,660,126	\$ 3,468,417
Revenue, 2011/12	\$ 272,456,241	\$ 3,926,912	\$ 2,704,577	\$ 11,966,130	\$ 1,000,000	\$ 42,000	\$ 100,500,000	\$ 176,000
Expenses, 2011/12	\$ 283,188,276	\$ 3,929,052	\$ 2,704,577	\$ 12,112,972	\$ 1,000,000	\$ 872,000	\$ 151,614,136	\$ 1,648,100
Surplus / Deficit	\$ (10,732,035)	\$ (2,140)	\$ -	\$ (146,842)	\$ -	\$ (830,000)	\$ (51,114,136)	\$ (1,472,100)
Projected Ending Fund Balance, 2011/12, December 15, 2011	\$ 34,837,180	\$ 1,943,718	\$ 225,110	\$ 2,605,308	\$ 1,196,457	\$ 10,504,014	\$ 59,545,990	\$ 1,996,317

	STATE SCHOOL BUILDING FUND	SPECIAL RESERVE, CAPITAL OUTLAY	BOND INTEREST & REDEMPTION FUND	DEBT SVC FOR BLENDED COMPONENT UNITS	DEBT SVC FUND	SELF INSURANCE FUND	RETIREE BENEFIT FUND
Beginning Fund Balance, 2011/12	\$ 13,956	\$ 7,143,568	\$ 32,024,202	\$ 1,276,877	\$ 9,020,381	\$ 1,800,851	\$ 11,714,409
Revenue, 2011/12	\$ 5,000	\$ 768,040	\$ -	\$ -	\$ 35,000	\$ 1,751,000	\$ 18,256,615
Expenses, 2011/12	\$ -	\$ 1,591,077	\$ -	\$ -	\$ -	\$ 2,527,733	\$ 19,714,157
Surplus / Deficit	\$ 5,000	\$ (823,037)	\$ -	\$ -	\$ 35,000	\$ (776,733)	\$ (1,457,542)
Projected Ending Fund Balance, 2011/12, December 15, 2011	\$ 18,956	\$ 6,320,531	\$ 32,024,202	\$ 1,276,877	\$ 9,055,381	\$ 1,024,118	\$ 10,256,867

Note: Designations for General Fund, Ending Fund Balance

Revolving Cash	70,000
Stores	230,000
Categorical Funds	17,141,695
Reserve for Mid Year Trigger	8,097,480
Reserve for Economic Uncertainties	8,495,648
Undesignated	802,357
Total Ending Fund Balance	\$ 34,837,180