

WEST CONTRA COSTA UNIFIED SCHOOL DISTRICT  
BOND PROGRAM RISK SCORE

Risk Area				Risk Score
Number	Risk Category	Sub Category (Summary of allegations, concerns and questions as provided to VLS)	Risk to District	Risk to District (based on historical controls)
1	Conflict of Interest	Ramsey controlled the Board and agenda items presented to the Board	A District Board member was possibly overriding and/or circumventing District controls and management decisions. The directives may not have been in the best interest of the District and its finances. This could have resulted in inappropriate payments to vendors and contractors and/or the District overpaying for services rendered.	High
2	Conflict of Interest	Brown Act violation Decisions were made outside of public meetings	Agreements or action taken that are determined to be a Brown Act violation could result in invalidation of the action taken and/or civil action against the District to prevent future violations. These actions could result in the District incurring legal fees in its defense as well as having to pay legal fees to the plaintiff, if the plaintiff is successful. There could also be delay of projects if certain contractor decisions are deemed invalid.	High
3	Conflict of Interest	Allegations of kickback to Ramsey	Vendors may have been hired based on willingness to pay kickbacks and not on qualifications or bids. The District may not have hired the most qualified vendors and vendor billings may have been "padded" thus creating an improper expenditure for the District.	High
4	Conflict of Interest	Ramsey controlled daily activities of the District and SG related to the bond program	A District Board member was possibly overriding and/or circumventing District controls and management decisions. The directives may not have been in the best interest of the District and its finances. This could have resulted in inappropriate payments to vendors and contractors and/or the District overpaying for services rendered.	High
5	Conflict of Interest	SG told employees they worked for the Board	Risk of fraud individual on Board may have made management decisions	High
6	Conflict of Interest	Charles Ramsey amended the SG contract during a Board meeting so that SG could not be terminated for convenience	The District may have agreed to specific contract clause that maybe too restrictive and be against benefit to District	High
7	Conflict of Interest	Ramsey controlled who was in CBOC	The CBOC as an oversight body of the bond program, may have not questioned information or actions of the Board/District if the individuals selected had loyalty to a certain Board member or District employee. This could taint the independence of the CBOC and result in limited or no oversight.	High
8	Conflict of Interest	The District is spending more money on school improvements in affluent areas than in less affluent areas	The district may have expended bond funds inequitably across schools in the District. District may not complete all projects promised to voters when the measures were passed. District may lose voter confidence and not be able to pass additional bond measures which would prevent the District from obtaining necessary funds to complete additional projects.	High

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1	Compliance with Legal Requirements and Board Policies	Approval votes in the Facilities Subcommittee were treated as sufficient	Circumventing of approval procedures established by the District may have resulted in inappropriate or wasteful project expenditures.	High
2	Compliance with Legal Requirements and Board Policies	Charles Ramsey told District staff and SGI what to do	A District Board member was possibly overriding and/or circumventing District controls and management decisions. The directives may not have been in the best interest of the District and its finances. This could have resulted in inappropriate payments to vendors and contractors and/or the District overpaying for services rendered.	High



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1	Billings and Performance of Outside Construction Manager	WLBilled existing design as new design	District paid in excess of industry standard for services received	High
2	Billings and Performance of Outside Construction Manager	SG Billed for time not worked, sick and vacation time	Potential for improper expenditure billed to and paid by District	High
3	Billings and Performance of Outside Construction Manager	SG employee efficiencies and staffing levels	Potential for improper expenditure billed to and paid by District	Medium
4	Billings and Performance of Outside Construction Manager	SG purchase of computers that were not delivered to WCCUSD but were billed to WCCUSD	Potential for improper expenditure billed to and paid by District	Medium
5	Billings and Performance of Outside Construction Manager	SG billed in excess of actual employee qualifications	Potential for improper expenditure	Medium
6	Billings and Performance of Outside Construction Manager	Does SG keep all records current and updated?	District paid for fees or reimbursables which cannot be substantiated by supporting documentation	Medium
7	Billings and Performance of Outside Construction Manager	Does SG add a 5% billing charge? Is it authorized?	District paid fees outside of contract terms	Medium

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1	Change Order Approval and Accounting Practices	"Add services" approved for architectural firms were inappropriate (for example, \$7 Million "add service" approved for WLC Architects).	Without an adequate process in place to ensure the appropriateness of change orders (or add services) the District may expend additional funds on vendors for work that is covered by the original contract price or for additional costs that are the contractual responsibility of the vendor.	High
2	Change Order Approval and Accounting Practices	Proposed Change Orders Not in Primavera	Potential vendor/contractor claims may be unidentified and not quantified.	High
3	Change Order Approval and Accounting Practices	Change orders are not Approved by Board	If change orders are not approved by the Board when required and/or appropriate, transparency and accountability is limited, which could result in excessive project costs.	High
4	Change Order Approval and Accounting Practices	Has the District had a process in place to analyze and question change orders before approving?	Without an adequate process in place to ensure the appropriateness of change orders, the District may expend additional funds on contractors for work that is covered by the original contract price or for additional costs that are the contractual responsibility of the contractor.	High
5	Change Order Approval and Accounting Practices	Change orders will be greater than what was communicated by the SG Construction Manager	T3>Tj /TT4 1 Tf .22j /TT3 1 Tf 303>Tj P1.2982 TD (a22j /TT3 1 Tf 303>Tj P1.2982 TD (a22j /TT3 1 Tf 303>Tj P	







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1	Adequacy of Performance Bond numbers reported by Total School Audits	Bond numbers reported by Total School Solutions reported were incorrect	District received audit opinion based on incomplete or faulty audit	