



March 29, 2025

To the Board of Education, Citizens' Bond Oversight Committee and management of the
Oakland Unified School District
Oakland, California

We have audited the financial statements of the Oakland Unified School District's (District) 2006 Measure B, 2012 Measure J, and 2020 Measure Y General Obligation Bond Funds (Bond Funds) as of and for the year ended June 30, 2024, and have issued our report thereon dated March 29, 2025. Professional standards require that we advise you of the following matters relating to our audit.

Our Responsibility in Relation to the Financial Statement Audit under Generally Accepted Auditing Standards and *Government Auditing Standards* and our Compliance Audit under the Uniform Guidance

As communicated in our letter dated July 1, 2024, our responsibility, as described by professional standards, is to form and express an opinion about whether the financial statements that have been prepared by management with your oversight are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America and to meet the Proposition 39 requirement for the bond proceeds to ensure compliance with Section 1 of Article XIII A of the California Constitution. This includes that the Proposition 39 Bond proceeds are expended only on the specific projects listed in the bond language approved by the voters and that no proceeds are being spent on administrative salaries or any other expenses that would otherwise be the obligation of the District's general fund. Our audit of the financial statements and Proposition 39 requirements does not relieve you or management of its respective responsibilities.

Our responsibility, as prescribed by professional standards, is to plan and perform our audit to obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement. An audit of financial statements includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control over financial reporting. Accordingly, as part of our audit, we considered the internal control of District solely for the purpose of determining our audit procedures and not to provide any assurance concerning such internal control.

We are also responsible for communicating significant matters related to the audit that are, in our professional judgment, relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures for the purpose of identifying other matters to communicate to you.

We have provided our comments regarding internal controls during our audit in our Independent Auditor's Report on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards* dated March 29, 2025. We have also provided our comments regarding the Proposition 39 requirement for the bond proceeds to ensure compliance with Section 1 of Article XIII A of the California Constitution dated March 29, 2025.

Planned Scope and Timing of the Audit

We conducted our audit consistent with the planned scope and timing we previously communicated to you.

Compliance with All Ethics Requirements Regarding Independence

The engagement team, others in our firm, as appropriate, our firm, and other firms utilized in the engagement, if applicable, have complied with all relevant ethical requirements regarding independence.

Significant Risks Identified

As stated in our auditor's report, professional standards require us to design our audit to provide reasonable assurance that the financial statements are free of material misstatement whether caused by fraud or error. In designing our audit procedures, professional standards require us to evaluate the financial statements and assess the risk that a material misstatement could occur. Areas that are potentially more susceptible to misstatements, and thereby require special audit considerations, are designated as "significant risks." We have identified the following as significant risks:

- The risk that management is in a position to override internal control.
- There is a risk of error or fraud that revenues could be recognized prior to meeting applicable criteria.

Qualitative Aspects of the Entity's Significant Accounting Practices

Significant Accounting Policies

Management has the responsibility to select and use appropriate accounting policies. A summary of the significant accounting policies adopted by District is included in Note 1 to the financial statements. There have been no initial selection of accounting policies and no changes in significant accounting policies or their application during the fiscal year. No matters have come to our attention that would require us, under professional standards, to inform you about (1) the methods used to account for significant unusual transactions and (2) the effect of significant accounting policies in controversial or emerging areas for which there is a lack of authoritative guidance or consensus.

Significant Accounting Estimates

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's current judgments. Those judgments are normally based on knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ markedly from management's current judgments. No such significant accounting estimates applicable to the Bond Funds were identified.

Financial Statement Disclosures

Certain financial statement disclosures involve significant judgment and are particularly sensitive because of their significance to financial statement users. The most sensitive disclosures affecting the District's financial statements relate to:

- **Note 1** summarizes the District's significant accounting policies.

Significant Difficulties Encountered during the Audit

We encountered no significant difficulties in dealing with management relating to the performance of the audit.

Uncorrected and Corrected Misstatements

For purposes of this communication, professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that we believe are trivial, and communicate them to the appropriate level of management. Further, professional standards require us to also communicate the effect of uncorrected misstatements related to prior periods on the relevant classes of transactions, account balances or disclosures, and the financial statements as a whole. Uncorrected misstatements or matters underlying those uncorrected misstatements could potentially cause future-period financial statements to be materially misstated, even though the uncorrected misstatements are immaterial to the financial statements currently under audit. There were no uncorrected or corrected misstatements identified as a result of our audit procedures.

Disagreements with Management

For purposes of this letter, professional standards define a disagreement with management as a matter, whether or not resolved to our satisfaction, concerning a financial accounting, reporting, or auditing matter, which could be significant to the financial statements or the auditor's report. No such disagreements arose during the course of the audit.

Circumstances that Affect the Form and Content of the Auditor's Report

For purposes of this letter, professional standards require that we communicate any circumstances that affect the form and content of our auditor's report. No such matters were identified during our audit.

Representations Requested from Management

We have requested certain written representations from management which are included in the management representation letter dated March 29, 2025.

Management's Consultations with Other Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters. Management informed us that, and to our knowledge, there were no consultations with other accountants regarding auditing and accounting matters.

Other Significant Matters, Findings, or Issues

In the normal course of our professional association with the District, we generally discuss a variety of matters, including the application of accounting principles and auditing standards, significant events or transactions that occurred during the year, operating conditions affecting the entity, and operating plans and strategies that may affect the risks of material misstatement. None of the matters discussed resulted in a condition to our retention as the District's auditors.

This report is intended solely for the information and use of the District's Board of Education, Citizens' Bond Oversight Committee and management and is not intended to be, and should not be, used by anyone other than these specified parties.

Eide Bailly LLP

Menlo Park California



Performance Audit Report
2006 Measure B, 2012 Measure J, and 2020 Measure Y
General Obligation Bond Funds
June 30, 2024

Oakland Unified School District



March 29, 2025

Board of Education, Citizens' Bond Oversight Committee, and Management of the
Oakland Unified School District
Oakland, California

Subject: Measure Y, Measure J and Measure B Construction Bond Funds Performance Audit Report for the Fiscal Year Ended June 30, 2024.

This report presents the results of our performance audit of the Oakland Unified School District's (OUSD or the District) 2020 Measure Y, 2012 Measure J and 2006 Measure B General Obligation School Facilities Bond (Bond Program) as required by District objectives, California Proposition 39, the "Smaller Classes, Safer Schools and Financial Accountability Act" (Proposition 39), California Constitution (State Constitution) Article XIII A, California Education Code (Education Code) Section 15272, and Appendix A contained in the *2023-2024 Guide for Annual Audits of K-12 Local Education Agencies and State Compliance Reporting* issued by the California Education Audit Appeals Panel. These California State (State) requirements specify that the proceeds from the sale of school facilities bonds are expended only on the specific projects listed in the proposition authorizing the sale of bonds (Listed Projects).

Both the State Constitution and Education Code require an annual independent performance audit to verify bond proceeds are used on Listed Projects. Finally, Senate Bill 1473, "School facilities bond proceeds: performance audits" (SB 1473), approved by the Governor on September 23, 2010, amended California Education Code to add Section 15286, which requires the annual performance audits to be conducted under the *Government Auditing Standards* issued by the Comptroller General of the United States.

Executive Summary

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. The performance audit objectives, scope, methodology, audit results, and a summary of the views of responsible district officials are included in the report body.

The performance audit procedures encompassed the period from July 1, 2023, through June 30, 2024. Based on the procedures performed and the results obtained, we have achieved our audit objectives. We conclude that for the fiscal year ending June 30, 2024, in all material respects, bond proceeds were utilized exclusively for the projects listed under the 2020 Measure Y, 2012 Measure J, and 2006 Measure B. Further details and clarifications are provided within the body of our report.

The project planning commenced in May 2024. The audit team conducted on-site and remote fieldwork from June 2024 and January 2025 through March 2025. This included reviewing documentation related to payment procedures, contracting and procurement, design and construction, conducting interviews with selected project managers, reconciling and reviewing budgets, board legislative information, the OUSD Facilities Procedures Manual, and reports presented to the Citizens' Board Oversight Committee. Furthermore, we examined supporting documents for a sampling of change orders and amendments. In all, our review covered 24 percent of total vendor expenditures and 20 percent of salary expenditures related to Measure B, Measure J, and Measure Y.

We identified several effective management practices and areas for improvement, as outlined below:

- The District utilized alternative revenue sources, such as developer fees, to supplement funds from Measure Y, Measure J, and Measure B. Additionally, there may be potential opportunities to obtain State construction grants to reimburse the bond program for projects that are currently in the planning stages.
- The District provided a signed payroll certification for bond funded employees.
- The District is updating the Facilities Master Plan for 2025.
- Citizens' Bond Oversight Committee (CBOC) meeting recorded videos were posted on the District website, and the meeting minutes included links to the relevant documentation.
- The District's financial reporting to CBOC has continued improving and includes details necessary for the key stakeholders to analyze the schedule and budgetary information at the program and project level, although areas for continual enhancement exist.
- The District adopted two Capital Spending Plans dated January 2021 and June 2023 to revise the August 2018 and April 2021 Spending Plans (project budgets) to reflect the current state of the projects.
- The District provides oversight committees with regular updates about budget changes, including anticipated forthcoming changes to gather feedback before making recommendations to the Board.
- Information presented to CBOC reconciles with the District's accounting records.
- The District's payment processing internal control has improved and was in compliance with laws and regulation as well as the District's defined procedures.
- The District continuously updates the Program Procedures Manual, which includes updated policies and procedures over the areas addressed in this report and the prior year's performance audit report. The Program Procedures Manual is available on the District website for all key stakeholders to review.
- The District has adhered to its internal control procedures for change orders and contract management.
- The District submitted a Contract Justification Form to the Board that summarized relevant procurement process information. This form included relevant vendor information on how the District selected vendors, a summary of vendor services, a determination of competitive pricing if the contract was not competitively bid, and competitive bid exceptions when applicable.
- Senior management of the Bond Program was cooperative and responsive.
- As some large projects approach completion, the District has the opportunity to evaluate what adjustments could have been made during the planning stage to reduce change orders during construction on future projects.
- While out-of-date, the District was able to provide a standardized items list for Bond Program materials procurement.
- The District obtains and updates the conflict of interest forms annually.

The District has shown improvement in internal controls and operations by addressing prior-year observations. Additionally, it has improved the reporting of pertinent information to oversight committees and stakeholders involved in planning bond projects.

We provided improvement recommendations based on our observations for expenditure management and controls, adherence to design and construction cost budgets, adherence to design and construction schedules and timelines, financial reporting and internal controls, payment procedures, change order and claims procedures, bidding and procurement procedures, best practices for procurement of materials and services, conflict of interest, compliance with state laws and guidelines, and board policy.

Management is responsible for the proper implementation and operation of an adequate internal control system. Due to the inherent limitations of any internal control structure, errors or irregularities may occur and not be detected. Additionally, projections of any evaluation of the internal control structure to future periods are subject to the risk that the internal control structure may become inadequate due to changes in conditions or the degree of compliance with the procedures may deteriorate.

This report is intended solely for the use of the District's Board of Education, management, and the Citizens' Bond Oversight Committee. This report is not intended to be, and should not be, used by anyone other than these specified parties.

Sincerely,

A handwritten signature in cursive script that reads "Eide Bailly LLP".

Menlo Park, California
March 29, 2025

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A. Oakland Unified School District Approved Bond Funds

On June 6, 2006, Oakland voters approved the School Facilities Improvement Bond of 2006 (Measure B), authorizing the District to issue \$435 million of general obligation bonds to finance the school facilities projects specified and listed in the Bond Project List. The funds intend to “repair and modernize elementary, middle and high schools and pre-schools, including renovating classrooms, restrooms and other facilities to meet current safety standards, repairing electrical, plumbing and other building systems; and building libraries, classrooms, and science and computer labs.”

On November 6, 2012, Oakland voters approved the School Facilities Improvement Bond of 2012 (Measure J). Measure J authorized the District to issue \$475 million to “improve the quality of Oakland schools and school facilities to better prepare students for college and jobs, to upgrade science labs, classrooms, computers, and technology, improve student safety and security, repair bathrooms, electrical systems, plumbing, and sewer lines, improve energy efficiency and earthquake safety.”

On November 2, 2020, Oakland voters approved Measure Y. Measure Y authorized the District to issue \$735 million for classroom repair and school safety improvements, including upgrading classrooms, science labs, and technology; improving student safety and security; repairing bathrooms, electrical systems, and plumbing/sewers; and improving energy efficiency and earthquake safety.

Bond Program accounting records show total expenditures during the 2024 fiscal year of \$72.5 million. Measure Y Bond Program expenditures were \$67.6 million, Measure J Bond Program expenditures were \$3.5 million, and Measure B Bond Program expenditures were \$1.4 million.

As of June 30, 2024, the collective bond program has unsold bonds of \$365 million and fund balance of \$282.1 million. Of this total, Measure Y includes \$611.2 million, Measure J includes \$29.7 million, and Measure B includes \$6.2 million. Measure B does not have an outstanding construction commitment. Measure J had outstanding construction commitments of \$5.8 million and Measure Y had outstanding construction commitments of \$36.2 million as of June 30, 2024.

The District sold the final series of bonds under Measure B in August 2016. The August 2020 series of bonds is the final issuance under Measure J. In November 2020, the District received authorization to issue \$735 million of general obligation bonds for Measure Y. On October 1, 2021, the District sold first two Measure Y series A and B in amount of \$185,000,000. On November 22, 2023, the District issued the third series in amount of \$185,000,000 general obligation bonds under Measure Y.

B. California State Requirements

A Construction Bond Program Performance Audit is required for the District's Measure J, Measure B, and Measure Y Construction Bonds by Proposition 39, State Constitution Article XIII A, and Education Code Section 15272. These requirements specify that the proceeds from the sale of school facilities bonds can be expended only on Listed Projects. The State Constitution and Education Code require an annual independent performance audit to verify that Bond proceeds were used on Listed Projects. Finally, SB 1473, approved by the Governor on September 23, 2010, amended the California Education Code to add Section 15286, which requires an annual performance audit to be conducted per *Government Auditing Standards* issued by the Comptroller General of the United States.

California voters passed proposition 39 on November 7, 2000. Proposition 39 amended provisions to the California Constitution and the California Education Code. The purpose and intent of the initiative were "to implement class size reduction, to ensure that our children learn in a secure and safe environment, and to ensure that school districts are accountable for prudent and responsible spending for school facilities." It provided for the following amendments to the California Constitution and California Education Code:

1. To provide an exception to the limitation on ad valorem property taxes and the two-third vote requirements to allow school districts, community college districts, and county offices of education to equip our schools for the 21st Century, to provide our children with smaller classes, and to ensure our children's safety by repairing, building, furnishing and equipping school facilities;
2. To require school district boards, community college boards, and county offices of education to evaluate the safety, class size reduction, and information technology needs in developing a list of specific projects to present to the voters;
3. To ensure that before they vote, voters will be given a list of specific projects their bond money will be used for;
4. To require an annual, independent financial audit of the proceeds from the sale of the school facilities bonds until all of the proceeds have been expended for the specified school facilities projects; and

To ensure that the proceeds from the sale of school facilities bonds are used for specified school facilities projects only, and not for teacher and administrator salaries and other school operating expenses, by requiring an annual independent performance audit to ensure that the funds have been expended on specific projects only."

Oakland Unified School District
2006 Measure B, 2012 Measure J, and 2020 Measure Y Funds
Objectives, Scope, and Methodology
For the Year ended June 30, 2024

The primary objective of the performance audit included verification of management's compliance with Proposition 39, which required that bond proceeds only be used for school facilities projects that were listed with the Bond. The District created the Measure Y, Measure J and Measure B Bond funds under Proposition 39, which requires the District to expend these funds proceeds only on Listed Projects and not for school operating expenses.

We conducted this Bond Program performance audit following *Government Auditing Standards* for Performance Audits issued by the Comptroller General of the United States (GAGAS), and Appendix A of the *2023-24 Guide for Annual Audits of K-12 Local Education Agencies and State Compliance Reporting* published by the Education Audit Appeals Panel. As required by these standards, we planned and performed the audit to obtain sufficient and appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in the United States of America (GAAS), and in accordance with *Government Auditing Standards*, and Appendix A of the *2023-24 Guide for Annual Audits of K-12 Local Education Agencies and State Compliance Reporting* published by the Education Audit Appeals Panel, as applicable, will always detect a material noncompliance when it exists. Misstatements, including omissions, can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements. We have met our audit objective based on the performance audit procedures performed and the results obtained. Performance audit procedures covered July 1, 2023, through June 30, 2024.

Management remains responsible for the proper implementation and operation of an adequate internal control system. Due to the inherent limitations of any internal control structure, errors or irregularities may occur and not be detected. Also, projections of any evaluation of the internal control structure to future periods are subject to the risk that the internal control structure may become inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.

This performance audit did not constitute an audit of financial statements in accordance with *Government Auditing Standards*. Eide Bailly did not assess or provide an opinion on the District's internal controls. The complete list of performance audit objectives, as specified by the District and agreed upon for this audit, included the following methodology:

Performance Audit for Measures B, J, and Y

The financial records and expenditures of the Bond Program were reviewed to verify that funds were used for approved Bond Program purposes as outlined in the ballot language, bond documents, board-approved listed projects, and Proposition 39 requirements. The Bond Program's financial records and expenditures were reviewed by obtaining the annual financial reports and comparing the balances to the District's detailed accounting records. Control processes were analyzed, the bond program expenditure cycle was tested, and supporting documentation was sampled to validate internal controls. A total of 26 percent of aggregated vendor expenditures amounting to \$17.5 million was examined, including 89 transactions from Measure Y totaling \$14.2 million, 47 transactions from Measure J totaling \$2.4 million, and 13 transactions from Measure B totaling \$805 thousand. The sample was drawn to be representative of the population of total expenditures. We additionally selected transactions deemed individually significant based on the auditor's materiality, ensuring that at least one transaction from each vendor was reviewed.

These transactions included payments for contractors, employees, and journal entries. We performed our testing procedures to verify:

- Expenditures were for "listed projects."
- The District obtained approval of payment applications and invoices.
- Expenditures complied with the approved contract, purchase order, or other procurement documentation.
- Expenses were recorded accurately in the District's books and records in the proper period and segregated from District's operations and administration.
- Expenditures met allocability and allowability requirements for allowance and contingency usage per sampled job contract language.
- The District paid expenditures within contractual agreements of 45 days.

Payroll related expenditures were \$4.0 million, which includes salaries of District employees working in direct support of bond projects, and related benefits. We analytically analyzed the payroll accounting records to identify significant unusual transactions, including verification that related benefits are reasonable in relation to other District employees. We further selected a sample of four fully bond-funded employees and twenty-two nonrecurring payroll transactions. We verified that payroll transactions were reasonably allocated to the bond program, and that adequate supporting documentation evidencing internal controls was present.

We communicated our audit plan with bond program senior management and are available to meet with District personnel and the Citizens' Bond Oversight as requested.

We conducted interviews with key personnel responsible for implementing the bond program. This included individuals in senior management and staff positions responsible for overseeing the planning, design, and construction work associated with the projects, such as team members of OUSD's program management team, OUSD's facilities and administration, and contractor project management. We also interacted with the accounting staff responsible for monitoring and implementing the financial controls over the programs. A complete list of the individuals interviewed is included in Appendix A.

Specific Outcome No.1. Adherence to Design and Construction Cost Budgets

We reviewed management’s process for the development and adherence to design and construction budgets on bond-funded projects in the facilities' construction program to gather and test data to determine compliance and measure the effectiveness of controls.

We reviewed the reconciliation of projects for which bond funds were expended to projects approved by the Board, analyzed the reconciliation of projects approved by the Board to projects on the approved facilities master plan, and reviewed the reconciliation of the facilities master plan on the approved project lists for Proposition 39.

Specific Outcome No.2. Adherence to Design and Construction Schedules and Timelines

We reviewed the methods used by bond program management to track the schedule of available resources and expenditures for all projects and to plan each building project per the availability of funds. We walked through existing schedule performance tracking methods, Bond fund expenditure schedules, and sample supporting documentation for expenditures and cost controls performance. Audit procedures included assessment of performance against schedule and controls needed for reliable schedule reporting.

Specific Outcome No.3. Financial Reporting and Internal Controls

We evaluated the actions taken by bond program management to apply policies and procedures that accomplish the Bond Program schedule, scope management, and performance goals. We reviewed Bond Program reporting to provide current, accurate, and complete cost, schedule, and budgetary information to Program stakeholders. We analyzed financial reporting and controls based on interviews and information gathered during the project audit.

This analysis also reviewed the cost, schedule, and budgetary reporting and review methodologies.

Specific Outcome No.4. Payment Processing

We verified that the District was compliant with its policies and procedures related to Proposition 39 expenditures and payments for the period. We documented the use of Bond Program funds and segregation of these funds for Bond Program purposes, traced Bond funds received by OUSD and reconciled amounts received with amounts expended, and verified that these funds were spent for Bond Program purposes. We verified payment approval and cost accounting control design and operation. We conducted a review for payment per contract terms. We gathered and tested data to determine compliance and measure the effectiveness of payment controls. We analyzed processes to review and approve contractor charges to prevent excessive fees and overpayments, and We examined payment applications to assess the adequacy of supporting documentation.

Specific Outcome No.5. Change Order and Claim Procedures

We reviewed change order documentation for compliance with Public Contracting Code, California school construction state requirements, and other regulations. We evaluated controls and activities to manage change orders. We reviewed contracts to understand allowable charges and reimbursable costs related to change orders. We analyzed policies and procedures covering the review and approval of contractor change orders to identify potential exposures. Specific consideration was given to change order cause, responsibility, and pricing.

We reviewed policies and procedures to verify whether documentation exists before approval of change orders and confirm that the District obtained the required approvals. Additionally, we evaluated and reviewed the processes used to effectively communicate potential claims and mitigate claims risk.

Specific Outcome No.6. Bidding and Procurement Procedures

We validated support to ensure sole-source procurement was documented, cost justification was available, and the District obtained the required approvals. For competitive bids, we verified compliance with the California school construction state requirements, Public Contracting Code, and State and other Professional Services Contract relevant laws and regulations. Additionally, we evaluated procurement controls to apply competitive and compliant contracting practices.

Specific Outcome No.7. Best Practices for Procurement of Materials and Services

We determined whether bond program management had and used a standardized items list and educational specifications for Bond Program materials procurement to identify facilities' material requirements. We assessed whether materials requirements were available to project architects and designers and verified whether materials specifications were used in procurements and provided to all bidders during the procurement process. Review for cost-benefit analysis performed in setting materials standards and district management approvals required significant materials specification changes.

Specific Outcome Nos. 8 and 9. Conflict of Interest and Compliance with State Laws and Guidelines and Board Policy

We analyzed for compliance with selected relevant state laws and regulations regarding school district facilities programs. We performed a risk assessment to identify requirements and regulations to which the District may be subject. The California Schools Accounting Manual (CSAM), Education Code, Public Contract Code, Government Code, California Code of Regulations (Title 21 and Title 24), and other appropriate regulations are considered within our analysis. We selected specific laws and regulations that are considered the highest risk for further review to assess the District's compliance. This analysis does not form a legal opinion or a complete analysis for compliance with all applicable state laws and regulations.

Present Audit Findings

We developed the performance audit conclusions as the engagement progressed. A draft report was prepared near the end of the engagement for distribution and comment before final report issuance. Our report found areas of effective practice and areas needing improvement within the framework of each of the significant scope areas named above. Good practices for each scope area are also presented. It is the responsibility of management, and those charged with governance, to decide the most appropriate course of action associated with these conditions because of cost or other considerations.

As required by *Government Auditing Standards*, the elements of a finding are criteria, condition, context, and recommendation are included in the following pages. The audit recommendations sections include management's response. We considered management's response to our audit findings for reasonableness and consistency with our knowledge of the District, but management's response is not subject to audit procedures.

The deliverables provided to the Bond Program's management are produced collaboratively and objectively, and meaningfully convey the performance audit results to achieve maximum benefit to the District, its Administration, the Citizens' Bond Oversight Committee, and the Governing Board. We are committed to the Oakland Unified School District and are continually available to consult about this report.

Performance Audit

We reviewed expenditures for compliance with the Bond's requirements for listed projects to ensure that only allowable costs were allocated to the Bond Program, under *Government Auditing Standards* for performance audits and the *2023-2024 Guide for Annual Audits of K-12 Local Education Agencies and State Compliance Reporting Appendix A, Local School Construction Bond Audits*. The conclusions of our work are summarized as follows:

In all significant respects, the District has properly accounted for the expenditures of Measures B, J, and Y bond funds and that such expenditures were made for listed projects. Furthermore, the District expended bond funds for salaries only to the extent employees perform administrative oversight work on construction projects.

Our analysis of vendor expenditures encompassed transactions amounting to \$17.5 million out of \$73 million across Measures B, J, and Y. The transactions we examined represent the complete population of the fiscal year 2024 expenditures and include all transactions deemed individually significant and at least one transaction from every vendor. We reviewed invoices and other supporting documentation to determine that the accounting records are supported by source documents with evidence of internal controls, expenditures were preceded by bid documentation, and that expenditures were only for allowable capital projects.

Oakland Unified School District
2006 Measure B, 2012 Measure J, and 2020 Measure Y Funds
Audit Results
For the Year ended June 30, 2024

The total salary, which includes payroll and related benefits, charged to the bond program was \$4.0 million. We evaluated and reviewed the fund's expenditures for administrator salaries only to the extent they performed direct administrative oversight work on Measure B, J, or Y-compliant construction projects, as allowable per Opinion 04-110 issued on November 9, 2004, by the State of California Attorney General. That opinion states that "a school district may use Proposition 39 school bond proceeds to pay the salaries of district employees to the extent they perform administrative oversight work on construction projects authorized by a voter-approved bond measure."

Throughout the audit, we met with nine out of 21 fully funded or cross-funded employees and reviewed documents applicable to four employees' positions and responsibilities. We also reviewed timesheets for non-recurring payroll expenditures. Based on conversations with employees and reviews of timesheets and other documents, employees funded by the bond funds have direct responsibilities related to bond-related activities. Furthermore, the payroll records are accurate from an accounting perspective, and the tested salary expenses are traceable to the specific employee being paid.

Observation No. 4 on page 13 identifies an instance of noncompliance.

Improvement Recommendations: Through the following pages we have provided improvement recommendations for matters that are required to be reported either by an audit standard, this engagement's scope of work, or where we identified areas where our observations could offer benefits for the District.

Specific Outcome No.1 – Adherence to Design and Construction Cost Budgets

Observation 1.1

The District is in process of developing the 2025 Facilities Master Plan as mandated per the District’s Board Policy (BP 7110). The Facilities Master Plan (FMP) is a strategic document that prioritizes facilities projects across the district. To ensure the FMP is an effective tool, it must incorporate current assumptions, the District's needs, and its demographics. The latest FMP was prepared in April 2020. According to Board Policy (BP 7110), the District is required to update the FMP every five years comprehensively and annually based on work accomplished in the previous year as well as current District demographics.

The District’s website clearly indicates that the Facilities Master Plan 2025 is in progress. We reviewed the Citizens' Bond Oversight Committee (CBOC) meeting minutes and noted that around September 2024 the Board approved a General Services Agreement contract for the development of the Facilities Master Plan 2025. The anticipated completion date for this plan is Fall 2025.

Improvement Recommendation: The District should complete updating the FMP to comply with the frequency required by the Board Policy.

Observation 1.2

Reconcilable timing differences were identified between the reports called Historical Expenditures Details by Site and Project Budget Reconciliation. Ten projects were chosen for testing. The differences shown in the table below are due to budget amendments or change orders that occurred shortly before June 30, 2024, but were not updated in all reports.

		Measure J		
Project Name	Project #	Historical Expenditures Details by Site	Project Budget Reconciliation	Difference
East Oakland Pride ES Site Improvements	22144	1,534,000	1,434,000	(100,000)
		Measure Y		
Project Name	Project #	Historical Expenditures Details by Site	Project Budget Reconciliation	Difference
Cole Administration Center	19119	\$ 50,000,000	\$ 55,000,000	5,000,000
East Oakland Pride ES Site Improvements	22144	3,075,000	4,750,050	1,675,050

Improvement Recommendation: The inconsistency between updated and non-updated reports as of June 30, 2024, could potentially lead to misunderstandings among readers. We recommend that all reports be thoroughly reconciled and reviewed before publication.

Specific Outcome No.2 – Adherence to Design and Construction Schedules and Timelines

Observation 2.1

The District has continued improving the completeness and accuracy of the reports presented to the CBOC. A review of the CBOC meeting minutes and related reports for fiscal year 2024 and the subsequent period shows the District continues to present meaningful reports, including project fact sheets with project scope, costs, schedules, funding, change order percentages, and updated budgets for major projects. The Budget & Expenditures report lists all projects by site, project number, initial budget, budget changes, current budget, prior expenditures, current expenditures, accumulated total expenditures, remaining budget, and expenditure-to-budget percentages. Additionally, the report on total resources versus total expenditures as of June 30, 2024, provides an overview of the remaining fund balance. The District also updates the project reconciliation reports for major projects as requested by the CBOC, which detail contracted balances, budgets, expenditures, remaining balances, variances, and contingency amounts. These reports are valuable for guiding management and supporting decision-making.

Improvement Recommendation: The District should periodically consider if updates to the project fact sheet template are necessary for them to remain as useful as possible. To enhance decision-making and transparency, it is recommended to improve the current reports by including anticipated changes in project timelines or potential change orders prior to their formal initiation. Furthermore, identifying whether a likely change order is essential for the project's completion should also be incorporated. This would allow for a clearer understanding of the fiscal impact of any delays or adjustments, enabling more informed decisions. By including this additional information, the reports would provide a more comprehensive view of project performance, helping stakeholders better manage risks and resources throughout the project lifecycle.

Observation 2.2

The anticipated completion dates in the project status report showed significant changes compared to the prior year. For five projects, we compared the previous year's anticipated completion dates to those as of June 30 of the current year and noted significant timeline changes for all projects. Below is a summary of our review.

Project Name	Project #	PY Anticipated Completion Date	CY Anticipated Completion Date	Days added to anticipated completion date in FY
Claremont New MPR Building	15127	9/30/2023	9/30/2024	366
Laurel CDC New Construction	17126	12/21/2023	7/1/2024	193
Roosevelt MS Modernization	19101	7/31/2028	12/1/2028	123
Cole MS Central Administrative Center	19119	4/2/2024	1/20/2025	293
Coliseum College Prep Academy (CCPA @ Havenscourt)	21113	1/1/2025	9/1/2028	1,339

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Upon inquiry with the project managers, most of the observed delays were attributed to material availability and utility issues. However, Coliseum College Prep Academy (CCPA) remains in the design phase for reasons beyond these constraints. Specifically, according to the District, the original enrollment projections for CCPA's expansion proved inaccurate and did not provide sufficient classroom spaces. After reassessing the gym's condition, the high school's needs, expansion requirements, and the age of existing portables, the District determined that new construction—rather than a modernization of the existing facility—would better address the school's updated enrollment projections.

Delays in construction projects are often a result of factors such as material availability, labor shortages, weather conditions, and challenges with permits or utility connections. While delays are a natural part of the process, they can lead to adjustments in costs, extended timelines, and a shift in the anticipated benefits to the community. Prolonged schedules may require adjustments to the project budget and could influence the timeline for when facilities become available for use. Additionally, these changes may require updated planning to maintain alignment with stakeholder expectations and long-term objectives. Continuous changes in the anticipated timeline can raise questions about the accuracy and reliability of the CBOC report, as frequent revisions may lead stakeholders to question whether the reported information reflects the most current and realistic project status.

Improvement Recommendation: As some significant projects approach completion, the District can evaluate what adjustments could have been made during the planning stage of those projects (i.e., Cole) to reduce change orders during construction on future projects (i.e., McClymonds). For example, we suggest the District retrospectively look at the planning on Cole to identify if matters were missed during planning as evidenced by necessary changes to the project scope that were discovered during construction, such as environmental remediation.

We believe this could help improve coordination between project managers, contractors, and stakeholders to proactively address potential issues, such as material shortages or permitting delays, before they impact the schedule. Implementing more frequent project status reviews and early identification of risks can help mitigate delays. Additionally, setting realistic milestones with buffer time for unforeseen challenges will allow for more flexibility and a better alignment with the anticipated completion dates. This approach will help ensure projects stay on track and improve the accuracy of future timeline projections.

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Specific Outcome No.3 – Financial Reporting and Internal Controls

Observation 3

The District has continued to reconcile the total expenditures reported on the CBOC report, the project reconciliation reports from project managers, and the expenditures recorded in the general ledger. To assess the accuracy of the information presented to the Citizens’ Bond Oversight Committee, we compared the total project expenditures for fiscal year 2024 as reported in the CBOC report with the District’s general ledger records. For this analysis, we selected 10 projects, as shown in the table below. We found that all expenditures reported in the CBOC report reconciled seamlessly with the District’s accounting records.

<u>Project Name</u>	<u>Project #</u>	<u>Per CBOC Report</u>	<u>Expenditures per general ledger</u>	<u>Difference</u>
Claremont New MPR Building	15127	\$ 6,534,915	\$ 6,534,915	-
Laurel CDC New Construction	17126	6,142,268	6,142,268	-
Roosevelt MS Modernization	19101	5,130,253	5,130,253	-
Cole MS Central Administrative Center	19119	22,767,386	22,767,386	-
McClymonds HS Modernization	21110	2,118,757	2,118,757	-
Kaiser ES CDC Outdoor Learning Environment	21112	6,597,557	6,597,557	-
Coliseum College Prep Academy (CCPA @ Havenscourt)	21113	702,293	702,293	-
Melrose Leadership Academy @ Maxwell Park Living Schoolyard	22120	2,585,752	2,585,752	-
East Oakland Pride ES Site Improvements (Site Enhancement)	22144	1,561,514	1,561,514	-
Madison Park Academy Primary Security Improvement	23122	133,591	133,591	-

Additionally, we evaluated the actions taken by bond program management to implement policies and procedures that support the Bond Program's schedule, scope management, and performance objectives. We reviewed Bond Program reporting to ensure it provided accurate and complete cost, schedule, and budgetary information to stakeholders. Through interviews and information gathered during the project audit, we conducted an analysis of financial reporting and controls, focusing on cost, schedule, and budgetary reporting and review methodologies.

Specific Outcome No.4 – Payment Processing

Observation 4

Expenditures were made for authorized projects and show evidence of compliance with the District’s internal controls and with state laws and regulations, with the following clarification. Our observation is based on our review of 13 transactions covering \$805 thousand from Measure B, 46 transactions covering \$2.4 million from Measure J, and 89 transactions covering \$14.2 million from Measure Y. We reviewed expense transactions for compliances with Proposition 39 requirements for Listed Projects to ensure that management allocated only allowable costs to the Bond Program and with California Prompt Payment Act. The following clarifications and exceptions were noted:

Interim Administrative Housing – The former administration building is not usable due to flooding that occurred during the fiscal year 2013. While the expenditure provides benefits to the District, the Bond language for Measure Y does not explicitly address the 1000 Broadway District administration office lease, and also does not expressly define "interim." As of June 30, 2023, the 1000 Broadway lease has terminated, and the District has since vacated the space. Close-out payments of \$318 thousand were funded by Measure Y during the 2024 fiscal year. No additional payments related to 1000 Broadway are expected.

Bay Area Community Resources Fellowship Program – The Bay Area Community Resources' website states that the Fellowship Program allows AmeriCorps members to gain personal benefits through community service. Communities benefit from services provided by AmeriCorps members, including tutoring, mentoring, participation in environmental initiatives, and disaster response. Measure J funded this program with \$28 thousand during the fiscal year 2024. While the expenditure is suitable for another District funding source, a direct connection to Proposition 39 construction-related restrictions is unclear.

Appendix D provides the details of reviewed transactions.

Improvement Recommendation: We advise that the District identifies an alternative eligible funding source for the \$28 thousand allocated to the Fellowship Program. Additionally, we recommend that the District reviews the vendor listings for both the 2024 and 2025 fiscal years to ascertain if any similar expenditures are currently funded by the Bond program, and make any necessary adjustments accordingly.

Specific Outcome No.5 – Change Order and Claim Procedures

Observation 5.1

The District’s change orders and contract amendments were approved in accordance with its Procedures Manual and in compliance with PCC 20118.4. However, the District was unable to provide a complete list of change orders and amendments approved during the fiscal year. The most recent OUSD Facilities Department Standard Operating Procedures Manual (Procedures Manual) is published on the District's website and is available to all stakeholders. As mentioned in Observations 8 and 9.2, the most recent version of the Procedures Manual was released in May 2024, which supersedes the one available online. We reviewed both versions of the manual to assess the District’s change order policies and procedures, evaluating whether they include appropriate controls for compliance with the Public Contracting Code (PCC) and ensure proper review and approval before vendor payments are issued.

In addition, we interviewed project managers and reviewed nine change orders and amendment files approved during fiscal year 2024 to verify the implementation of the Procedures Manual. All change orders and amendments reviewed complied with PCC 20118.4 and the District’s Procedures Manual. The project managers consistently indicated that the District follows a due-diligence process, in which the internal cost estimator reviews any significant change orders for cost variations.

Appendix C on page 28 is a summary of the change orders we reviewed. According to the Procedures Manual, the District’s estimator is required to develop estimates for PCOs exceeding \$5,000. This procedure, however, did not apply to the four amendments to professional service contracts or the two change orders that only involved labor cost increases, as these did not include material cost changes. For the three change orders related to additional material costs—either due to scope changes or unforeseen circumstances—internal cost estimator reviews and approvals were documented. This confirms that the District has implemented the recommendation from the prior year by demonstrating due-diligence procedures already in place.

Despite these positive findings, the District had difficulty providing a complete list of change orders and amendments. During interim testing in June 2024, we requested a complete list of change orders and amendments approved during fiscal year 2024 and were provided with a list of nine change orders/amendments. However, when we requested the same list during the final audit in December 2024, we received a list containing only five change orders/amendments. A comparison of the two lists revealed that all nine change orders/amendments provided during the interim audit were missing from the final list, and all five change orders/amendments included in the final list were not present in the interim list. After the conclusion of fieldwork, we received an updated version of the full list of change orders issued during fiscal year 2024. However, this list did not include two change orders that were included in our testing and therefore still appear incomplete.

Improvement Recommendations: We recommend that the District implement a centralized tracking system for contracts, amendments, and change orders to ensure all records are consistently maintained, reconciled regularly, and readily available for audits, reducing discrepancies and improving reporting.

Observation 5.2

The District has improved the reporting of significant change orders and their potential impact; however, there is no defined and clearly documented procedures about the nature, timing, or frequency of reporting change orders to key stakeholders. During the first half of fiscal year 2024, the District provided monthly updates to the CBOC through project "fact sheets" accompanied by presentations, which included estimated project schedules and financial details, along with itemized cost and schedule changes since the previous report. While these updates offer useful insight into the status and responsible parties for reported change orders, there is no defined clear procedures for reporting matters which may be significant to key stakeholders.

Without clear procedures, identifying a matter as "significant" is subject to differing opinions. This ambiguity places staff responsible for reporting to key stakeholders in a difficult position, as differing opinions on what constitutes a significant change can lead to inconsistencies in reporting and decision-making. Furthermore, while project fact sheets offer useful summary information, they lack certain details such as the impact of change orders and the identification of responsible parties.

Improvement Recommendation: We recommend that the District establish a defined procedure for reporting significant change orders, detailing their impact and clearly identifying responsible parties (e.g., owner-initiated changes, scope changes, design errors, contract errors, unforeseen conditions). Furthermore, the District should define a consistent reporting schedule to ensure timely and informed decision-making. Regular, transparent reporting will foster accountability, improve stakeholder engagement, and ensure that decision-makers have up-to-date, comprehensive information on project status and key changes.

Specific Outcome No.6 – Bidding and Procurement Procedures

Observation 6.1

The District has adhered to its established process for complying with procurement and contract state laws, regulations, and its internal procedures. However, the District had difficulty providing a complete list of contracts awarded during the fiscal year.

We did not identify any instances of noncompliance with procurement or contract documentation for the contracts reviewed. To assess the bid and procurement practices, procedures, and controls for applying competitive and fair general contracting and subcontracting practices, we reviewed ten procurement and contract documents. Our sample included both construction and consultant procurements. For each sample, we examined the advertising, bids/proposals received, required forms, assurances, and the final approval by the District's Governing Board.

During interim testing in June 2024, we requested a complete list of contracts awarded during fiscal year 2024, as of that date. The District provided a list of 14 contracts funded by bond measures. When we requested the same list during the final audit in December 2024, we received a list that included only 10 contracts. Upon comparing the two lists, we found that nine of the 14 contracts provided during the interim audit were missing from the final list. Additionally, five contracts awarded prior to the interim audit date were included in the final list but not in the interim list. Near the conclusion of the audit in March 2025, we received an updated version of the full list of contracts awarded during fiscal year 2024. This list included all contracts identified above.

Improvement Recommendations: We recommend that the District establish a more consistent and comprehensive process for maintaining and providing complete records of contracts awarded. This should include a system to ensure that all contracts are consistently tracked and reported across different project managers and fiscal years. The District should also implement a procedure to regularly review and reconcile the contract lists to ensure that all relevant contracts are included, particularly when audits or requests for information are made.

Specific Outcome No.7 – Best Practices for Procurement of Materials and Services

Observation 7.1

The District’s standardized items list for Bond Program materials procurement has not been updated since August 2021 and is potentially incomplete. We determined whether OUSD had and used a standardized items list and educational specifications for Bond Program materials procurement to identify facilities material requirements. We reviewed the OUSD Hardware Specifications Guideline Booklet and Draft Materials Standards document. Upon review we noted the following dates of specification updates:

1. OUSD Hardware Specification Guideline Booklet – 12/2/2014.
2. OUSD Materials Standards Draft dated 8/11/2021 (2018 Version is available at the District website).
3. Facilities Master Plan – 2012 (Current material standard is based on the 2012 Facilities Master Plan, but the District has posted FMP 2020 online).
4. OUSD Design Guidelines – 6/30/2020 – Draft.
5. Educational Specifications Elementary School Level – 5/14/2014 – Draft.
6. Educational Specifications Middle School Level – 5/14/2014 – Draft.
7. Educational Specifications High School Level – 5/14/2014 – Draft.
8. Essential Outdoor Classroom Elements – May 2013.
9. Door Hardware Specification Guideline – 12/2/2014.
10. Hydraulic Elevator Standards – June 2019 - Draft.
11. OUSD Minimum Wheelchair Lift Standards – 6/30/2020 – Draft.
12. Fire Alarm Standards – March 2021 (Current material specification is based on 2013 and 2014 standards).
13. Intrusion Alarm System Standards – March 2021 (Current material specification is based on 2013 and 2014 standards).
14. Combination Fire Alarm and Intrusion Alarm System Standards – 12/13/2015.
15. OUSD Standard Network Build Specification – 6/30/2020 – Draft.
16. Technology Services Data & Communications Specifications – 2/24/2021 - Draft.

As noted in the updates above, at least seven categories of standardized specifications are still in draft, signifying they are not complete, reviewed, and approved as standard specification for use within the District. No evidence of formalized policies was available to document the procedures to update the material standards. The District’s newest Material Standards, dated 8/11/2021, utilizes at least four categories of an older version of specifications and guidelines. The District informed us that certain of the items listed above were updated during 2024 and will be reviewed during the following year’s audit. Also, according to the District, some items are continually updated and more accurately called “versions” rather than “drafts.”

From a facility's safety perspective, external regulations mandate compliance with building codes. There exist multiple layers of an independent review to verify compliance. Nonetheless, standardized specifications are to promote efficiency, energy conservation and consider the community's educational needs. Lack of standardization could also lead to increased owner-initiated changes orders, which can increase the project cost or time to completion.

Improvement Recommendations: The District should regularly update its standardized items and educational specifications list to accurately reflect the most current standards and guidance local and state governments provide. The manual should include material types, standard equipment and systems, manufacturer specification numbers, and minimum standards for new construction and modernization mandated by the District for projects undertaken. This manual should be provided to project architects and designers, and required products and system specifications should be provided to all bidders during the procurement process. As a best practice, these minimum standards mandated by the District should consider facility safety, energy conservation (e.g., Title 21 and 24), longevity, educational requirements, and other appropriate regulations and standards. Procurement staff should be trained to utilize the standard specifications when procuring materials or services for the District.

Additionally, the District should define how to update the Standards Specifications document. This procedure should ensure that documentation exists, including the requestor and date of request, description of the change, cost-benefit relationship for the change, approver, and date of approval, and a time-stamped updated specifications document (see Recommendations 8 and 9.1 for further information). The cost-benefit analysis for significant specification changes should be approved by appropriate OUSD management. The Standard Specifications document should avoid including narrow scope requirements to prevent excessive pricing to OUSD.

Observation 7.2

There may be opportunities to obtain federal and state matching funds to increase financial resources for already budgeted projects. Exploring alternative funding opportunities could enhance the District's capacity to undertake and complete as many projects as possible. By identifying and applying for federal and state matching funds, the District can maximize available resources for bond funded projects.

Improvement Recommendations: We suggest that the District explore opportunities for federal and state matching funds to enhance financial resources for currently planned projects. By actively seeking out these potential funding sources, the District may identify additional financial support that may help cover project costs.

Specific Outcome No.8 and 9 – Conflict of Interest and Compliance with State Laws and Guidelines and Board Policy

Observations 8 and 9.1

The District provided Conflict of Interest disclosures for all specific positions defined in the District’s board policy within the facilities department. The District’s Conflict of Interest Code Board Policy (BP 10000), effective March 25, 2021, defines the designated officials, who are required to file Form 700 to comply with the amended Political Reform Act of 1974, which requires state and local government agencies to adopt and promulgate Conflict of Interest Codes. According to section 4 of the Standard Code, designated employees shall file Statements of Economic Interests (California Form 700) with the District, making the statements available for public inspection and reproduction (Gov. Code, § 81008). Based on the review of the board policy, we identified the following positions are required to file form 700 within the facilities department:

- Chief Systems and Services Officer
- Executive Director of Facilities

We reviewed 61 conflict of interest forms covering District employees and outside consultants. For the fiscal year ended June 30, 2024, the District obtained all 61 conflict of interest forms.

Improvement Recommendation: We recommend to continuously monitor and update the template to assess its relevance and ensure it adapts to evolving requirements and best practices.

Observations 8 and 9.2

The District finalized the 2024 consolidated OUSD Facilities Department Procedures Manual in May 2024, which outlines the District’s procedures for the Facilities Department, including key controls and procedures over project management, payment processing, and bidding. The procedure manual includes important controls to ensure compliance with governing rules and laws, such as bid procedures in accordance with CUPCCA rules and compliance with the District’s board policy. However, it does not explicitly identify the process for verifying expenditures to ensure adherence to Proposition 39 requirements and California Prompt Payment Laws or adherence to the District’s conflict of interest policy. Furthermore, despite the updated manual being finalized, the previous version from September 2020 is available online. The primary difference between the two documents lies in procedural changes related to the implementation of new project management software, Account-Ability and Colbi Docs.

Improvement Recommendation: The district should continuously monitor and update the procedures manual to ensure the District policy and procedures reflect current requirements under State laws and regulations. The GFOA recommends, within their article “Documenting Accounting Policies and Procedures,” that the documentation of accounting policies and procedures should be evaluated annually and updated periodically no less than once every three years. Any changes in policies and procedures should be updated in the documentation promptly as they occur, and a specific employee should be assigned the duty of overseeing this process.

Additionally, the continued use of the outdated 2020 manual could lead to a lack of clarity in procedures, increasing the risk of errors or delays. We recommend that the District update the procedure manual available online to reflect the current procedures the District follows.

Specific Outcome No. 1 – Adherence to Design and Construction Cost Budgets

Observation 1.1 In compliance with Board Policy 7110 and Proposition 2 requirements, and to ensure the District’s long-term facilities needs are addressed, staff initiated the outreach and Request for Qualifications/Proposals (RFQ/P) process to identify a consulting firm for the 2024 update of the District Wide Facilities Master Plan. The Board approved the resulting contract in September 2024, with work set to begin on September 26, 2024. In preparation, the team is conducting districtwide facilities assessments and coordinating outreach and engagement efforts.

Additionally, staff is enhancing the annual update process for the Facilities Master Plan to provide timely information on project progress. These updates are currently reported through various channels, including Citizens’ Bond Oversight Committee (CBOC) and Facilities Committee meetings and OUSD Facilities Planning & Management website, ensuring transparency and stakeholder involvement in the District’s ongoing efforts to support both the Facilities Master Plan and the comprehensive maintenance plan mandated under Proposition 2.

Further, the 2024 Facilities Master Plan will serve as a dynamic, living document that positions OUSD to respond proactively to evolving conditions and potential future bond needs. To foster greater transparency and consistency in reporting, the plan will include standardized dashboards for tracking key data—such as project timelines, budget status, and condition assessments—thereby facilitating data-driven decision-making and more meaningful stakeholder engagement.

Observation 1.2 We appreciate the recommendation regarding the importance of reconciling and reviewing all reports to ensure their accuracy and consistency. In response, our team will implement a more rigorous review process to verify that any updates made to one report are appropriately reflected across all relevant reports. This will involve improved interdepartmental coordination, enhanced version control measures, and clearly defined checkpoints before final publication. By taking these steps, we aim to minimize potential misunderstandings and ensure that the community and CBOC have access to the most accurate and up-to-date information.

Specific Outcome No. 2 – Adherence to Design and Construction Schedules and Timelines

Observations 2.1 The District acknowledges the recommendation and has actively collaborated with the Citizens’ Bond Oversight Committee (CBOC) by meeting monthly with the Chair and Vice Chair to review the fact sheets for clarity, and get feedback from the CBOC to continuously refining the fact sheets and project reports—now issued quarterly since Q1 2024—to include enhanced information on potential financial outlook, change orders, and schedules, all of which is shared publicly through staff presentations and availability on the District’s website

Observation 2.2 We appreciate the auditor’s recommendation and fully agree that conducting a thorough review of completed projects can help us refine our processes and reduce change orders on future projects. Specifically, the Cole Project serves as an important learning opportunity, and we will conduct an after-action review to identify any issues not addressed during the planning stage—such as environmental remediation requirements—and share our findings with the Citizens’ Bond Oversight Committee.

It is also important to note that all of these projects were initiated during the pandemic, which introduced unique challenges—including supply chain disruptions, workforce constraints, and rapidly changing health guidelines—that significantly impacted planning and construction. Additionally, there was tremendous turnover in Facilities leadership during this period, further adding to the complexity of managing these projects. Recognizing that multiple factors can influence a project’s overall scope and schedule, we have already begun efforts in fiscal year 2024–25 to improve coordination and communication across our teams. This includes establishing a Project Manager Community of Practice, which will allow us to share lessons learned, implement best practices, and strengthen communication among project managers, contractors, and other community engagements.

Through these measures—along with more frequent project status reviews, earlier risk identification, and realistic milestone setting—we anticipate greater flexibility in meeting unforeseen challenges and more accurate project timelines, ultimately helping to ensure future projects stay on track and within budget. Additionally, we are reorganizing roles, responsibilities, and our organizational structure to better align with the planning phase of projects, further reducing the risk of cost overruns and schedule delays.

Specific Outcome No.3 – Financial Reporting and Internal Controls

Observation 3 The District has successfully demonstrated a continual improvement in this specific outcome. The District maintains ongoing reconciliations among the total expenditures reported in the Citizens’ Bond Oversight Committee (CBOC) report, the project reconciliation reports from project managers, and the expenditures recorded in the general ledger to ensure consistency and accuracy.

Specific Outcome No. 4 – Payment Processing

Observation 4 The District has fully resolved the recommendation regarding the Fellowship Program expenditures. These costs were subsequently reimbursed by an eligible funding source in the 2024-2025 fiscal year, thereby ensuring compliance with the audit’s requirements.

Specific Outcome No. 5 – Change Order and Claim Procedures

Observation 5.1. The District is pleased to report that this improvement recommendation has been fully resolved. Over the past year, staff in partnership with OUSD’s General Council has implemented a centralized, searchable contract database, and have since enhanced it to allow queries by funding source—ensuring auditors can readily access the documentation they require. This upgrade highlights the value of ongoing coordination among the audit team, Fiscal Services, and Procurement to deliver timely, accurate information in future reviews.

Observation 5.2 The District is strengthening its change-order reporting and developing procedures to provide clearer, more timely information to the Board, the Citizens’ Bond Oversight Committee (CBOC), and the community. Recognizing that change orders are an expected element of construction management, we are deploying a new software that will be used for project management and has integration with the district financial management system, ESCAPE. As we implement this new software, we are instituting a uniform, standardized protocol that every project manager must follow—placing particular emphasis on discretionary change orders.

Enhanced fact sheets now include a dedicated financial section that forecasts anticipated change orders, measures them against defined performance standards, and lists upcoming Board actions. These improvements ensure that key decisions, fiscal impacts, and the timing of change-order approvals are communicated in advance to the CBOC, integrating best practices, resource considerations, and Board directives into a transparent, consistent reporting framework.

Specific Outcome No. 6 – Bidding and Procurement Procedures

Observations 6.1 The District concurs with this recommendation and has already taken steps to strengthen its contract-tracking processes. In FY 2024–25 we launched a centralized Contract Management Database that captures every awarded contract—construction and professional services—using standardized data fields (e.g., project number, award date, and Board approval date, etc). This tool provides internal tracking. OUSD is a leader in the state by having one of the most robust search tools (Legistar) to provide community access to Board approved contracts and documents.

Specific Outcome No. 7 – Best Practices for Procurement of Materials and Services

Observation 7.1 The Department has updated the design standards for materials and equipment in collaboration with Buildings & Grounds as of August 2021, and has updated the education specifications in 2024. The District has hired a Director of Planning whose scope of work includes updates to all District standards as it relates to facilities. Staff is currently establishing a regular cadence for periodic updates to all standards, including those under Observation 7.1.

Observation 7.2 The District has fully implemented this recommendation by actively pursuing federal, state, local, and philanthropic funding sources to support and enhance the bond program. This is evidenced by the successful submission of grant applications for lead remediation, implementation of the CalSHAPE grant across schools, and the restructuring of internal teams to strengthen planning capacity and improve OPSC submissions. Staff has also worked closely with the Board to advocate for policies that increase funding opportunities for capital improvements.

In addition, the District is leveraging a diverse range of resources—including General Fund allocations, Oakland Children’s Initiative funding, ESSER funds, and other local funds—to complement and augment bond-funded facilities needs. The District is also benefiting from philanthropic partnerships currently supporting gym renovations and playground builds, and continues to explore collaborations with organizations such as the Trust for Public Land, KABOOM!, and Eat. Learn. Play. These efforts collectively reflect a strategic and proactive approach to maximizing funding and addressing the District’s long-term facilities needs.

Specific Outcome Nos. 8 and 9 – Conflict of Interest and Compliance with State Laws and Guidelines and Board Policy

Observation 8 & 9.1 The District acknowledges and appreciates the noted improvement in this area. In the prior year, we revised our procedures to require submission of the Conflict of Interest form upon an employee’s or consultant’s return to work if they were unavailable when the forms were initially collected. As a result of this policy change and strengthened internal procedures, all required forms were successfully submitted during the subsequent audit period, reflecting clear progress and increased compliance.

Observation 8 & 9.2 We are continually reviewing our processes with our General Council, Bond Council and Program Management team to update District Policies and Procedures and looking for ways to improve and provide better value to the bond program. At the time of publication, Staff is finalizing the most recent version of the Procedures Manual and is scheduled to release it within the Department in May 2025.

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 Appendix A – Interviews Performed
 June 30, 2024

Name	Position	Date Interviewed
Kenya Chatman	Executive Director of Facilities	Throughout the audit
David Colbert	Director - Facilities Planning and Management	Throughout the audit
Michael Ezeh	Director - Program Accounting	Throughout the audit
Juanita Hunter	Contracts & Bids Specialist	Throughout the audit
Sandra Soo	Financial Analyst - Construction Bond	Throughout the audit
Penti, Tarpeh III	Financial Analyst - Construction Bond	Throughout the audit
Elena Comrie	Project Manager	7/8/2024
Shivani Moore	Project Manager	7/8/2024
William Newby	Project Engineer	7/9/2024
Nicole Wells	Project Manager	7/9/2024
Chastity Henderson	Project Manager	7/9/2024
Kyle Brower	Project Manager	7/9/2024
Victor Manasala	Project Manager	7/9/2024
Mary Ledezma	Project Manager	7/9/2024

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 Appendix B – Review of Prior Year Audit
 June 30, 2024

The following table shows the current year status of each prior year performance audit observation.

Source	Prior Year Observation	Prior Year Recommendation	Current Year Status
CAPA 1	In all significant respects, the District has properly accounted for the expenditures of Measure B, J, and Y, bond funds and that such expenditures were made for listed projects. Furthermore, the District expended bond funds for salaries only to the extent employees perform administrative oversight work on construction projects.	Applicable to employees who work partly in support of non-bond projects (two for fiscal year 2023), we recommend management to formally document the basis for distributing salary between the narrow category of bond compliant construction projects, and routine everyday school facilities administrator expenses.	See current year CAPA No. 1
Observation 1.1	The Facilities Master Plan was completed in 2020 and should be updated to remain relevant and valuable.	The District should update the FMP per the frequency required by the Board Policy. If the alternative budget monitor reports are sufficient for the intermediate years, consider amending the Board Policy.	See CY Observation 1.1
Observation 1.2	Immaterial Inconsistencies between the spending plan referred to in the CBOC report and the latest budget were noted.	A policy allowing for interim updates to the annual spending plan may resolve the inconsistency between these two reports. In addition, the District should consider updating the reference in the CBOC report and present the budget changes since the latest January 2021 and June 2023 Spending Plans do not accurately reflect the latest budget and the source of the information.	See CY Observation 1.2
Observation 2.1	The District has continued improving the completeness and accuracy of the reports presented to the CBOC.	The District should finalize the updated project fact sheet and the financial reports presented to the CBOC. The District should consolidate Measure Y financial information to the current Measure B and J report to collectively present overall bond performance.	See CY Observation 2.1

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 Appendix B – Review of Prior Year Audit
 June 30, 2024

Source	Prior Year Observation	Prior Year Recommendation	Current Year Status
Observation 2.2	We identified reconcilable differences between various reported intended for key stakeholders.	Although we do not believe the differences found materially impact readers of the reports, when differences are identified, reports should be updated to reflect the most complete and accurate information possible.	See Observation 2.2
Observation 3	Based on the review of the OUSD Facilities Department Standard Operating Procedures Manual the Staff Accountant works with project managers to review and reconcile financial information that is presented to the CBOC.	N/A	N/A
Observation 4	Expenditures were made for authorized projects and show evidence of compliance with the District’s internal controls, with the following clarification.	Although we do not believe the missing signatures identified through the audit materially increases overall risk to the bond program, the District should continue monitoring its internal controls for relevancy and effectiveness. When differences are identified, the control should require that all signatures are secured prior to payment.	Resolved
Observation 5.1	Reviewed change orders/contract amendments were approved in accordance with the District’s Procedures Manual, with the following clarification.	The District should continue monitoring and updating policies around change order approval so they remain relevant and effective and to demonstrate the due-diligence procedures the District performs.	See CY Observation 5.1

Oakland Unified School District
 2006 Measure B, 2012 Measure J, and 2020 Measure Y Funds
 Appendix C – Observation 5.2
 June 30, 2024

Source	Prior Year Observation	Prior Year Recommendation	Current Year Status
Observation 5.2	The District has improved its reporting of significant change orders and knowledge of possible future change orders.	<p>The District should continue monitoring the process surrounding reported of meaningful change orders and so that it remains relevant and useful. As a best practice, the District should continue ensuring that end-users understand change order impact, assigned responsibility, and litigation exposure if any. The District may consider developing an active litigation report of claims filed. If there are none, there should be a standard report that says, "no litigation at this time." We further recommend establishing a threshold for reporting accepted change orders, which materially increase the use of resources, to key decision-makers. Such a limit could be exceeding the contingency reserve (Allowance Expenditure Directive) amount by a percentage or absolute amount but should be formally set up in policy so that it may be consistently followed.</p> <p>Change order reporting should include itemized change amount, percentages, descriptions, change responsibility, and approval date. Within the bond program, change order documentation should be available at the project and program levels with detailed and summary information. Review and complete change reporting are necessary to understand change order cause, responsibility, pricing, and compliance and to identify potentially duplicated work scopes and redundancies caused by unclear scope objectives and expectations within the master plan. Policies and procedures surrounding change order management and controls should be updated to ensure consistent practices.</p>	See CY Observation 5.2
Observation 6.1	With specific exceptions and clarification, the District is following its established process over procurement/bidding.	The District should continue monitoring the process surrounding procurement to ensure continual compliance and relevance. Specifically, with regards to the differences we identified between the contractor's estimated price for the contract and the awarded amount, District should track and document the specific reasons behind a decrease or increase.	See CY Observation 6.1

Oakland Unified School District
 2006 Measure B, 2012 Measure J, and 2020 Measure Y Funds
 Appendix C – Observation 5.2
 June 30, 2024

Source	Prior Year Observation	Prior Year Recommendation	Current Year Status
Observation 6.2	With a specific exception, the District is following its established process for compliance with the Local Business Participation policy.	The District should continue monitoring the process surrounding procurement to ensure continual compliance and relevance. The District should ensure the procurement file includes all applicable documentation, which is especially necessary for urgent or time sensitive procurements.	Resolved
Observation 7	The District’s standardized items list for Bond Program materials procurement is not current and potentially incomplete.	<p>The District should regularly update its standardized items and educational specifications list to accurately reflect the most current standards and guidance local and state governments provide. The manual should include material types, standard equipment and systems, manufacturer specification numbers, and minimum standards for new construction and modernization mandated by the District for projects undertaken. This manual should be provided to project architects and designers, and required products and system specifications should be provided to all bidders during the procurement process. As a best practice, these minimum standards mandated by the District should consider facility safety, energy conservation (e.g., Title 21 and 24), longevity, educational requirements, and other appropriate regulations and standards. Procurement staff should be trained to utilize the standard specifications when procuring materials or services for the District.</p> <p>Additionally, the District should define how to update the Standards Specifications document. This policy should ensure that documentation exists, including the requestor and date of request, description of the change, cost-benefit relationship for the change, approver, and date of approval, and a time-stamped updated specifications document (see Recommendations 8 and 9.2 for further information). The cost-benefit analysis for significant specification changes should be approved by appropriate OUSD management. The Standard Specifications document should avoid including narrow scope requirements to prevent excessive pricing to OUSD.</p>	See CY Observation 7

Oakland Unified School District
 2006 Measure B, 2012 Measure J, and 2020 Measure Y Funds
 Appendix C – Observation 5.2
 June 30, 2024

Source	Prior Year Observation	Prior Year Recommendation	Current Year Status
Observation 8 and 9.1	The District did not provide a Conflict of Interest disclosure for all specific positions defined in the District’s board policy within facilities department.	We recommend that conflict of interest forms are obtained annually, or upon “return to work” for employees or consultants who were not present at the time that the forms were initially required to be collected.	Resolved
Observation 8 and 9.2	The District continues making progress on implementing the prior year’s bond performance audit recommendations and following the published OUSD Facilities Department Standard Operating Procedures manuals.	The district should continuously monitor and update the procedures manual to ensure the District policy and procedures reflect current requirements under State laws and regulations. The GFOA recommends, within their article “Documenting Accounting Policies and Procedures,” that the documentation of accounting policies and procedures should be evaluated annually and updated periodically no less than once every three years. Any changes in policies and procedures should be updated in the documentation promptly as they occur, and a specific employee should be assigned the duty of overseeing this process. We recommend that construction program procedures be documented, updated, and promptly approved. The resulting documentation can also serve as a useful training tool for staff.	See CY Observation 8 and 9.2

The following table contains the list of change order reviewed.

Project Name	Project #	Vendor Name	CO/Amendment #	Reviewed by Internal Cost Estimator	Approved by Legal	Approved by Deputy Chief	Approved by Board?	Complied with PCC 20118.4?
Claremont Middle School Multipurpose Room and Kitchen Project	15127	HERTZ Environmental, Inc.	Amendment No. 2	Not applicable	Yes	Yes	Yes	Yes
Martin Luther King Jr. Elementary School Fire & Intrusion Alarm Project	15111	Jensen Hughes	Amendment No. 2	Not applicable	Yes	Yes	Yes	Yes
Melrose Leadership Academy at Maxwell Park LivingSchoolyard Project	22120	King Construction Inspection, Inc.	Amendment No. 2	Not applicable	Yes	Yes	Yes	Yes
Roosevelt Middle School Modernization Project	19101	ACC Environmental Consultants, Inc.	Amendment No. 1	Not applicable	Yes	Yes	Yes	Yes
Castlemont High School Security Improvement Project	23104	DecoTech Systems	Change Order No. 1	Not applicable	Yes	Yes	Yes	Yes
Community Day Campus Building Modification Project	22155	MarCon Builders, Inc.	Change Order No. 2	Not applicable	Yes	Yes	Yes	Yes
Cole Campus Central Administration Center Project	19119	Arntz Builders, Inc.	Change Order No. 4	Yes	Yes	Yes	Yes	Yes
East Oakland Pride Elementary School Fire and Intrusion Alarm Replacement	15110	Bay Construction, Inc.	Change Order No. 3	Yes	Yes	Yes	Yes	Yes
Cole Campus Central Administration Center Project	19119	Arntz Builders, Inc.	Change Order No. 5	Yes	Yes	Yes	Yes	Yes

Oakland Unified School District
 2006 Measure B, 2012 Measure J, and 2020 Measure Y Funds
 Appendix D – List of Expenditures Reviewed
 June 30, 2024

The following table lists expenditures selected and tested for compliance and assessed for internal control.

PO #	Vendor Name	Warrant #	Date	Amount
Measure B				
PO24-01855	ANTHONIO, INC.	51721212	09/01/2023	\$ 9,180
PO24-01823	APPLIED MATERIALS ENGINEERING, INC.	51721214	09/01/2023	17,180
PO24-02076	BAY CONSTRUCTION COMPANY	51724791	09/15/2023	63,888
PO24-03173	COLLINS ELECTRIC CO.	51757302	12/19/2023	71,611
PO24-02086	DECOTECH SYSTEMS	51739736	10/26/2023	117,229
PO24-01494	DECOTECH SYSTEMS	51757325	12/19/2023	51,426
PO24-02080	JENSEN HUGHES, INC.	51724930	09/15/2023	12,980
PO24-03857	JOHNSON CONTROLS FIRE PROTECT.	51788419	04/01/2024	24,340
PO24-03176	KING CONSTRUCTION INSPECTIONS	51734850	10/13/2023	25,708
PO24-01862	MARCON CO.	51724982	09/15/2023	291,829
PO24-01879	ROOK ELECTRIC	51808814	05/24/2024	37,881
PO24-01854	TRC ENVIRONMENTAL CORP.	51742813	11/07/2023	10,388
PO24-01879	ROOK ELECTRIC	51825412	06/30/2024	70,929

Oakland Unified School District
 2006 Measure B, 2012 Measure J, and 2020 Measure Y Funds
 Appendix D – List of Expenditures Reviewed, Continued
 June 30, 2024

PO #	Vendor Name	Warrant #	Date	Amount
Measure J				
EX24-06130	DIALOG DESIGN LP	51721284	09/01/2023	8,655.00
PO24-01095	KDI CONSULTANTS	51724949	09/15/2023	23,000.00
PO24-00992	DEPT OF TOXICS & SUBSTANCES CONTROL -	51734779	10/13/2023	9,803.28
PO24-02947	DIVISION OF STATE ARCHITECTS	51734784	10/13/2023	10,780.13
PO24-01815	SHAH KAWASAKI ARCHITECTS,	51734947	10/13/2023	15,883.80
PO24-02298	CONSOLIDATED ENGINEERING LABORATORIES,	51739720	10/26/2023	518.91
PO24-04013	ARBITRAGE COMPLIANCE SPECIALISTS, INC.	51742549	11/07/2023	3,950.00
IFC24-00056	Western Roofing Inv#SI550231037	N/A	11/09/2023	59,999.00
PO24-00991	PROJECT SUPPORT SERVICES	51746748	11/17/2023	6,863.75
PO24-04467	JENSEN HUGHES, INC.	51750785	12/05/2023	1,515.45
PO24-01820	KW ENGINEERING	51750817	12/05/2023	421.00
PO24-01962	MULTISTUDIO	51750876	12/05/2023	15,833.00
IFC24-00073	CAWC--\$29,229 from Whittier	JE24 SS1207A	12/18/2023	16,029.00
IFC24-00073	CAWC--\$29,229 from Whittier	JE24 SS1207A	12/18/2023	13,200.00
PO24-01817	HIBSER YAMAUCHI ARCHITECT,	51757412	12/19/2023	28,551.00
PO24-02234	ATLAS TECHNICAL CONSULTANTS	51759555	01/05/2024	7,146.10
PO24-00760	EAST BAY BLUE PRINT AND SUPPLY	51759614	01/05/2024	30.54
PO24-05359	XEBEC DATA CORP.	51759794	01/05/2024	404.03
PO24-02342	APPLIED MATERIALS ENGINEERING, INC.	51763772	01/19/2024	13,630.00
PO24-02455	BUILDING BLOCK INTERIORS	51763815	01/19/2024	36,858.10
PO24-05307	CDW-G	51763830	01/19/2024	23,331.79
PO24-01961	ENGEO INC.	51763882	01/19/2024	11,656.50
PO24-01960	SYRBERUS - 987246149	51763973	01/19/2024	86,379.66
PO24-01813	ANTHONIO, INC.	51768839	02/02/2024	18,480.00
PO24-02948	LCA ARCHITECTS,	51769099	02/02/2024	775.24
PO22-04960	GELFAND PARTNERS ARCHITECTS	51774000	02/20/2024	92,349.44

Oakland Unified School District
 2006 Measure B, 2012 Measure J, and 2020 Measure Y Funds
 Appendix D – List of Expenditures Reviewed, Continued
 June 30, 2024

PO #	Vendor Name	Warrant #	Date	Amount
Measure J (continues)				
PO24-02946	HERTZ ENVIRONMENTAL, INC.	51774012	02/20/2024	2,000.00
PO24-00764	DAILY JOURNAL CORPORATION	51783047	03/15/2024	577.18
PO24-07372	EDESIGNC INCORPORATED	51783078	03/15/2024	7,020.00
PO24-07798	LIBERTY MUTUAL SURETY	51783162	03/15/2024	1,800,000.00
PO24-04893	DECOTECH SYSTEMS	51788293	04/01/2024	1,188.57
PO24-08938	BRIGHTLY SOFTWARE, INC.	51792249	04/12/2024	27,614.43
PO24-04038	TOTALENERGIES	51792557	04/12/2024	7,705.00
PO24-09412	CRB Security Solutions	51797783	04/25/2024	1,999.29
PO24-11049	BAY AREA COMMUNITY RESOURCES	51808400	05/24/2024	7,000.00
PO24-03756	NINYO & MOORE	51808738	05/24/2024	13,111.21
PO24-02083	HARDISON KOMASTSU IVELICH & TUCKER	51809751	05/28/2024	4,910.55
IFC24-00147	Reclass accrual Liberty surety accrual from Fund 25 AP to	N/A	06/06/2024	(479,364.62)
PO24-10850	D LINE CONSTRUCTORS	51825156	06/30/2024	491,987.34
PO24-06278	CWS Construction Group	51788284	06/30/2024	445,848.53
PO24-05787	DIGITAL DESIGN COMMUNICATIONS	51825168	06/30/2024	60,000.00
PO24-11354	MB CONTRACT FURNITURE,	51825315	06/30/2024	34,399.98
PO24-05785	TULUM INNOVATIVE ENGINEERING,	51832670	06/30/2024	30,880.00
PO24-10273	NOR-CAL MOVING SERVICES	51825342	06/30/2024	15,505.80
PO24-05833	ACC ENVIRONMENTAL CONSULTANTS	51820295	06/25/2024	4,890.00
PO24-01210	SAFE 2 PLAY/CRAIG FAITEL	51825416	06/30/2024	1,860.00
IFC24-00157	Reclass Liberty Surety exp from Fd 21 to fd 25 to keep Fd 21	N/A	06/24/2024	(540,700.00)

Oakland Unified School District
 2006 Measure B, 2012 Measure J, and 2020 Measure Y Funds
 Appendix D – List of Expenditures Reviewed, Continued
 June 30, 2024

PO #	Vendor Name	Warrant #	Date	Amount
Measure Y				
PO24-01159	360 TOTAL CONCEPT,	51759515	01/05/2024	34,777.79
PO24-02944	ACC ENVIRONMENTAL CONSULTANTS	51759518	01/05/2024	8,633.00
PO24-09298	AGS INC.	51812610	06/07/2024	6,217.16
PO24-01596	ALTEN CONSTRUCTION	51773881	02/20/2024	100,057.69
PO24-01483	ANTHONIO, INC.	51750583	12/05/2023	7,140.00
PO24-03959	AREY JONES	51763775	01/19/2024	7,092.32
PO24-01809	ARNTZ BUILDERS,	51782979	03/15/2024	3,063,902.47
PO24-01487	ATLAS TECHNICAL CONSULTANTS	51734715	10/13/2023	165.00
PO24-05523	BAY AREA NEWS GROUP-EAST BAY	51763796	01/19/2024	329.46
PO24-02227	BRAILSFORD & DUNLAVEY,	51792247	04/12/2024	271,018.00
PO24-04469	BUILDING MAPS	51812677	06/07/2024	62,328.00
PO24-01713	CALIFORNIA GEOLOGICAL SURVEY	51721255	09/01/2023	4,800.00
PO24-00982	CANON SOLUTIONS AMERICA	51750647	12/05/2023	454.34
PO24-03854	CDW-G	51763830	01/19/2024	10,068.45
PO24-06615	CITY OF OAKLAND DEPT OF TRANSPORTATION	51773937	02/20/2024	23,775.65
PO24-06112	COLBI TECHNOLOGIES, INC.	51768934	02/02/2024	60,000.00
PO24-02295	CONSOLIDATED ENGINEERING LABORATORIES,	51729817	10/02/2023	2,029.50
PO24-04579	CONSTRUCTION TESTING SERVICES	51788276	04/01/2024	2,810.34
PO24-01157	CORDOBA CORP	51721274	09/01/2023	89,827.50
PO24-01479	CUMMING CONSTRUCTION MANAGEMENT	51825152	06/30/2024	182,648.46
PO24-06278	CWS CONSTRUCTION GROUP, INC.	51788284	04/01/2024	445,848.53
PO24-01824	DAILY JOURNAL CORPORATION	51721279	09/01/2023	269.22
PO24-01497	DATA MEDIA SERVICES	51757321	12/19/2023	16,477.00
PO24-01493	DECOTECH SYSTEMS	51788293	04/01/2024	2,974.64
PO24-02584	DEPT OF TOXICS & SUBSTANCES CONTROL -	51729830	10/02/2023	13,635.22
PO24-07119	DIALOG DESIGN LP	51777844	03/01/2024	1,479.50
PO24-05023	DIVISION OF STATE ARCHITECTS	51757337	12/19/2023	27,450.00
PO24-01956	DSK, LLP	51724862	09/15/2023	189,060.00
PO24-08256	EAST BAY BLUE PRINT AND SUPPLY	51802803	05/10/2024	18.00
PO24-01822	EAST BAY MUNICIPAL UTILITY DIS	51722574	09/07/2023	58,220.00
PO24-00981	EIDE BAILLY, LLP	51797822	04/25/2024	144,000.00
PO24-00993	ELATION SYSTEMS, INC.	51717293	08/18/2023	42,580.00
PO24-07638	ENVIROPLEX, INC.	51788335	04/01/2024	65,914.26

Oakland Unified School District
 2006 Measure B, 2012 Measure J, and 2020 Measure Y Funds
 Appendix D – List of Expenditures Reviewed, Continued
 June 30, 2024

PO #	Vendor Name	Warrant #	Date	Amount
Measure Y (continues)				
PO24-05022	FAGEN FRIEDMAN & FULFROST LLP	51792336	04/12/2024	385.00
PO24-02085	FARALLON CONSULTING LLC	51724883	09/15/2023	3,847.80
PO24-02390	FEDEX	51730547	10/02/2023	75.78
PO24-01093	GERALD D. SMITH	51721323	09/01/2023	880.00
PO24-03172	HARDISON KOMASTSU IVELICH & TUCKER	51739816	10/26/2023	6,474.32
PO24-03171	HERTZ ENVIRONMENTAL, INC.	51734830	10/13/2023	2,165.34
PO24-03587	IDA STRUCTURAL ENGINEERS INC.	51739833	10/26/2023	3,840.00
PO24-04181	INSPECTION SERVICES	51746691	11/17/2023	3,088.00
PO24-03584	INTREPID ELECTRONIC SYSTEMS	51742674	11/07/2023	700.00
PO24-03757	JENSEN HUGHES, INC.	51797899	04/25/2024	1,942.50
PO24-01856	KDI CONSULTANTS	51730586	10/02/2023	2,000.00
PO24-03175	KING CONSTRUCTION INSPECTIONS	51746702	11/17/2023	18,015.20
PO24-01492	KITCHELL/CEM	51812843	06/07/2024	74,990.40
PO24-01488	KW ENGINEERING	51739879	10/26/2023	2,069.93
PO24-03382	LCA ARCHITECTS,	51778022	03/01/2024	40,410.20
PO24-01155	LOWE CONSULTING GROUP INC.	51757500	12/19/2023	16,500.00
PO24-02232	LOZANO SMITH, LLP	51788487	04/01/2024	25,883.00
PO24-01486	MARCON CO.	51721378	09/01/2023	17,216.74
PO24-01496	MOBILE MODULAR MANAGEMENT CORP	51721387	09/01/2023	6,191.79
PO24-01821	MURAKAMI AND NELSON ARCHITECTURAL	51721388	09/01/2023	13,049.29
PO24-02297	NINYO & MOORE	51802944	05/10/2024	2,163.72
PO24-07021	NOLL & TAM ARCHITECTS	51812896	06/07/2024	30,395.50
PO24-02231	ORBACH HUFF & HENDERSON LLP	51759718	01/05/2024	870.00
PO24-10272	PACIFIC GAS AND ELECTRIC	51798051	04/25/2024	29,382.85
PO24-07118	PERKINS EASTMAN ARCHITECTS DPC	51778130	03/01/2024	3,623.75
PO24-03855	PIONEER ATHLETICS	51783220	03/15/2024	5,517.40
PO24-03649	QUATTROCCHI KWOK ARCHITECTS, INC.	51798079	04/25/2024	19,214.40
PO24-03177	REDGWICK CONSTRUCTION	51742765	11/07/2023	471,550.07
PO24-01096	S MEEK ARCHITECTURE	51764047	01/19/2024	8,400.00
PO24-02867	SANDIS CIVIL ENGINEERS	51792510	04/12/2024	300.00
PO24-02394	SCHOOL FACILITY CONSULTANTS	51742782	11/07/2023	4,208.75
PO24-01815	SHAH KAWASAKI ARCHITECTS,	51764064	01/19/2024	11,965.27

Oakland Unified School District
 2006 Measure B, 2012 Measure J, and 2020 Measure Y Funds
 Appendix D – List of Expenditures Reviewed, Continued
 June 30, 2024

PO #	Vendor Name	Warrant #	Date	Amount
Measure Y (continues)				
PO24-01480	SIXTH DIMENSION PMCM INC.	51742789	11/07/2023	104,534.40
PO24-03492	SMALL BUSINESS EXCHANGE	51740034	10/26/2023	468.00
PO23-00756	SPARKNIGHT LLC c/o CBRE-ASSET SERVICE DEPT.	51710651	07/21/2023	47,379.30
PO24-01960	SYRBERUS - 987246149	51808687	05/24/2024	376,157.57
PO24-01811	YSERCO	51808881	05/24/2024	14,317.20
PO24-03221	TERRAPHASE ENGINEERING,	51778223	03/01/2024	8,905.14
PO24-05222	TOSHIBA BUSINESS SOLUTIONS	51813039	06/07/2024	740.83
PO24-01091	UNION PACIFIC RAILROAD,	51757724	12/19/2023	5,341.01
PO24-02206	VIATRON SYSTEMS, INC.	51757735	12/19/2023	16,030.93
PO24-02079	WEST AMERICA BANK LAUREL WAB 1927	51730447	10/02/2023	32,544.17
CT24-00488	BIR-30-24C GOB Election 2020, Series 2023A and 2023B	N/A	01/18/2024	1,160,296.48
PO24-01960	MARCON CO.	51763973	02/15/2024	864,325.30
PO24-01484	ARNTZ BUILDERS,	51721218	09/01/2023	1,875,728.24
PO24-01809	ARNTZ BUILDERS,	51729755	10/02/2023	1,833,942.79
PO24-11365	California Department of Tax	51820413	06/25/2024	332,098.20
PO24-11415	Crown Worldwide	51820457	06/25/2024	5,595.68
PO24-10850	D LINE CONSTRUCTORS	51825156	06/30/2024	569,141.52
PO24-10706	DIGITAL DESIGN COMMUNICATIONS	51820478	06/25/2024	19,135.00
PO24-03476	INTER-COMMUNICATIONS	51739836	10/26/2023	6,499.99
PO24-10849	OVERAA & CO	51832617	06/30/2024	355,512.04
PO24-11272	RK Roofing Construction	51825407	06/30/2024	225,065.18
PO24-11455	ROOK ELECTRIC	51820823	06/25/2024	7,714.67
AP24-02134	STRONGER BUILDING SERVICES	51825455	06/30/2024	570,365.15
PO24-01485	WESTAMERICA BANK Acct #1926 Claremont MPR	51825070	06/30/2024	6,135.76
PO24-04580	WestAmerica Bank- Cole WAB1919	51827390	06/30/2024	21,518.78

Oakland Unified School District
 2006 Measure B, 2012 Measure J, and 2020 Measure Y Funds
 Appendix E – List of Contract and Procurement Documents Reviewed
 June 30, 2024

The following table consists the list of contracts and procurement documents reviewed.

Project Number	Project Site	Contractor Name	Contract Price
Measure J			
21109	Energy Operations & Maintenance Project	Bay Area Community Resources	\$ 28,000
23142	Oakland International High School	Digital Design Communications	60,000
24106	Cole Data Center	Deco Tech Systems, Inc.	147,400
23143	Madison Park Academy Primary	Tulum Innovative Engineering	34,800
Measure Y			
19101	Roosevelt Middle School	King Construction Inspection, Inc.	\$ 72,743
22144	East Oakland Pride Elementary School	Hertz Environmental, Inc.	8,250
23133	Bret Harte Middle School	Deco Tech Systems, Inc.	164,000
23144	East Oakland Pride Elementary School	ACC Environmental Consultants	22,442
23110	Various Sites: Horace Mann; Madison Park; Oakland Academy of Knowledge and Esperanza	Consolidated Engineering Laboratories	41,174
22142	Urban Promise Academy	ACC Environmental Consultants	8,749