



## Ad Hoc Control Over Outsourcing Task Force

---

**To:** Oakland Board of Education  
Dr. Denise Saddler, Interim Superintendent

**From:** Ad Hoc Control Over Outsourcing Task

**Subject:** Report w/Recommendations - Ad Hoc Control Over Outsourcing Task Force

**Date:** November 12, 2026

---

**Ask of the Board:** Consider implementing the recommendations presented from the Ad Hoc Control Over Outsourcing Task Force.

**Background:** The Board shall consider the Control Over Outsourcing Task Force's Outsourcing Control and Reduction Plan to reduce total expenditures for consulting services, create staff stability and improve student services as outlined in [Resolution #2425-0083, Establishing the "Control Over Outsourcing" Task Force](#).

The Task Force convened 4 times and reached the following recommendations through consensus. There was a shared agreement that our current contracting policies need refinement to ensure we are honoring collective bargaining agreements, using our dollars wisely and ensuring we are providing the best possible services to our students, schools and community.

Task force membership is as follows:

| Membership Group                                                      | Member Name      | Role/Position        |
|-----------------------------------------------------------------------|------------------|----------------------|
| Oakland Education Association (OEA)                                   | Gabriel Kahn     | Teacher              |
| Building and Construction Trades Council (BCTC)                       | Michael Pletcher | OUSD BCTC            |
| Service Employees International Union (SEIU) 1021                     | Phoebe Nguyen    | SEIU 1021 leadership |
| American Federation of State, County and Municipal Employees (AFSCME) | Jo Bates         | OUSD AFSCME lead     |
| Teamsters                                                             | Dom Chiovare     | OUSD Teamsters Lead  |

**Ad Hoc Control Over Outsourcing Task Force**

---

|                                                          |                                  |                                                                                             |
|----------------------------------------------------------|----------------------------------|---------------------------------------------------------------------------------------------|
| United Administrators Oakland Schools (UAOS)             | Mario Capitelli                  | UAOS selected member                                                                        |
| Community Advisory Committee (CAC) for Special Education | Carol Delton                     | CAC                                                                                         |
| District English Language Learners' Subcommittee (DELLS) | Melissa Ramirez-Medina           | DELLS                                                                                       |
| Parent and Student Advisory Committee (PSAC)             | Tiffany Hampton-Amons            | PSAC                                                                                        |
| All City Council (ACC)                                   | Lina Nguyen and Inara Shafiq     | ACC Leader                                                                                  |
| Student Board Director                                   | Marianna Smith                   | Board Director                                                                              |
| Student Board Director                                   | Maximus Simmons                  | Board Director                                                                              |
| Board Member                                             | Rachel Latta                     | Board Director                                                                              |
| District Staff Appointee #1                              | Rain Johnson                     | SELPA Director                                                                              |
| District Staff Appointee #2                              | Andrea Bustamante<br>Martha Pena | ED, Community Schools<br>Student Services<br><br>Coordinator, Expanded<br>Learning Programs |
| Superintendent Appointee                                 | Tom Felix                        | Principal                                                                                   |

**Recommendations:**

- 1) Amend and strengthen existing contract approval process, including: identifying positions with ability to initiate contracts, training of designees and those with authority, to end supplanting of in-house bargaining unit work, including documenting sufficient notice to the relevant bargaining unit after exhaustive efforts to hire in-house have been made and establish a Meet and Confer with impacted bargaining unit, yielding a MOU. Hiring in-house employees should always be the standard practice.
  - a) For example, Early Literacy Reading Tutors.



## Ad Hoc Control Over Outsourcing Task Force

---

- 2) A foundational document for hiring an employee is having a written position job description for the role available. (For example: staff has stated that OUSD does not have a job description for an Artist-in-Residence, which means that sites end up contracting out this work).
  - a) If departments identify a needed position, a job description must be developed in partnership with the relevant bargaining unit and become usable for posting openings. *We note: When such job descriptions are not available, bargaining units may prefer that OUSD rely on the collective bargaining agreement.*
- 3) Create a database of employees who would be interested in working additional hours and/or a posting board for these opportunities that employees can access
  - a) This shall not impinge upon the expansion of full time, represented positions
- 4) Student stipends are a valuable tool for supporting students in spending their time in work that is adjacent to their field of study and may provide a foundation for future career development.
  - a) As currently structured, some student stipends are processed through the district but the majority are not; bring as many as possible in-house.
- 5) Renewed contracts should go through the same legal and fiscal review as new contracts, and have a process for stakeholder inclusive quality control and a long term plan for in-housing.
  - a) These reviews should occur prior to coming to Board for approval.
- 6) When purchasing products that require specialized maintenance, consider how to best have district staff trained, in consultation with appropriate labor bargaining unit(s), in those tasks so that outside contracting for maintenance of district property is minimized.
  - a) For example: security camera installation and maintenance.
- 7) Vendors with multiple contracts with various school sites and departments should be combined into master contracts. If the total annual cost is greater than the statutory limit (\$114,800 for FY 2025-2026), these contracts should go through Procurement. Build on, strengthen, amend and enforce as needed policies already in existence: <https://www.ousd.org/procurement>
  - a) Develop a preferred vendor system to take advantage of bulk purchasing/contracting power for goods and services. OUSD has started this process with the consolidation of printer contracts, and district staff has stated that there are other areas where this principle could be applied.
    - i) This could mean having 2 to 3 vendors as options and a multi-year duration.
  - b) This process will take additional staff capacity and training and will need a realistic timeline for implementation, acknowledging this is a significant change from current practice.



## Ad Hoc Control Over Outsourcing Task Force

---

- 8) Establish a review process for any policy or operational changes enacted to document extent of implementation, quality, and fulfillment of purpose.

### **Next steps:**

The membership of the Task Force recognizes that without careful implementation, these recommendations could cause significant disruption to direct services to students and families.

While the recommendations are intended to result in shifts in terms of staffing and how services are provided, disruptions can be mitigated with:

- Phased implementation of new procedures
- Time for extensive training of existing staff to honor new guidance and hiring of new staff in Procurement to manage anticipated increase in master contracts
- Time for collaboration between OUSD and labor partners to meet and confer, update job descriptions, and facilitate in house hiring

### **Fiscal Impact:**

To be determined by the Superintendent or designee upon implementation of recommendations. Likely to be some costs associated with new workflows and some savings with identifying lower costs for services and goods using master contract and procurements processes.

### **Attachments:**

- Resolution #2425-0083 - Establishing "Control Over Outsourcing" Task Force
- Report/ Recommendations - OUSD Ad Hoc Task Force On Outsourcing