

MEASURES N AND H – COLLEGE AND CAREER READINESS COMMISSION

1016 Union Street, #940
Oakland, CA 94607



**OAKLAND UNIFIED
SCHOOL DISTRICT**
Community Schools, Thriving Students

**Measures N and H –
College & Career Readiness
Commission**

David Kakishiba, Chair
kakishiba@gmail.com

Marc Tafolla, Vice Chair
marctafolla@gmail.com

Katy Nuñez-Adler, Secretary
katynunez.adler@gmail.com

James. Harris, Member
james@educateoakland.com

Gary Yee, Member
Yeega125@gmail.com

Board Office Use: Legislative File Info.	
File ID Number	26-0013
Introduction Date	January 13, 2026
Enactment Number	
Enactment Date	

Memo

To Measures N and H – College and Career Readiness Commission

From Vanessa Sifuentes, Deputy Chief of Post-Secondary Readiness

Board Meeting Date

Subject Services For: High School Linked Learning

Action Requested and Recommendation

Adoption by the Measures N and H
Commission of the 2026-2027 Permissibility
Expenses Guidance Document.

Background (*Why do we need these services?*)

Competitively Bid Was this contract competitively bid? No
If no, exception: N/A

Fiscal Impact Funding resource(s): Measure H

Attachments **26-0013 26-27 Permissibility Expenses Document**



Measure H Permissible Expenses

(Effective July 1, 2026)

Aligned to Quality Standard: Integrated Program of Study

Type of Expense	Permissible if... <i>aligns with OUSD Board policy and:</i>	Non-permissible if... <i>violates OUSD Board policy or:</i>
Staff Salaries (full or partial)	<p>The following positions are pre-approved Measure H Positions</p> <ul style="list-style-type: none">• Pathway Coach• College & Career Readiness Specialist• Work-Based Learning Liaison• Career Transitions Specialist• Administrative Assistant (<i>not to exceed 0.4 FTE per site</i>) <p>Other positions must be above Base, such as:</p> <ul style="list-style-type: none">• To teach new CTE courses• To develop work-based learning opportunities for students and the pathway's work-based learning continuum• To provide accelerations that are supplemental and integrated into the pathway program of study• To teach dual enrollment courses• To coordinate the school's internship program and placement of students• Benefits associated with staffing the positions outlined above• Costs for substitute teachers to cover pathway teachers to attend permissible conferences or field trips• AP Classes: only for Classes taken as part of the program of study. Salary costs are permissible only for CTE teachers and those teaching in an integrated program of study for the portion of their teaching line dedicated to the AP course. This applies only to teachers who teach CTE classes that all students take as part of a cohort, as shown in the site's Program of Study, not to optional AP classes.	<ul style="list-style-type: none">• Teacher salaries for AP core academic classes (i.e., AP English)• Staff salaries are accounted for in Base• The cost of substitute teachers due to not being able to hire a teacher• Cost of substitute teachers due to a teacher being out sick, personal, or on leave• Cost of substitute teachers due to teachers attending required district meetings or events
Certificated Extended Contracts	<ul style="list-style-type: none">• Planning meetings to address new pathway designs or pathway inquiries outside of the daily work schedule• Planning or implementation of pilot programs aligned to pathway development outside of the daily work schedule• Development of new pathway-aligned	<ul style="list-style-type: none">• Recurring meetings for Staff PD, Buy-Back Days, Teacher Work, or Collaboration Days• General school-wide planning meetings or events• Moving or reorganizing classrooms



Measure H Permissible Expenses

(Effective July 1, 2026)

Aligned to Quality Standard: Integrated Program of Study		
Type of Expense	Permissible if... <i>aligns with OUSD Board policy and:</i>	Non-permissible if... <i>violates OUSD Board policy or:</i>
	<p>curriculum, collaboration, planning, etc., specifically for pathway development outside of the daily work schedule</p> <ul style="list-style-type: none">● Summer enrichment program expenses above base● Measure H funds may be used to cover extended contracts for the Instructional Leadership Team if the work focuses on the pathway and pathway improvement.	
Staff Retreat Costs	<ul style="list-style-type: none">● Leadership and stakeholder retreats to strategically plan pathway development and implementation outside of the daily work schedule● Retreat to plan pathway curriculum and/or pathway projects outside of the daily work schedule● Retreat to plan and complete the Measure H Education Improvement plan outside of the daily work schedule.● Measure H funds may be used to pay for retreat and/or PD costs if a portion of the retreat is focused explicitly on pathway development. Measure H can pay for the portion of the agenda devoted to pathway development, as evidenced by the agenda.	<ul style="list-style-type: none">● Retreat to plan administrative retreats/functions● Retreat to plan regular school functions● All-school beginning or end-of-year retreats● Retreats during Teacher Work Days, or Collaboration Dates
Extra Time or Overtime Compensation	<ul style="list-style-type: none">● All ET/OT duties must be Measure H or Pathway-specific duties.● Case Manager providing additional home visits outside of the daily work schedule to pathway students	<ul style="list-style-type: none">● Using ET/OT to perform regular work duties● Using ET/OT to cover for other employees
Travel and Conference costs	<ul style="list-style-type: none">● School site visits to other Linked Learning schools, as long as these visits:<ul style="list-style-type: none">○ Are for teams to learn about best practices or potential planning activities for student support, student engagement for specific target populations, specific pathway interests, or deeper learning of key pathway components.	<ul style="list-style-type: none">● Not aligned to pathway development



Measure H Permissible Expenses

(Effective July 1, 2026)

Aligned to Quality Standard: Integrated Program of Study		
Type of Expense	Permissible if... <i>aligns with OUSD Board policy and:</i>	Non-permissible if... <i>violates OUSD Board policy or:</i>
	<ul style="list-style-type: none">○ Support deeper learning to better address quality pathway development. Measure H funds may be allocated to travel costs, extended contracts for staff to attend site visits, and lodging, as necessary.○ Not previously been funded from other sources.● Attending Linked Learning conferences or any conference that aligns with Linked Learning domains or pathway development.● Attending Career Technical Education (CTE) specific conferences aligned to the site's pathway	
Professional Development costs	<ul style="list-style-type: none">● Professional development specific to the development and implementation of CTE and the pathway CTE sequence● Professional development specific to the development and implementation of Work-Based Learning or CTE, but must be supplemental and does not supplant existing PDs. Documentation will be required to prove how PD agenda items clearly support pathway development.● Teacher externships to increase real-world experiences in the industry sector	<ul style="list-style-type: none">● Recurring Staff PD, Buy Back Days, Teacher Work or Collaboration Days● General school-wide PD● Regular school functions
Field trip costs	<ul style="list-style-type: none">● Field trips to visit colleges● Career exploration visits● Other field trips that are essential to the pathway program of study, including visiting colleges, CTE courses, project-based learning, and Work-Based Learning.● Student meals are allowed only for overnight field trips, beginning on the 2nd day of the field trip, at a maximum of \$20 per student per day, payable via employee reimbursement with required supporting documents.	<ul style="list-style-type: none">● Senior field trips, graduation, celebratory, or recognition trips● College field trips for middle school students● Chaperone costs, including meals, admission fees, etc. (non-OUSD employees)
Supplies, Materials, or Equipment	<p>Please note that the approval for supplies & materials is conditional, pending the review and approval of your specific order.</p>	<ul style="list-style-type: none">● Printers, Scanners, Copiers, and Duplicating Machines for staff use unless



Measure H Permissible Expenses

(Effective July 1, 2026)

Aligned to Quality Standard: Integrated Program of Study		
Type of Expense	Permissible if... <i>aligns with OUSD Board policy and:</i>	Non-permissible if... <i>violates OUSD Board policy or:</i>
	<p>A Measure H Justification Form is required for all conditionally approved purchases.</p> <ul style="list-style-type: none">• Dual & Concurrent Enrollment books (<i>must be in the master schedule or the school's list of Concurrent Enrollment offerings</i>)• Measure H funds may be used to pay for specialized equipment, supplies, and/or materials required for projects that are aligned with the pathway CTE sequence. This specialized equipment, supplies, and/or materials must also be integrated into the pathway program of study to increase real-world industry experience.• Stationary materials that are supplemental to district-provided stationary materials, and must be used by pathway students and otherwise aligned to a pathway. The district's purchasing protocols must be followed.• Measure H may be used for equipment used primarily by pathway students and for supplemental support for pathway work. These types of equipment must only be needed because of the pathway (i.e., Audio/visual equipment in a pathway that is media-aligned or that produces podcasts)	<p>directly tied to the pathway and CTE-aligned.</p> <ul style="list-style-type: none">• Maintenance, Service Agreements, Supplies, Materials, Ink, or Equipment for Printers, Scanners, Copiers, or Duplicating Machines.• LCD projectors, Smart Boards, Document Cameras• Audio/Visual equipment• Furniture including outdoor• Basic school supplies• Promotional stationery supplies (swag)• Event supplies, including plates, cups, utensils, table covers, and decorations.
Furniture	<ul style="list-style-type: none">• Measure H funds may be used to cover any furniture that enables pathway projects or curriculum to increase real-world experiences in their specific industry sector. (Example: a specialized podium for a Law Pathway or Medical furniture for Health pathways to implement pathway-specific projects or curriculum)• Other industry-specific furniture that is required for pathway projects or curriculum to increase real-world experiences in the pathway industry sector	<ul style="list-style-type: none">• Any furniture for general classroom use, including basic desks, bookcases, file cabinets, and chairs.• Tables to replenish old tables or to have an additional set of tables• Chairs/Stools to replenish old chairs/stools or to have an additional set of chairs/stools• Cabinets, shelves, or sheds to organize or store supplies• Outdoor, Cafeteria, Auditorium, or Gym furniture
Computers and Computer Equipment	<ul style="list-style-type: none">• Specialized computers (including laptops), required to support unique software for pathway-specific projects and curriculum to increase real-world experiences of the	<ul style="list-style-type: none">• District/Charter-provided computer equipment, including but not limited to Chromebooks, Chromebook carts,



Measure H Permissible Expenses

(Effective July 1, 2026)

Aligned to Quality Standard: Integrated Program of Study		
Type of Expense	Permissible if... <i>aligns with OUSD Board policy and:</i>	Non-permissible if... <i>violates OUSD Board policy or:</i>
	<p>industry sector, and/or required to meet industry standards.</p> <ul style="list-style-type: none">• Security lock devices purchased specifically for the specialized computers (must be purchased with the original computer order, and quantities must match the number of specialized computers)• Measure H funds may be used to purchase iPads and Tablets if they support unique software that allows the students to engage in a pathway-required field study. The equipment must remain Measure H property.	<p>chargers, unless it is specialized and required by CTE industry standards.</p> <ul style="list-style-type: none">• Replenishing old computers or computer equipment purchased through General Purpose or non-Measure H funds• An additional set of non-specialized / general-use computers or computer equipment• Replenishing stolen computers or computer equipment (<i>stolen items are replaced through OUSD Risk Management</i>)
Building and Facility Upgrades	<ul style="list-style-type: none">• Measure H does not allow building or facility upgrades	<ul style="list-style-type: none">• Building and facility upgrades for CTE classrooms include adding new structures or reinforcing existing ones, as well as electrical, gardening, plumbing, painting, or other facility maintenance.• Security upgrades to buildings or classrooms, such as window grates, door bars, or surveillance security systems



OAKLAND UNIFIED
SCHOOL DISTRICT

Community Schools, Thriving Students



College &
Career for
All Fund
Established by Measure N

Measure H Permissible Expenses

(Effective July 1, 2026)

Aligned to Quality Standard: Work-Based Learning

Type of Expense	Permissible if... <i>aligns with OUSD Board policy and:</i>	Non-permissible if... <i>violates OUSD Board policy or:</i>
Internship costs	<ul style="list-style-type: none">• Stipends for student internships• Transportation costs to and from internships• Measure H funds may be used to pay for staff extended contracts or salary associated with pathway-aligned industry advising or case management.	<ul style="list-style-type: none">• Incentives to get students to attend school• Incentives to get students to participate in internships (e.g., sign-up bonus)
Testing, Licensing, or Certification costs	<ul style="list-style-type: none">• Testing, licensing, or certification costs associated with a specific career pathway, such as SafeServe certification for Hospitality, Tourism, and Recreation pathways, or CPR training and certifications for Health pathways with integrated CPR into the program of study.• Costs associated with AP testing, if it is for a CTE-aligned AP class that all students in the pathway are taking (i.e., AP Computer Science for a Computer Science pathway).	<ul style="list-style-type: none">• Costs associated with AP testing for core academic classes, such as AP English, etc.• Expenses related to SAT and ACT testing
Field trip costs	<ul style="list-style-type: none">• Field trips to visit colleges• Career exploration visits• Engineering pathway students to attend Physics Day at a theme park as part of a pathway project assessing roller coasters• Law pathway students visiting Sacramento as part of a pathway project• Other field trips that are essential to the pathway program of study, CTE courses, project-based learning, and Work-Based Learning Continuum• Student meals are allowed only for overnight field trips, beginning on the 2nd day of the field trip, at a maximum of \$20 per student per day, payable via employee reimbursement with required supporting documents.	<ul style="list-style-type: none">• Senior field trips, graduation, celebratory or recognition trips• Chaperone costs, including meals, admission fees, etc. (non-OUSD employees)
Uniforms or Clothing	<ul style="list-style-type: none">• Specific career/industry uniforms that are required for pathway projects or curriculum to increase real-world experiences of the industry sector, such as a Chef uniform for Culinary pathways or	<ul style="list-style-type: none">• School uniform or school/pathway apparel for students, teachers, or staff• Athletic or Sport Uniforms, Athletic Shoes, or Equipment



Measure H Permissible Expenses

(Effective July 1, 2026)

Aligned to Quality Standard: Work-Based Learning

Type of Expense	Permissible if... <i>aligns with OUSD Board policy and:</i>	Non-permissible if... <i>violates OUSD Board policy or:</i>
	<ul style="list-style-type: none">Medical lab coats for Health pathways.Other specific career-industry uniforms are required for pathway projects or curricula to increase real-world experience in the industry sector, including professional attire such as blazers, slacks, and blouses.Uniforms and shoes aligned with the pathway's professional attire.Uniforms and clothing must remain the property of the school.	
Meeting Refreshments	<ul style="list-style-type: none">Meetings with industry professionals regarding pathwaysMeetings, Professional Development, Teacher Work or Collaboration Days, Back-to-School Night, Honor Roll Events, Community Events, etc., that allocate a significant portion of the agenda to pathway-specific work. A pathway-aligned purpose must be documented in the agenda.	<ul style="list-style-type: none">Any recurring meetings already scheduled as part of site operations, and do not mainly focus on pathway-specific student support, such as regularly occurring staff meetings, dances/proms, and other school-wide events



Measure H Permissible Expenses

(Effective July 1, 2026)

Aligned to Quality Standard: Integrated Student Supports		
Type of Expense	Permissible if... <i>aligns with OUSD Board policy and:</i>	Non-permissible if... <i>violates OUSD Board policy or:</i>
Meeting Refreshments	<ul style="list-style-type: none">Meetings, Professional Development, Teacher Work or Collaboration Days, Back-to-School Night, Honor Roll Events, Community Events, etc., that allocate a significant portion of the agenda to pathway-specific work. A pathway-aligned purpose must be documented in the agenda.	<ul style="list-style-type: none">SSC meetingsStaff meetingsRecurring meetings for Staff PD, Buy Back Days, Teacher Work, or Collaboration DaysBack to School Night, Honor Roll Events, Community Events, Dances/Prom, and other school-wide events

APPENDIX:

Purpose, Background, and Rationale for This Document

This document is intended to guide sites regarding the permissible uses of Measure H funding.

- Under Measure H, “[t]he goal of each school’s Plan must be to equitably place all students in that school in career pathways or academies that deliver challenging academics, career technical education, work-based learning, and personalized academic, social, and emotional support services.” Similarly, Measure H proceeds may be spent on “staffing and education activities and programs consistent with the Theory of Action of the Measure. Examples of such permissible uses include (but are not limited to):
 - College- and career-preparatory courses (including Career Technical Education courses).
 - Work-based learning opportunities, including career awareness and exploration, job shadowing, internships, and certifications.
 - School and guidance counseling, tutoring, mentoring, and other intensive support services to students.
 - High school bridge programs that help students successfully transition from 8th to 9th grade.
 - Post-high school bridge programs to help students successfully transition from 12th grade to post-secondary education and the workforce.
 - Materials, supplies, or equipment to support the design and implementation of student projects and project-based learning aligned to the pathway instructional focus.
 - Programming, staffing, and activities such as community-building field trips, retreats, student incentives, and other events that promote student belonging, goal-setting, and increased motivation across pathways.
 - Staffing that enables student cohorts and parity across pathways in multi-pathway schools.
 - State-of-the-art or industry-specific equipment that aligns with industry and career-readiness standards.
 - Programming and staffing that facilitate student enrollment and success in college courses while in high school.”



Measure H Permissible Expenses

(Effective July 1, 2026)

- The question of permissible expenditures under Measure H centers on whether spending is consistent with the Measure H Theory of Action. The 10 items above are a non-exhaustive list of permissible expenses aligned with that theory of action and the domains of Linked Learning.
- The contents of this permissible guidance document are organized to align with the [2023-26 College & Career for All and Linked Learning Quality Standards](#).
- This permissible expense framework is a living document, refined through multiple iterations, and will continue to evolve over time.

To expend Measure H funds, the expenditures must meet the five criteria below:

1. Be incorporated in the Measure H Education Improvement Plan approved by the Measure H Commission and the OUSD Governing Board;
2. Align to the purpose of the Measure H initiative outlined above;
3. Incorporate one or more of the domains of Linked Learning (Integrated Academics, Work-Based Learning, Personalized Student Supports), and lead to the Measure H Outcome Goals;
4. Be aligned with the permissible uses outlined herein; and,
5. Not supplant District-directed funding to that school in the prior fiscal year.

For All Schools: Please reference the **Measure H Proper Budget Justification Examples** for examples of justifications required when submitting Measure H Education Improvement Plans.

For OUSD High Schools Only: Please provide the proper justification stated in the Measure H Education Improvement, Strategic Carryover, or Carryover Plans when creating Measure H Escape requests.

Important Information regarding All Permissible Expenses: *Supplemental vs. Supplanting*

OUSD District (District) may not direct a school to use its Measure H allocation for a specific purpose previously funded by the District. Under Measure H, “Nothing [in the parcel text] shall limit the Board’s ultimate and final authority to add, modify, or reject an allocation for funding except that the District may not require that an OUSD school expend any funds from the College and Career Account to which it is allocated in one fiscal year in a way that supplants District-directed funding to that school in the prior fiscal year.”

Additional Information Regarding Non-Permissible Expenses

In addition to the non-permissible expenses listed above, the following types of expenditures have been determined to be non-permissible, either because they are not allowed according to OUSD fiscal policies or because they do not align with the Measure H Theory of Action and/or the 2023-26 College & Career for All and Linked Learning Quality Standards:

- Mental Health Services
- Restorative Justice Services
- Gift cards
- General incentives for students used as rewards
- DJ and/or other forms of entertainment
- Marquee/Display signs, TV monitors



Measure H Permissible Expenses

(Effective July 1, 2026)

- Promotional or advertising materials for schools and/or pathways, including but not limited to banners, flags, table covers, lanyards, shirts, buttons, bags, water bottles, or customized stationery materials used for promotional purposes
- Graduation ceremony services, including but not limited to facility rentals, equipment or furniture rentals, flowers/decorations, programs, caps and gowns, diplomas and covers, and photography
- Internet, Telephone, Fax, or Cable Services, including but not limited to technical consultants and/or support
- Food or refreshments to replace school-provided meals

Budget Planning Guidance

When considering Measure H allocations, the following should be asked to determine if the expense is allowable:

- If Linked Learning pathways did not exist at your school site, would this expense still be necessary?
- How will this expense address a pathway need that has been identified in your Measure H Education Improvement, Strategic Carryover, or Carryover Plans?

Resource Documents:

- Measure H Documents Required for Submission
- Measure H Budget Guidance
- [Full Text of Measure H, 2022 Oakland Unified School District College & Career Readiness For All Act](#)