

# MEASURE G PARCEL TAX INDEPENDENT CITIZENS OVERSIGHT COMMITTEE

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## Memo

**To** Measure G Parcel Tax Independent Citizens Oversight Committee

**From** OUSD Staff

**Board Meeting Date** March 16, 2026

**Subject** Measure G Draft Annual Report, 24-25 SY

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**Discussion** Measure G Draft Annual Report, 24-25 SY

**Attachments:** Measure G Draft Annual Report, 24-25 SY

# Measure G Annual Report for 2024-25

, 2025

Prepared by  
Measure G Parcel Tax Independent Citizens Oversight Committee of the  
Board of Education,  
Oakland Unified School District

Presented to the Public  
and the Board of Directors

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## I. Introduction to Measure G

On February 5, 2008, 79.4% of Oakland voters approved the Measure G Parcel Tax (also known as the “Oakland Unified School District 2008 Education Parcel Tax Measure”), meeting the required 2/3 approval threshold and thus authorizing Alameda County to levy a qualified special tax on each parcel of taxable real property in the Oakland Unified School District, in the annual amount of \$195 per parcel. Measure G raises approximately \$20 million each year for the District’s budget.

This Parcel Tax commenced on July 1, 2009 and remains in effect permanently. Exemptions from this tax are available to low-income residents. According to the text of the legislation, “An exemption from this tax shall be made for owners of single family residential units in which they reside whose combined family income from all sources for the previous calendar year is at or below the income level qualifying as “very low income” for a family of such size under Section 8 of the United States Housing Act of 1937, 42 U.S.C.A. Sections 1437 et seq. for each year. Eligible owners must apply for this exemption each year.

The purpose of Measure G is to support public schools in the Oakland Unified School District in the following ways:

- to attract and retain highly qualified teachers;
- maintain courses that help students qualify for college;
- maintain up-to-date textbooks and instructional materials;
- keep class sizes small;
- continue after-school academic programs;
- maintain school libraries;
- provide programs, including art and music programs, that enhance student achievement.

Measure G dollars may not be spent on the salaries of central office administrators, and expenditures are monitored by an Independent Citizens’ Oversight Committee to ensure that proceeds of the tax are spent only for the purposes named in the measure.

This report covers the 2024-2025 fiscal year of the Parcel Tax, details the Committee’s assessment of how the funds were allocated by and within the Oakland Unified School District, determines whether they were used according to the above-listed purposes during this fiscal year, and offers recommendations for the future use of funds.

The Oakland Unified School District tracks Measure G revenue and expenses separately within its accounting records. An independent auditor, [EideBailly LLP](#), has separately assessed the compliance of the accounting of Measure G funding for the 2024-25 fiscal year, and found that “the District complied, in all material respects, with the compliance requirements” applicable to the parcel tax; the auditor’s report on parcel tax funding to the District may be found [here](#).

All information was reported to the Committee at meetings with quorum over the course of the 2024-25 school year.

## II. Committee Details

As part of Measure G, an Independent Citizens' Oversight Committee ("Committee") exists to create a report on the previous year's spending.

Pursuant to OUSD Board Bylaw 9131, the purpose of the Measure G Committee is "to inform the public concerning the expenditure of parcel tax revenues and to review and report on the proper expenditure of taxpayers' money generated by the 2009 Measure G parcel tax. Specifically, the Committee is responsible for composing "an annual report on the preceding fiscal year expenditures for public distribution and distribution to the Board...that communicates the Committee's finding as to whether tax proceeds are being spent for the purposes permitted by the Measure and recommendations, if any."

The Committee is composed of seven (7) members from the community. Of those seven members:

- One should be the parent or guardian of a child enrolled in the District;
- One should be both a parent or guardian of a child enrolled in the District and active in a PTA or School Site Council;
- One should be a community member who does not currently have a child enrolled in the District;
- One should be a representative of the business community;
- At least two should have demonstrated financial expertise;
- At least four shall be property owners in the City of Oakland.

The Committee meets once a month (except for special meetings), and in adherence to the guidelines of the Brown Act. Meetings are generally held on the third Monday of the month at 6:00 p.m. at MetWest High School (314 E 10th St, Oakland, CA 94606), on the second floor.

Members appointed for 2024-25 by the Board of Directors:

- Philip Patrick, Chair (appointed June 24, 2024)
- Amy Spade, Vice Chair (appointed June 24, 2024)
- Pavan Gupta (appointed June 24, 2024)
- Reggie Lee (appointed June 24, 2024)
- Joseph Manekin (appointed October 24, 2024)
- Apri Medina (appointed June 24, 2024)

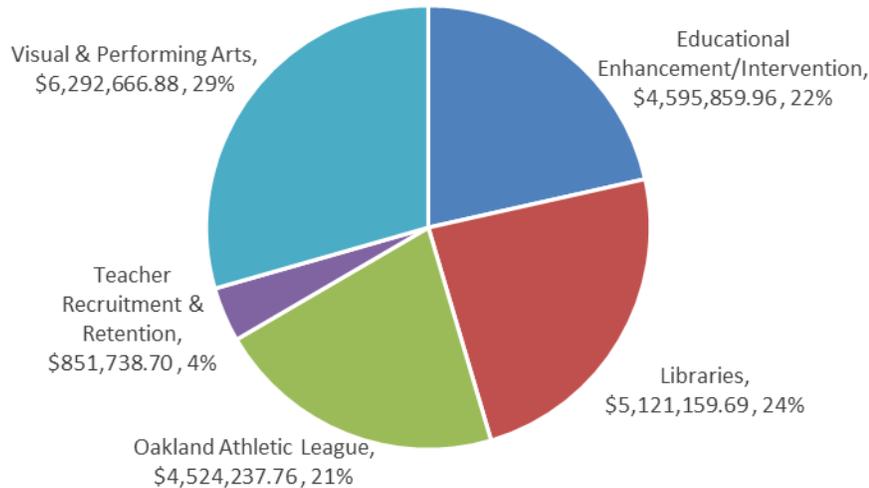
### III. Fiscal Year 2024-25 Measure G Revenue and Allocations

Parcel taxes collected for Measure G purposes totaled \$20,674,323.87. Approximately 1.7% was subtracted for the audit and county collection fee (\$356,214.35), leaving \$20,318,019.52 for Oakland Unified School District allocations. Measure G total expenditures for 2024-25 were \$21,385,662.99, exclusive of the audit and county collection fee.

Measure G Parcel Tax Collection	\$20,674,323.87
County Collection Fee	-345,845.44
Audit Expenses	- 10,368.91
Fund Carryforward 2024-25	<u>6,761,611.79</u>
Amount Available for District Allocations	\$27,079,721.31

#### Measure G Spending by Program Category, 2024-25:

Program Category	Expenditure	Percentage
Educational Enhancement/Intervention	\$4,595,859.96	22%
Libraries	\$5,121,159.69	24%
Oakland Athletic League	\$4,524,237.76	21%
Teacher Recruitment & Retention	\$851,738.70	4%
Visual & Performing Arts	\$6,292,666.88	29%
<b>Total Expenditures</b>	<b>\$21,385,662.99</b>	<b>100%</b>



The District’s funding picture is incredibly complex. The District may have special, designated funding for specific programs and pieces of work that could be covered by Measure G but are not—and Measure G funding, while applicable, is not needed and may be more flexibly used than other sources of funding. Examples are federal Title I funding, expanded state afterschool program funding, designated college and career funding, special philanthropic grants, etc.

The Committee does find that a breakdown by *types of* Measure G purpose might be a useful tool for understanding how Measure G funds are spent by the District. However, it is difficult to match specific expenditure groupings to measure purpose.

Some areas of Measure G purpose may not be readily noticeable in any by-purpose breakdown. For example, the purpose of “maintain[ing] up-to-date textbooks and instructional materials” may be covered, in part, under library if instructional materials for classroom projects are bought by and kept in school libraries. Measure G funding mostly supports staffing costs, which—as expected—are required to run any programmatic district offering that impacts students and their education. There is no *explicit* coverage of “maintain[ing] courses that help students qualify for college,” “keep[ing] class sizes small,” or “continu[ing] after-school academic programs.”

The Committee is faced with determining independently whether the spending falls within the spirit of intended purposes.

The Committee observed that in 2024-25, 50% of Measure G funds were spent on the last of the possible usages, “programs . . . that enhance student achievement” without clear enough linkages to the improvement of academic outcomes. The other fifty percent (50%) of Measure G funds went toward libraries, and academic and teacher supports.

Similar to the 2022-23 school year, there was significant carry forward in 2024-25 at \$6,761,611.79. These unspent funds were not utilized by the District in the 2024-25 school year. Though \$27,079,721.31 was the total available budget inclusive of the carryforward, the District spent \$21,385,662.99 on programs tied to Measure G purposes and \$356,214.35 on required audit and tax fees. The Committee was informed that the District reserved \$5,000,000 of Measure G funds for general expenses. These were then to be matched to Measure G purposes at a later time because of the challenging budget situation at time of adoption. Upon date of drafting of this report, that reservation was not present in the expense sheets given to the Committee.

This Committee does not know if there are more unspent funds from other Measure G years prior to 2023-24, but the unspent funds are to be set aside in the District’s accounting and may not be used for purposes other than those approved by Oakland taxpayers. The Committee’s report includes reference to these unspent funds both in our discussion of detailed expenditures (next section) and in our recommendations. At a time when the District is facing serious budgetary difficulties, such a sizable pot (\$6,761,611.79) of unspent funds may not be used to sustain but only as a stop-gap measure (within legal purpose) or as one-time funding for special projects, needs, experimental pilots, etc. They are, without question, valuable funds. In addition, the Committee has included a summary of revenue sources for each program category to demonstrate the proportion funded by Measure G.

Measure G funds are currently used only for District-run schools, not charter schools under its oversight.

## IV. Fiscal Year 2024-25 Measure G Expenditure Details by Program

### A. EDUCATIONAL ENHANCEMENT/INTERVENTION PROGRAM

The District’s Educational Enhancement/Intervention Program (EEIP) provides elementary classroom teachers with valuable “prep periods” during the school day while their students attend art, music, physical education, and other enrichment instruction. An advantage to this funding is that while students are at the enrichment activities that make for a richer elementary experience, their teachers have valuable time for planning, preparation, grading and recordkeeping, mentoring, professional development, and collaboration—so its myriad effects are rich for students.

#### EEIP Program Spending, 2024-25:

Investment	Expenditure
Teacher Prep Periods and Staff	\$4,392,960.22
<b>Total Expenditures</b>	<b>\$4,392,960.22</b>

Measure G provided \$4,392,960.22 for prep periods and modest staffing across 49 elementary school sites in the District, plus funding for one teacher on special assignment working out of the District’s central office. All of this was funded by Measure G, with no other recorded revenue resources.

Measure G represented the only funding source supporting EEIP.

#### Revenue Resources, 2024-25:

Resource	Expenditure
Measure G	\$4,392,960.22
<b>Total Expenditures</b>	<b>\$4,392,960.22</b>

## B. LIBRARIES

Measure G funding has allowed, over the past decade, for the reopening and restaffing of school libraries across OUSD. Measure G is, in fact, the main funding source for the District’s libraries.

The District’s library program received \$5,121,159.69 in Measure G funding for the 2024-25 school year. Over 95% of this money was used to pay for library staffing across the District, which translated to 92% of OUSD students having access to Library services.

In terms of funding allocations to schools, all Title I qualifying schools were allocated the cost of either 1 FTE (full-time equivalent) for a Library Tech position or 0.7 FTE for a Teacher Librarian position. Non-Title I schools were allocated the cost of 0.5 FTE for a Library Tech or 0.35 FTE for a Teacher Librarian. School sites had the option of receiving a \$30,000 cash allocation in lieu of library staff, generally because they staff the library in a different way. This cash allocation could only be spent on direct library costs such as books and library supplies. Only two schools chose this option. Schools with a City of Oakland Library on their campus do not receive any allocation.

In elementary schools, school libraries are key to providing “print rich environments” and supporting foundational literacy and proficiency. In middle schools, libraries are key to teaching burgeoning skills like writing using secondary sources and digital literacy. In high school, libraries provide space, equipment, and expertise for vital research skills. All libraries provide students with opportunities to pursue their own interests within their collections.

### Library Program Spending, 2024-25:

<b>Investments</b>	<b>Expenditure</b>
Books and Supplies	\$154,691.18
Conference Expenses	\$5,830.80
Consultants	\$19,100.00
Staff Salaries and Benefits	\$4,886,514.77
Licenses	\$39,199.00
Equipment and Supplies	\$15,823.94
<b>Total Expenditures</b>	<b>\$5,121,159.69</b>

Central office library investments totaled \$310,839.13 in 2023-24. The majority of these dollars were used to pay for the salary of the District-wide teacher librarian, who provides support and training for library staff across the district. The remainder of the central Measure G funds were used for library professional development, including supporting library staff who are pursuing a Library Technician certificate at Diablo Valley College, and for books, supplies, and licensing agreements with Sora, an online lending library used throughout the District.

The initial budget for books was much higher for books than what was actually expended. The committee found that actual expenditures could not be high enough to substantially supplement the constant upkeep and updating a book collection at each site entails. Librarians report that their

shelves, especially at the secondary level, are still too empty. One-time funding could be employed with great effect towards the thoughtful filling of shelves. (Even in 2024-25, the District’s library budget is only 3% books.)

With several studies indicating the role that access to library services plays in boosting student performance, 100% of all students should have access to a school library.

The Committee would like to point out that while there is parity across schools and some equity-based distribution, funding by schools is not currently related to an equity mindset whereby more dollars might be allocated to schools with the lowest reading proficiency levels, especially at the elementary level. Also, schools with much higher enrollments should perhaps support more than one library staff member. Raising the level of Measure G library support would be an excellent use of funds, especially if used to bolster A-G level coursework or afterschool library availability.

**Revenue Resources, 2024-25:**

<b>Resource</b>	<b>Expenditure</b>
Learning Recovery Emergency	\$113,283.50
Eat Learn Play Foundation	\$23,990.91
Measure G	\$5,121,159.69
<b>Total Expenditures</b>	<b>\$5,258,434.10</b>

Measure G constituted 97% of the revenue supporting OUSD Libraries. The Committee has noted the opportunity for expanding Measure G dollars to support this area, particularly for one-time purchases like books, periodicals, and other physical materials.

## C. OAKLAND ATHLETIC LEAGUE

In recent years, a portion of Measure G funding has been allocated to the Oakland Athletic League (OAL), which is OUSD’s sports program. Although the Measure G mission statement does not make direct reference to athletics, Measure G funding to OAL has been allowable under the provision of the legislation that states the purpose of the Measure is to “provide programs, including art and music programs, that enhance student achievement.” Because the list is illustrative, not exhaustive, funding to OAL has been allowable under Measure G.

The District’s 2024-25 original budget allocated \$3,064,823 in Measure G funds to the OAL for sports programming for the District’s secondary students. The OAL spent \$4,524,237.76. The original budget was used instead of revised budget, as the revised budget amounts were set to the actual expenditures.

Funds were spent on coaching staff, uniforms, equipment, supplies, and transportation. Additional funds were paid to consultants for refereeing.

### Middle School

In the 2024-25 school year, OAL’s middle school program received an original allocation of \$608,104.55 and spent \$889,111.09. According to the OAL, overage in spending was due to growth in student participation, which required more coaches than anticipated.

### OAL Middle School Budget and Spending, 2024-25:

Investment	Budgeted Amount	Expenditure
OAL Staffing	\$311,518.22	\$400,082.44
Teacher Stipends	\$16,097.88	\$115,426.00
Support Staff Stipends	\$39,742.76	\$89,027.00
Support Staff Overtime	\$28,903.82	\$120,009.28
Central Office Supplies	\$3,000.00	\$0
Uniforms	\$25,500.00	\$23,584.37
Equipment < \$5,000	\$12,000.00	\$0
Consultants (Referees)	\$68,000.00	\$140,982.00
<b>Middle School Totals</b>	<b>\$608,104.55</b>	<b>\$889,111.09</b>

### High School

In the 2024-25 school year, OAL’s high school program received an allocation of \$2,456,718.45 and spent \$3,635,126.67. The overage in spending was due to a large growth in student participation, which required more coaches than anticipated, as well as increased security needs at games, which required more staffing and more staff time than anticipated.

## OAL High School Budget and Spending, 2024-25:

Investment	Budgeted Amount	Expenditure
OAL Staffing	\$820,560.79	\$1,036,558.97
Teacher Stipends	\$100,611.72	\$170,061.98
Support Staff Stipends	\$115,615.29	\$279,101.27
Support Staff Overtime	\$115,615.29	\$290,148.23
Materials and Supplies	\$20,000.00	\$62,707.84
Central Office Supplies	\$31,000.00	\$39,397.85
Uniforms	\$100,000.00	\$207,718.68
Equipment	\$12,000.00	\$22,623.83
Dues & Memberships	\$20,000.00	\$13,063.32
Rentals - Equipment	\$2,500.00	\$2,202.98
Consultants (Referees)	\$665,836.00	\$475,025.50
Professional Services Non-Contract	\$350,000.00	\$1,031,168.00
Transportation	0	0
Printing	\$7,500.00	\$5,348.22
<b>High School Totals</b>	<b>\$2,456,718.45</b>	<b>\$3,635,126.67</b>

The Committee recognizes that participation in athletics likely keeps many middle and high school students engaged in schoolwork, especially as there are minimum academic performance requirements that must be met in order to participate in sports. At the request of the Committee OAL supplied participation data by school, gender, school attendance rates, and GPA.

Over 60% of students at the 17 middle schools participated in at least one sport. There is a small gender gap in participation by students identifying as female, about 3%, but the growth in overall participation is encouraging. This gender gap is more pronounced at some schools than others, such as CCPA and Edna Brewer Middle School. Middle School athletes have higher average GPAs and attendance rates than their peers overall. Again, these measures vary by school and some are more successful than others.

About 36% of students participated in at least one sport at the high school level. Student athletes identifying as female were similar in representation to their overall proportion of the student body at the ten high schools with programs. Though average GPA of athletes varied across schools, the average was higher than the average school GPA in all nine high schools reported by OAL.

While the data presented by OAL was a significant step forward in demonstrating the positive correlation of these programs with attendance and academic outcomes— to “enhance[s] student achievement” — breakdowns of attendance by class level and gender would allow for greater transparency. Additionally, we would encourage OAL to also produce graduation outcomes of their athletes.

Similar to 2023-24, OAL’s spending exceeded original budget allocation. This year the program spent 47% more than its budgeted allocation in 2024-25. No other program had this issue.

Additionally, as reflected in the Revenue Resources below, Measure G represented all (86%) of all funding support for OAL this year. A note that donations were budget at approximately \$13,000, but no expenses were debited to this resource.

**Revenue Resources, 2024-25:**

<b>Resource</b>	<b>Expenditure</b>
Measure G	\$4,524,237.76
<b>Total Expenditures</b>	\$4,524,237.76

## D. TEACHER RECRUITMENT AND RETENTION

One of the purposes of Measure G is “to attract and retain highly qualified teachers.” In 2024-25, the Talent Division of OUSD spent \$566,719.50 for recruitment work and \$275,080.09 for retention work from the Measure G parcel tax funding, totaling \$841,800.59.

Recruitment dollars were used to pay for teacher coaching and related support staff. Retention funding was used to pay for the salaries of four teacher coaches. Two were traditional teacher coaches and two were in the Peer Assistance Review program, which is a program specifically designed to support struggling teachers.

### Teacher Recruitment and Retention Spending, 2024-25:

Investment	Expenditure
Recruitment Staffing	\$566,719.50
Retention Staffing	\$275,080.09
<b>Total Expenditures</b>	<b>\$841,800.59</b>

It is well documented that teachers new to the profession need much support. As enrollment in the OUSD decreases, teacher shortages ease, but attracting people to the teaching profession who reflect District students and who will learn the craft and remain committed to the hard work of teaching remains a challenge for the District. Aside from the typical annual turnover rate of 8%, it’s estimated that nearly half of all teachers quit by the end of their fifth year. The District has implemented a number of programs that offer new teachers both increased oversight and supervision *and* ongoing peer support and mentoring.

The Measure G investment in recruitment and retention in 2024-25 was only 4% of overall Measure G expenditures, comparatively small both to other expenditures and to what is arguably a pressing need for new teacher support and one that could have direct positive effects on student outcomes.

One investment/intervention that could be very promising is some kind of additional prep/support periods for new teachers—especially probationary teachers who are working on earning their credentials as it can be overwhelming to juggle all the responsibilities. The Committee wonders whether a pilot might be tried using one-time, leftover Measure G funds. In any case, the Committee would welcome more investment in this area.

**Revenue Resources, 2024-25:**

<b>Resource</b>	<b>Expenditure</b>
Title 2 – Teacher Quality	\$1,068,347.07
Educator Effectiveness	\$429,033.97
Arts, Music, IM Block Grant	\$457,168.16
Measure G	\$851,738.70
<b>Total Expenditures</b>	<b>\$4,524,237.76</b>

Unlike the other program areas, teacher recruitment and retention is primarily funded by Title 2. Measure G is the second largest revenue resource representing 20% of the expenditures in this area for 2024-25.

## E. VISUAL AND PERFORMING ARTS

Measure G’s purpose and funding to “provide programs, including art and music programs, that enhance student achievement” has allowed for a sizable expansion of the arts within OUSD, especially at the elementary level and especially in music. Starting in 1988, there was no longer arts instruction in every school; now every school has arts education taught by certificated teaching staff. 11 schools have multiple programs. While each school has arts instruction, schools decide what to offer based on their students and their needs.

The 2024-25 Measure G investment in the District’s Visual and Performing Arts (VAPA) programming totaled \$6,494,737.99. Music teacher salaries and benefits were 85% of the overall arts budget.

The Oakland Fine Arts Summer School (OFASS), started in 2003, is a five-week summer arts program for students who have completed kindergarten and older, run by OUSD and the City of Oakland’s Parks and Recreation & Youth Development. Approximately 200 students served take classes in a variety of artistic disciplines from visual arts (such as drawing, painting, sculpture, set design) to theater, vocal and instrumental music, dance, and circus arts. In 2024-25, OFASS spent \$202,071.11 of Measure G funding, all of it on instruction (salaries and stipends).

The District also provided \$25,000 mini grants to 22 elementary and secondary schools to help the schools develop partnerships with arts-based community organizations. Sites partnered with community-based arts organizations to utilize \$477,828.00 in funds. Another grant went to OUSD’s Office of Equity for \$40,000, which was used primarily at Skyline High School.

Measure G also funded one departmental staff member in the central office.

### VAPA Spending, 2024-25:

<b>Investment</b>	<b>Expenditure</b>
Art Salaries and Benefits	\$235,452.66
Music Salaries and Benefits	\$5,090,262.89
Materials and Supplies	\$88,378.12
Equipment and Repairs	\$42,893.76
Conference Expenses	\$1,135.00
Consultants	\$811,235.25
Professional Services Non-Contract	\$11,452.00
Licensing	\$11,857.20
Oakland Fine Arts Summer School	\$202,071.11
<b>Total Expenditures</b>	<b>\$6,494,737.99</b>

Measure G funds make up nearly two-thirds (63%) of revenue resources for VAPA, with OFASS solely supported by this measure. Prop 28 funds were the other major source funding the Arts. The Learning Recovery Emergency fund supported Music.

**Revenue Resources, 2024-25:**

<b>Resource</b>	<b>Expenditure</b>
Learning Recovery Emergency	\$26,484.10
Prop 28	\$3,865,350.18
Measure G	\$6,494,737.99
<b>Total Expenditures</b>	<b>\$10,386,572.27</b>

## V. Recommendations

The Committee's summary recommendations for future Measure G spending priorities are based on discussion and consensus, and are as follows:

- Allocation of Measure G funding to more discernibly fall within the spirit of most, if not all, intended purposes.
- Decision making for Measure G applicability to be based more transparently on linkages to improvements in student academic outcomes.
- Deeper Measure G investment to ensure every student has access to an open, well resourced library.
- Usage of Measure G funding to further rectify inequities across neighborhoods, schools, and student populations.
- Allocation of Measure G funding to more deeply support new and struggling teachers.
- Usage of unspent Measure G funds to pilot solutions for ongoing challenges or to afford large one-time academic additions and updates.

The District's allocation of Measure G funding should be clearly aligned with the spirit of each of the Measure's specified purposes in order for the Committee, and the public, to better ascertain appropriate uses.

While Measure G's list of appropriate uses is relatively broad, taxpayers did approve specific areas where the funds may be directed, and in 2023-24 OUSD did not allocate across all of those areas. In particular, the Committee finds that Measure G funds were perhaps disproportionately used for one of the Measure's seven stated purposes, arts and athletic programs in the 2023-2024 school year—programs meant to “enhance student achievement” but which have not been linked to any uptick in the District's student outcomes.

Linkages to math and reading proficiencies, graduation rates, A-G completion rates, attendance, and academic performance should be made transparently available, and form the basis of most (if not all) decision making regarding Measure G usage.

While Measure G funds may not be needed by the District to “maintain coursework to help students qualify for college,” to “maintain up-to-date textbooks and instructional materials,” or to “continue after school academic programs,” there may still be areas where Measure G funds could be applied to great effect, like potentially providing more out-of-school time, or extended learning time, via afterschool or summer programs that are more academically rigorous and engaging.

Libraries were substantially supported in 2023-24 with Measure G funds, and even deeper investment in libraries—especially book collections—would be welcome as libraries are a primary way to support reading and multiple forms of literacy. Every student—100% of students, not 92%—deserves access to an open, staffed school library. The Committee urges the District to consider more deeply how to equitably rectify the lowest of the District's elementary school reading levels via library funding.

Teacher recruitment and retention is an area ripe for deeper Measure G investment—and especially well linked to the possible improvement of student outcomes.

Unspent funds from previous years should not be used for sustaining support of any program, but used creatively to pilot solutions to ongoing challenges like how to better support teachers actively in certification programs or utilized to afford large one-time additions and updates like to the District's school library collections.

## VI. Respectfully Submitted

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Philip Patrick, Commission Chair

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Amy Spade, Commission Vice-Chair

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Apri Medina, Commission Member

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Reggie Lee, Commission Member

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Pavan Gupta, Commission Member

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Joseph Manekin, Commission Member