

**MEASURE 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**, Chairperson,  
kakishiba@gmail.com

**Marc Tafolla**, Vice Chair  
marctafolla@gmail.com

**James Harris**, Secretary  
james@educateoakland.com

**Tony Douangviseth**, Member  
Tonydouangviseth@gmail.com

**Gary Yee**, Member  
Yeega125@gmail.com

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# 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: Measure H Administrative 10%

**Action Requested and Recommendation**

Adoption by the Measures N and H – College and Career Readiness Commission of the 2026-2027 Education Improvement Plan and Assessment for Measure H Administrative 10% as “Approved,” with a base allocation of \$1,159,027.10 and a strategic carryover plan and budget of \$152,930.33, for a total amount not to exceed \$1,311,957.43.

**Background** (*Why do we need these services?  
Why have you selected this vendor?*)

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

**Fiscal Impact** Funding resource(s): Measure H

**Attachments**

1. 26-27 Proposed EIP
2. 26-27 EIP Assessment, with Supplemental Materials (Program of study, Work-based learning plan and Master Schedule)

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2026-2027 Measure H Administrative 10% Budget							
Effective: July 1, 2026 - June 30, 2027							
Funding Allocation for FY 2026-2027 (10% of the Projected Total Measure H Revenue Collected)				Allocation		\$1,159,027.10	
*The 2026-2027 Measure H Total Allocation for the Administrative 10% Budget is based on an estimate of the anticipated 2026-2027 Total Revenue Collected. The final allocation is determined once the total revenue is confirmed later in the fiscal year.				\$1,159,027.10		Amount Expended	
						\$1,159,027.10	
				Remaining Budget		\$0.00	
<b>BUDGET JUSTIFICATION</b>							
For All Budget Line Items, enter 3-5 sentences to create a Proper Justification that answers the below questions. Reference the <a href="#">Measures N and H Permissible Expenses document</a> when developing the justification. For Object Codes 1120, 5825, and all FTE, please also make sure to respond to the additional Budget Justification questions outlined in the <a href="#">Measures N and H Instructions for a Proper Budget Justification</a> .							
What is the specific expenditure or service type? Please provide a brief description (no vague language or hyperlinks) and quantify if applicable.							
We encourage you to refer to this list of <a href="#">Object Codes</a> if you have questions about which object codes to use. Please note that this is NOT a comprehensive list of all OUSD's object codes; not all are permissible uses of Measures N and H funds. Please refer to the <a href="#">Measures N and H Permissible Expenses document</a> to confirm permissibility.							
**If the justification is adequately detailed to be deemed a proper justification and permissible use of funds, it will be Fully Approved. If additional details are needed, the justification will be conditionally approved and require a justification form.							
BUDGET ACTION NUMBER	BUDGET JUSTIFICATION	COST	OBJECT CODE	OBJECT CODE DESCRIPTION	POSITION TITLE & NUMBER	FTE %	Approval Fully approved means your justification is complete; therefore, a Measure H Justification Form is <b>not</b> required. Conditionally approved means that a Measure H Justification Form is required.  <i>(protected cells below are to be completed by MN/H staff only)</i>
1	<p><b>Supervisor &amp; Administrative Salaries:</b>  <b>Hire 9 College and Career Pathway Coaches to work at 13 School Sites for a total of 1.925 FTE.</b>                      The Pathway Coaches will support alignment of the pathways with the College and Career for All and Linked Learning Quality Standards. Additional duties include increasing the instructional capacity of pathway teams to build high-quality collaboration that focuses on the instructional core and the 3 domains of Linked Learning, and addressing systemic solutions on-site and at the district level to support continued pathway development.</p> <p><i>These are full-time positions split-funded with other resources, including .50 FTE from the assigned school site Measure H funds and .25 FTE from Central Grant funding, for a total of 1.0 FTE per Pathway Coach.</i></p> <p><b>PCN 1292 - Jah-Yee Woo</b> - Oakland Tech (\$46,660.19 at .25 FTE)  <b>PCN 1584 - Robert Lee</b> - Castlemont (\$45,312.03 at .25 FTE)  <b>PCN 1672 - Shanti Elliott</b> - Skyline (\$49,816.46 at .25 FTE)  <b>PCN 2472 - Brianna Wilkinson</b> - MPA (\$47,521.09 at .25 FTE)  <b>PCN 3513 - Tiffany Jordan</b> - Oakland High (\$54,211.15 at .25 FTE)  <b>PCN 3520 - Andre Garcia</b> - Fremont High (\$50,206.10 at .25 FTE)  <b>PCN 10309 - Clare Green</b> - Life Academy (\$45,293.81 at .25 FTE)</p> <p><i>These are full-time positions split-funded with other resources, including funds from the assigned school sites (FTE &amp; Resource varies) and .25 FTE from Central Grant funding, for a total of 1.0 FTE per Pathway Coach.</i></p> <p><b>PCN 0277 - Leah Jensen</b> - McClymonds (\$11,235.43 at .05 FTE)  <b>PCN 2803 - Vacancy</b> - Bunche, Dewey, MetWest, Street Academy, and Sojourner Truth (\$26,545.28 at 0.125 FTE)                      (Salary &amp; Benefit Costs Included)</p>	\$376,801.54	2305 - Supervisor & Admin Salaries	Supervisor & Admin Salaries	College and Career Pathway Coach	1.925 FTE	Approved

2	<p><b>Supervisor &amp; Administrative Salaries:</b>  <b>Hire a Coordinator of Action Research at 1.0 FTE.</b>                      The Coordinator will develop and manage the systems and supports for Measures N and H implementation. The work completed by the Coordinator positively impacts all students currently enrolled in OUSD and Charter Measure H sites.  <b>PCN 6504 - Jannevince Quijada</b>                      (Salary &amp; Benefit costs)</p>	\$198,288.07	2305 - Supervisor & Admin Salaries	Supervisor & Admin Salaries	Coordinator, Action Research	1.0 FTE	Approved
3	<p><b>Supervisor &amp; Administrative Salaries:</b>  <b>Hire a Program Manager, College and Career Readiness for All Initiative 1.0 FTE.</b>                      The Program Manager will ensure compliance-with Measures N and H allocations and budgets throughout Measures N and H-funded sites. The work completed by the Program Manager positively impacts all students currently enrolled in OUSD and Charter Measure H sites.  <b>PCN 11528 - Nancy Gomez</b>                      (Salary &amp; Benefit costs)</p>	\$222,228.66	2305 - Supervisor & Admin Salaries	Supervisor & Admin Salaries	Program Manager, College and Career Readiness for All Initiative	1.0 FTE	Approved
4	<p><b>Supervisor &amp; Administrative Salaries:</b>  <b>Hire a Program Manager, College and Career Readiness for All Initiative 1.0 FTE.</b>                      The Program Manager will ensure compliance with Measures N and H allocations and budgets throughout Measures N and H-funded sites. The work completed by the Program Manager positively impacts all students currently enrolled in OUSD and Charter Measure H sites.  <b>New PCN 11731 - Vacancy</b>                      (Projected Salary &amp; Benefit costs)</p>	\$222,228.66	2305 - Supervisor & Admin Salaries	Supervisor & Admin Salaries	Program Manager, College and Career Readiness for All Initiative	1.0 FTE	Approved
5	<p><b>Supervisor &amp; Administrative Salaries:</b>  <b>Hire an Office Manager, 0.15 FTE</b>                      The Office Manager will support clerical administrative duties (including but not limited to reporting, budgeting/Escape, and supporting document preparation for the Commission and Board). The work completed by the Administrative Assistant positively impacts all OUSD and Charter Measure H sites.  <b>New PCN 11517 - Vacancy</b>                      (Salary and benefits included)</p>	\$23,807.08	2305 - Supervisor & Admin Salaries	Supervisor & Admin Salaries	Office Manager	0.15 FTE	Approved
6	<p><b>Consultant Contract:</b>  <b>Consultant contract for Swanson &amp; Cosgrave Consulting LLC to support pathway development across the Charter Schools that receive Measure N and H funding.</b>                      Swanson &amp; Cosgrave Consulting LLC will support the alignment of the Charter High School pathways to the College and Career for All and Linked Learning Quality Standards. All Measures N and H-funded Charter schools, their pathway staff, and all students in pathways will benefit from this contract.  <b>Budget Calculation:</b>                      \$150 hourly rate x 600 hours = \$90,000.00                      (No administrative fee)</p>	\$90,000.00	5825 - Consultant Contract	Consultant Contract			Approved
7	<p><b>Supplies and Materials:</b>                      Funds to purchase materials &amp; supplies for the Measures N and H staff to carry out specific tasks for commission meetings, pathway site visits, events, and office operations.</p>	\$1,500.00	4310 - Materials & Supplies	Materials & Supplies			Conditionally Approved
8	<p><b>Computers:</b>                      Funds to purchase computers for the Measures N and H staff to carry out deliverables. This expenditure also includes funding for computers for any staff member, partially or entirely funded by Measure N and H.</p>	\$4,000.00	4420 - Computer < \$5,000	Computer < \$5,000			Conditionally Approved
9	<p><b>Mileage Reimbursements:</b>                      Funds to reimburse the Measures N and H staff for mileage to attend site visits, Commission meetings, or Measure N and H-specific events.</p>	\$500.00	5210 - Mileage, Tolls, & Personal Exp Reimbursement	Mileage, Tolls, & Personal Exp Reimbursement			Conditionally Approved
10	<p><b>Meeting Refreshments:</b>                      Funds to purchase meeting refreshments for Measures N and H events. The events include, but are not limited to, the Measures N and H Commission retreat, Commission meetings or presentations, and staff retreats.</p>	\$1,000.00	4311 - Meeting Refreshments	Meeting Refreshments			Conditionally Approved

11	<p><b>Correcting Negatives in Measure H accounts:</b>                  These funds are to offset any negatives in Measure H - Resource 9339.                  The negatives are usually the result of cost differences between what the site initially budgeted and the actual Salary and benefit Costs, as well as Mid-Year Salary Adjustments.                  This justification is to cover negatives in the 1xxx-3xxx object codes only, throughout the 2026-27 fiscal year.</p>	\$18,673.09	1xxx-3xxx -Salary & Benefit Costs Negatives	Salary & Benefit Costs Negatives			Approved
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2025-2026 MEASURE H STRATEGIC CARRYOVER PLAN							
Effective: July 1, 2026 - June 30, 2027							
Name of School Site		MEASURE H ADMINISTRATIVE 10%				Site #	912
<b>Approved Strategic Carryover</b> <i>(from prior years - Carryover Plan)</i>		\$152,930.33	<b>In the box below, please indicate why you decided to allocate Strategic Carryover:</b>				
<b>Total Budgeted Amount</b>		\$152,930.33	We have allocated Strategic Carryover to advance our work toward Linked Learning Gold Certification, sustain the Linked Learning Practice Sharing Event, and support ongoing professional learning for Linked Learning Office staff through conferences and targeted development, ensuring strong alignment across all Linked Learning communities of practice. Additional investments include expanded support from the OUSD Charter Schools Office, enabling a transition of the Charter School reimbursement process from an external consultant to a dedicated OUSD staff member to continue to improve Measures N and H administrative procedures for sites.				
<b>Remaining Amount to Budget</b>		\$0.00					
<b>NOTE:</b>	Measure H funds are to be expended during the fiscal year for which the Measure H Education Improvement Plan was approved. Expenses from previous fiscal years cannot be paid for from Carryover funds.						
<b>Directions:</b>	Please provide a detailed explanation as to how the carryover amount will be used to help you achieve your theory of action, address your root cause analysis, and how it supports and aligns to specific parts of your Measure H Education Improvement Plan (EIP) to support students and pathway development.  **Proper justification is required below and should be used when creating an Escape Purchase Order request, Budget Transfer, Journal Entry request, HRA request, Consultant Contracts online, etc. Examples that can be used are available in the Measure H Proper Budget Justification Examples - A Resource for EIP, SCO, C/O, and Budget Modification Development document linked below.						
<b>BUDGET JUSTIFICATION</b>							
<p>For All Budget Line Items, enter 3-5 sentences to create a Proper Justification that answers the below questions. Reference the <a href="#">Measures N and H Permissible Expenses document</a> when developing the justification. For Object Codes 1120, 5825, and all FTE, please also make sure to respond to the additional Budget Justification questions outlined in the <a href="#">Measures N and H Instructions for a Proper Budget Justification</a>.</p> <p>What is the specific expenditure or service type? Please provide a brief description (no vague language or hyperlinks) and quantify if applicable.</p> <p>We encourage you to refer to this list of <a href="#">Object Codes</a> if you have questions about which object codes to use. Please note that this is NOT a comprehensive list of all OUSD's object codes; not all are permissible uses of Measures N and H funds. Please refer to the Measures N and H Permissible Expenses document to confirm permissibility.</p> <p><b>**If the justification is adequately detailed to be deemed a proper justification and permissible use of funds, it will be Fully Approved. If additional details are needed, the justification will be conditionally approved and require a justification form.</b></p>							
	<b>COST</b>	<b>OBJECT CODE</b>	<b>OBJECT CODE DESCRIPTION</b>	<b>POSITION TITLE</b>	<b>FTE</b>	<b>PATHWAY NAME (if applicable)</b>	<b>Approval</b> Fully approved means your justification is complete; therefore, a Measure H Justification Form is <b>not</b> required. Conditionally approved means that a Measure H Justification Form is required.  <i>(protected cells below are to be completed by MN/H staff only)</i>
<p><b>Meeting Refreshments:</b> Funds will be used to purchase refreshments for the College &amp; Career for All Fund Practice-Sharing Event, which will be held for approximately 200 people in the Spring of 2027. Staff from Measures N and H-funded schools will be invited to participate, impacting up to hundreds of practitioners across OUSD and Charter schools and thousands of students in pathways. <b>Budget Calculation:</b> \$15.00 per person x 200 guests = \$3,000.00.</p>	\$3,000.00	4311 - Meeting Refreshments	Meeting Refreshments				Conditionally Approved
<p><b>Rentals - Facility:</b> Funds to rent the Newton Seale Room at Merritt College (or any other available facility), a facility to host the Measures N and H College &amp; Career for All Fund Practice-Sharing event, Spring 2027. This event will allow for school sites and pathways to share best practices.</p>	\$1,800.00	5624 - Rentals - Facility	Rentals - Facility				Conditionally Approved
<p><b>Materials &amp; Supplies:</b> Funds to purchase materials and supplies for the College &amp; Career for All Practice-Sharing Event for OUSD and Charter Educators. The Practice-Sharing Event will have up to 200 pathway teachers (OUSD and Charter), staff, and guests. Staff from Measures N and H-funded schools will be invited to participate, impacting up to hundreds of practitioners across OUSD and Charter schools and thousands of students in pathways. This event is designed to support the continuous improvement of pathways through the High-Quality Linked Learning Standards.</p>	\$5,000.00	4310 - Materials & Supplies	Materials & Supplies				Conditionally Approved

2023-2026 Measure N and H Administrative 10%

<p><b>Dues and Memberships:</b>  <b>Pathways going through the Linked Learning Alliance Certification must pay \$2,395.00 for the Gold Certification.</b>          OUSD and Measure H Charter Pathways approved by the High School Linked Learning Office for Linked Learning Alliance Certification candidacy will cover these fees through this budget.  <b>Budget Calculation:</b>          Up to 6 OUSD and Charter pathways for Gold Certification: \$2,395 x 6 = \$14,370.00</p>	\$14,370.00	5300- Dues and Memberships	Dues and Memberships			Approved
<p><b>Classified Support Salaries Overtime:</b>          Funds to compensate the OUSD Research Assessment and Data team via ET/OT. The staff will be compensated for extra hours worked in support of charter school data collection for the annual report and Education Improvement Plans.</p>	\$2,000.00	2225 - Classified Support Salaries Overtime	Classified Support Salaries Overtime			Conditionally Approved
<p><b>Licensing Agreement:</b>          Funds to purchase a license agreement with Grammarly for Education, a comprehensive AI-powered writing assistant specifically tailored for educational institutions.          To support consistent and professional communication with Measures N and H-funded sites and stakeholders. Measures N and H require significant public-facing writing, and Grammarly will support professional writing standards for all materials. Licenses for up to 5 Measures N and H and High School Linked Learning staff.  <b>Budget Calculation:</b>          Annual subscription is \$144 per user.</p>	\$720.00	5846 - Licensing Agreements	Licensing Agreements			Conditionally Approved
<p><b>Audit Expenses :</b>          Consultant Contract with Eide Bailly, LLP to conduct the Measure H Annual Audit Report. The auditor will manage the audit and produce the Measure H Audit Report for 2025-26 and 2026-27.          Contract fees are a flat rate, with no indirect charges.</p>	\$13,000.00	5809 - Audit Expenses	Audit Expenses			Approved
<p><b>Conference Expense:</b>          Conference and travel expenses for up to ten (10) OUSD and Measure H Charter staff members to the Linked Learning Alliance Conference in Palm Springs, CA, for ongoing professional development related to research and best practices related to effective and high-functioning linked learning pathways. Learning from this conference will also be leveraged to support OUSD and charter sites to advance toward Linked Learning Gold Certification.  <b>Budget Calculation:</b>          Conference Registration: \$750 / person x 10 ppl = \$7,500          Flights (round trip): \$325, including taxes x 10 people = \$3,250          Hotel: \$300/night including taxes x 3 nights x 10 people = \$9,000          Other expenses, such as rideshare or meals: \$250 x 10 people = \$2,500          Approximate cost = \$22,250, with total cost not to exceed \$24,040.33</p>	\$24,040.33	5220 - Conference Expenses	Conference Expenses			Approved
<p><b>Consultant Contract:</b>          Consultant with Lead By Learning to support community of practice leads with design and facilitation to maximize the effectiveness of the community of practice and impact on student and adult learning outcomes. Lead by Learning will provide coaching to the community of practice leads and will codesign the end-of-year Practice Sharing Forum as a culminating event.          Lead by Learning will provide Visioning and Goal-Setting Convening, Quarterly Progress Monitoring &amp; Adaptive Design Meetings, Monthly Leadership Coaching and Thought Partnership, and Design and In-Person Support for the May Practice Sharing Forum          Services will be rendered to the High School Linked Learning community of practice staff, including the Coordinator of Action Research, who leads the Charter School Community of Practice.          Contract fees are a flat rate, with no indirect charges.</p>	\$51,600.00	5825 - Consultant Contract	Consultant Contract			Approved
<p><b>Supervisor &amp; Administrative Salaries:</b>  <b>Hire a Manager, Charter School Accounting, .10 FTE</b>          The Manager, Charter School Accounting, will be responsible for managing all aspects of the Measures N and H quarterly charter reimbursement and payment process, including but not limited to the collection of supporting documents, confirmation of permissibility in collaboration with Measures N and H staff, issuing of checks, and reconciling possible budget discrepancies. The work completed by the Manager, Charter School Accounting, supports all Charter Measure H sites and ensures OUSD has all required documents for the annual Measures N and H audits.  <b>New PCN 86, Timothy Ryan</b>          (Salary and benefits included)</p>	\$22,400.00	2305 - Supervisor & Admin Salaries	Supervisor & Admin Salaries	Manager, Charter School Accounting	0.10 FTE	Approved

2023-2026 Measure N and H Administrative 10%

<p><b>Consultant Contract:</b>  <b>Consultant contract with Robert Curtis to provide Linked Learning Technical Assistance.</b>                  Robert will support pathway development at the Young Adult Program, Oakland International, Street Academy, and/or Coliseum College Prep Academy.                  Robert will provide virtual and in-person technical assistance to school leaders and designated staff at OUSD schools without a pathway coach to align their pathways with College and Career for All and Linked Learning Quality Standards, and to support progress toward Linked Learning Gold Certification benchmarks.  <b>Budget Calculation:</b>                  The hourly rate is \$200 x 75 hours = \$15,000.00.                  (no administrative fee).</p>	<p>\$15,000.00</p>	<p>5825 - Consultant Contract</p>	<p>Consultant Contract</p>				<p>Approved</p>
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