

June 24, 2015

# Update Report Items

**File ID Number** 16-1858  
**Introduction Date:** 9/7/2016  
**Enactment Number:**  
**Enactment Date:**

- Bond Prioritization Policy 7112  
Administrative Regulations
- Capital Projects Prioritization List 2015-2020

June 24, 2015

# Accountable School District Committee Preamble

- As members of the Accountable School District, we take full responsibility for acting on behalf of Oakland students to make moral, ethical, data-driven, and equitable recommendations to the Superintendent regarding the assets, resources, and implementation of board policies that will result in all students having access and opportunity to succeed in any Oakland School, pursue and be prepared for college and career. We will act in a transparent and unbiased manner as we develop criteria, procedures, account for and measure our District's initiatives towards meeting our Strategic Priorities and Goals.

# Bond Prioritization Policy 7112

On May 27, 2015, the Board of Directors approved Bond Prioritization Policy 7112.



June 24, 2015

# Bond Prioritization Policy 7112 Administrative Regulations

Under the direction of the Board of Education, the Superintendent or designee, with the Facilities Department Leadership, shall conduct this process in a transparent manner that engages multiple diverse stakeholders, maximizes equity and openness, and results in a prioritization that is well-informed, professional, unbiased, and reflects District and community values.

# Five Step Bond Prioritization Process

**Step 1-** Gather data to inform decision using SRA, Bond Prioritization Map, Facilities Master Plan etc...

**Step 2-** Identifying Capital Projects in Alignment with Bond Measure Scope and Language

**Step 3-** Declare it a project aligned to safety/compliance, District priorities, community & district value and bond measure scope

**Step 4-** Prioritization Scoring Tool and Process

- Score each project on a 1-5 point scale
- Sort highest to lowest by project type
- Top ranked projects prioritized until minimum allocation is reached

**Step 4-**

- Sort all remaining projects from highest to lowest
- Prioritize until 80% of the unallocated dollars for projects is reached
- Develop a work plan sequence & schedule

**Step 5-** Recommended projects shared with the Board at a public regular board meeting; board discussion and deliberation



# Relationship between Bond Oversight Committee and Bond Prioritization process

## Board of Education

### Bond Prioritization Implementation Team

#### Role

- Reports to and works on behalf of the Superintendent
- Review pertinent data, follow Administrative Regulations
- Attends trainings on bond prioritization process and data analysis
- Provide updates and reports to the Bond Oversight Committee
- Provide reports to the Board

### Bond Oversight Committee

#### Role

- Ensures that Bonds are spent as per the language in the bond measures
- Ensure that school bond funds are invested as the voters intended
- Ensures that projects are completed wisely and efficiently.
- Prepare reports for the Board of Education on Bond Measures





## DRAFT MEASURE J SPENDING PLAN

Location - Project	Leg. #s	1st Draw, Oct 2013 - \$120M	2nd Draw, Aug 2015 - \$160MIL	3rd Draw, Aug 2017 - \$150MIL	4th Draw, Aug 2019 - \$45MIL	Project Cost
<b>Board Approved Projects</b>						
California Solar Initiative (CSI) Project	13-2767	\$ 40,250,000	project complete	n/a	n/a	\$ 40,250,000
Fremont HS - Replacement	12-1282	\$ 8,050,000	\$ 23,000,000	\$ 67,950,000	\$ 32,000,000	\$ 131,000,000
Central Commissary at Foster site	13-2840	\$ 8,050,000	\$ 27,950,000	project complete	n/a	\$ 36,000,000
Glenview ES - Replacement	13-2844	\$ 8,900,000	\$ 39,100,000	project complete	n/a	\$ 48,000,000
Madison Grade Expansion Project	13-2854	\$ 5,750,000	\$ 25,300,000	project complete		\$ 31,050,000
School Kitchens - Phase I		\$ 3,175,000	\$ 4,800,000	project complete	n/a	\$ 7,775,000
Greenleaf Grade Expansion Project	13-2851	\$ 2,300,000	\$ 4,800,000	\$ 25,300,000		\$ 32,200,000
Sankofa Grade Expansion Project	13-2848	\$ 2,300,000	\$ 4,800,000	\$ 10,825,000		\$ 17,825,000
School Kitchens - Phase II				\$ 1,150,000	project complete	\$ 1,150,000
Roosevelt Modernization	11-0750	\$ 1,000,000	\$ 8,500,000	\$ 15,650,000		\$ 23,150,000
<b>Subtotal</b>		<b>\$ 77,775,000</b>	<b>\$ 135,650,000</b>	<b>\$ 120,975,000</b>	<b>\$ 32,000,000</b>	<b>\$ 366,400,000</b>
<b>Energy and Technology</b>						
Prop 39 Projects and Energy Efficiency		\$ 3,450,000	\$ 3,450,000	\$ 1,725,000		\$ 8,625,000
Technology and Common Core		\$ 2,150,000				\$ 2,150,000
Security Camera Projects		\$ 1,000,000				\$ 1,000,000
Tech infrastructure upgrades		\$ 2,400,000	\$ 2,400,000	\$ 2,400,000		\$ 7,200,000
<b>Subtotal</b>		<b>\$ 9,000,000</b>	<b>\$ 5,850,000</b>	<b>\$ 4,125,000</b>	<b>\$ -</b>	<b>\$ 18,975,000</b>
<b>Deferred Maintenance Other Projects</b>						
Paving and Infrastructure	13-2839 to 13-2842	\$ 8,555,000	\$ 1,150,000	\$ 8,775,000	\$ 4,485,000	\$ 20,965,000
Bathroom Renovations	13-2847, 13-2849	\$ 5,750,000	\$ 1,150,000	\$ 8,775,000	\$ 4,485,000	\$ 20,160,000
Deferred Maintenance	13-2843, 13-2850	\$ 3,800,000	\$ 3,900,000	\$ 3,900,000		\$ 11,600,000
CDC improvements		\$ 5,750,000	project complete	n/a	n/a	\$ 5,750,000
Turf Field Replacement- First two sites		\$ 2,645,000				\$ 2,645,000
Health Clinics - Oakland Tech		\$ 575,000			\$ 2,875,000	\$ 3,450,000
Turf Field Replacement- Next two sites		\$ -		\$ 3,000,000	project complete	\$ 3,000,000
<b>Subtotal</b>		<b>\$ 25,075,000</b>	<b>\$ 6,200,000</b>	<b>\$ 24,450,000</b>	<b>\$ 11,845,000</b>	<b>\$ 67,570,000</b>
<b>Bond Program Contingency</b>		<b>\$ 4,600,000</b>	<b>\$ 8,500,000</b>	<b>\$ 7,800,000</b>	<b>\$ 1,155,000</b>	<b>\$ 22,055,000</b>
		<b>\$ 116,450,000</b>	<b>\$ 156,200,000</b>	<b>\$ 157,350,000</b>	<b>\$ 45,000,000</b>	<b>\$ 475,000,000</b>



DRAFT MEASURE B and J REVISED PLAN

FACILITIES PLANNING AND MANAGEMENT

	1st Draw, Oct 2013 \$120M	2nd Draw, Aug 2015 \$160M	B Draw, April 2017 \$65M	3rd Draw, Aug 2017 \$165M	4th Draw, Aug 2019 \$30M	Project Cost (Measure J)	Variance (Measure J)	Original Cost (Measure J)	% of Measure J	Notes
<b>Modernizations and New Construction</b>										
California Solar Initiative (CSI) Project	\$ 35,000,000					\$ 35,000,000	\$ -	\$ 35,000,000	7.31%	
Zemke Elementary School - Replacement	\$ 8,000,000	\$ 17,000,000				\$ 43,000,000	\$ 3,000,000	\$ 40,000,000	9.05%	
Madison Grade Expansion Project (From 6-8 to 6-12)	\$ 3,000,000	\$ 14,000,000		\$ 10,000,000		\$ 27,000,000	\$ -	\$ 27,000,000	5.98%	
Emmett Extension Project (From K-5 to K-8)	\$ 11,000,000	\$ 28,000,000				\$ 40,000,000	\$ 12,000,000	\$ 28,000,000	6.42%	
Barakata Expansion Project (From K-5 to K-8)	\$ 2,000,000	\$ 5,000,000				\$ 7,000,000	\$ (8,500,000)	\$ 15,500,000	1.47%	
Warrenton High School - Replacement	\$ 3,550,000			\$ 78,450,000		\$ 82,000,000	\$ (32,000,000)	\$ 114,000,000	17.40%	
Education Learning Complex (ELC2)		\$ 6,000,000		\$ 43,500,000		\$ 49,500,000	\$ 49,500,000	\$ -	10.42%	
McClymonds HS Reform Intensive Support Site		\$ 1,000,000	\$ 5,000,000			\$ 1,000,000	\$ 1,000,000	\$ -	0.21%	
Castlemont HS Intensive Support Site		\$ 1,000,000	\$ 5,000,000			\$ 1,000,000	\$ 1,000,000	\$ -	0.21%	
Brookfield ES Intensive Support Site		\$ 1,000,000	\$ 5,000,000			\$ 1,000,000	\$ 1,000,000	\$ -	0.21%	
Frick MS Intensive Support Site		\$ 1,000,000	\$ 5,000,000			\$ 1,000,000	\$ 1,000,000	\$ -	0.21%	
Central Kitchen/Commissary at Foster Site	\$ 7,000,000	\$ 20,000,000	\$ 3,000,000			\$ 30,000,000	\$ 5,000,000	\$ 31,000,000	7.48%	
School Kitchens - Phase I	\$ 3,175,000	\$ 8,000,000	\$ 8,000,000			\$ 11,775,000	\$ 5,015,000	\$ 8,760,000	2.48%	
School Kitchens - Phase II			\$ 13,000,000			\$ -	\$ (1,000,000)	\$ 1,000,000	0.00%	
Rosewell Modernization						\$ -	\$ (20,000,000)	\$ 20,000,000	0.00%	See unfunded list
<b>Subtotal</b>	<b>\$ 70,725,000</b>	<b>\$ 132,600,000</b>	<b>\$ 44,000,000</b>	<b>\$ 131,950,000</b>	<b>\$ -</b>	<b>\$ 335,275,000</b>	<b>\$ 17,015,000</b>	<b>\$ 318,260,000</b>	<b>70.58%</b>	
<b>Security Projects</b>										
Security Camera Plan (Design Only)		\$ 500,000				\$ 500,000	\$ 500,000	\$ -	0.11%	
Security Improvement at HS and at priority MS		\$ 3,000,000	\$ 3,000,000		\$ 1,000,000	\$ 4,000,000	\$ 3,000,000	\$ 1,000,000	0.84%	Combined with Security Camera Projects
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 3,500,000</b>	<b>\$ 3,000,000</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 4,500,000</b>	<b>\$ 3,500,000</b>	<b>\$ 1,000,000</b>	<b>0.95%</b>	
<b>Energy and Technology</b>										
Prop 39 Projects and Energy Efficiency	\$ 1,200,000	\$ 1,600,000		\$ 3,715,000	\$ 1,710,000	\$ 8,625,000	\$ -	\$ 8,625,000	1.92%	
Educational Technology		\$ 1,500,000	\$ 1,000,000	\$ 600,000		\$ 2,000,000	\$ 2,000,000	\$ -	0.47%	
Technology and Common Core	\$ 2,430,000	\$ 2,430,000		\$ 2,430,000		\$ 7,230,000	\$ -	\$ 7,230,000	1.50%	
Technology Infrastructure Upgrades	\$ 2,500,000		\$ 2,500,000			\$ 2,500,000	\$ 400,000	\$ 2,100,000	0.51%	
<b>Subtotal</b>	<b>\$ 6,600,000</b>	<b>\$ 5,400,000</b>	<b>\$ 3,500,000</b>	<b>\$ 6,615,000</b>	<b>\$ 1,710,000</b>	<b>\$ 20,325,000</b>	<b>\$ 2,400,000</b>	<b>\$ 17,925,000</b>	<b>4.28%</b>	
<b>Other Capital Improvements</b>										
Paving and Infrastructure	\$ 8,597,897					\$ 8,597,897	\$ (9,892,093)	\$ 15,200,000	1.70%	
Bathroom Renovations	\$ 5,049,489					\$ 5,049,489	\$ (12,450,911)	\$ 17,500,000	1.00%	
Roofing Projects	\$ 2,220,878					\$ 2,220,878	\$ 2,220,878	\$ -	0.47%	\$1,492,222 savings available
Furniture ES Bleachers/Restrooms	\$ 1,300,000					\$ 1,300,000	\$ 1,300,000	\$ -	0.27%	
Child Development Centers Improvements - Land				\$ 3,500,000		\$ 3,500,000	\$ (2,000,000)	\$ 5,500,000	0.74%	
Health Clinics - Oakland Tech	\$ 2,500,000					\$ 2,500,000	\$ (500,000)	\$ 3,000,000	0.53%	
Stanley Miller ES Playstructures	\$ 89,108					\$ 89,108	\$ 89,108	\$ -	0.02%	
Castlemont MS Kitchen Fire		\$ 2,500,000	\$ 2,500,000			\$ 2,500,000	\$ 2,500,000	\$ -	0.53%	
Science Classrooms and Lab		\$ 1,000,000		\$ 2,750,000	\$ 9,000,000	\$ 12,750,000	\$ 12,750,000	\$ -	2.88%	
Playmatting and Playstructures		\$ 1,000,000		\$ 2,000,000	\$ 6,000,000	\$ 9,000,000	\$ 9,000,000	\$ -	1.92%	
Mazzanti ES Play Area	\$ 200,000					\$ 200,000	\$ 200,000	\$ -	0.04%	
Bella Vista ES Portable Removal	\$ 800,000					\$ 800,000	\$ 800,000	\$ -	0.18%	
Utilities, Furniture and Equipment (FF&E)		\$ 500,000		\$ 2,500,000		\$ 3,000,000	\$ 3,000,000	\$ -	0.63%	
<b>Subtotal</b>	<b>\$ 20,467,572</b>	<b>\$ 5,000,000</b>	<b>\$ 2,500,000</b>	<b>\$ 10,750,000</b>	<b>\$ 15,000,000</b>	<b>\$ 51,217,572</b>	<b>\$ 7,017,572</b>	<b>\$ 44,200,000</b>	<b>10.78%</b>	
<b>Field Projects</b>										
Turf Field Replacement - Skyline HS & Oak Tech HS Field	\$ 2,638,000	\$ 110,000		\$ 600,000		\$ 3,148,000	\$ 500,000	\$ 2,648,000	0.68%	
Turf Field Replacement - Castlemont HS & McClymonds HS				\$ 2,780,000		\$ 2,780,000	\$ -	\$ 2,780,000	0.57%	
Center @ Oakland International High School Turf Replacement	\$ 3,600,000					\$ 3,600,000	\$ 3,600,000	\$ -	0.74%	
Barakata ES Site Improvements	\$ 750,000					\$ 750,000	\$ 750,000	\$ -	0.16%	
Harbor ES Astro Turf Installation	\$ 1,100,000					\$ 1,100,000	\$ 1,100,000	\$ -	0.23%	
Middle School Fields		\$ 6,000,000	\$ 3,200,000			\$ 6,000,000	\$ 6,000,000	\$ -	1.20%	
<b>Subtotal</b>	<b>\$ 7,888,000</b>	<b>\$ 6,110,000</b>	<b>\$ 3,300,000</b>	<b>\$ 3,200,000</b>	<b>\$ -</b>	<b>\$ 17,195,000</b>	<b>\$ 11,850,000</b>	<b>\$ 5,345,000</b>	<b>3.62%</b>	
Deferred Maintenance						\$ -	\$ (11,600,000)	\$ 11,600,000	0.00%	
Bond Program Contingency		\$ 305,000	\$ 870,000	\$ 630,000	\$ 1,780,000	\$ 3,715,000	\$ (19,349,200)	\$ 22,655,000	0.57%	
Bond Program Coordination	\$ 14,322,428	\$ 7,285,209		\$ 11,865,000	\$ 19,500,000	\$ 43,772,428	\$ (10,842,872)	\$ 54,615,000	9.22%	
	\$ 120,000,000	\$ 160,000,000	\$ 65,000,000	\$ 165,000,000	\$ 30,000,000	\$ 475,000,000	\$ -	\$ 475,000,000	100.0%	

Unfunded Projects	Notes
Erica Brown MS Modernization	\$ 41,000,000
Eden Portable Demolition	\$ 80,000
J & G Infrastructure Upgrade	\$ 20,000,000
Emerson ES Field	\$ 2,800,000
Eden Gate/Aspire Berkeley Maynard Heating and Gutters	\$ 2,800,000
Jefferson ES Unit A Conversion	\$ 135,000
Security Cameras (Video Access)	\$ 20,000,000
100 High Street Security Camera	\$ 35,000
3000 Broadway	\$ 8,000,000
Rosewell MS Modernization	\$ 20,000,000
CCPA	\$ 700,000
Skyline HS Gym	\$ 250,000
Chemex Lights & Cameras	To be funded from roofing projects savings
E. Grande Demo	
<b>Total</b>	<b>\$ 113,888,000</b>





# Modernizations and New Construction

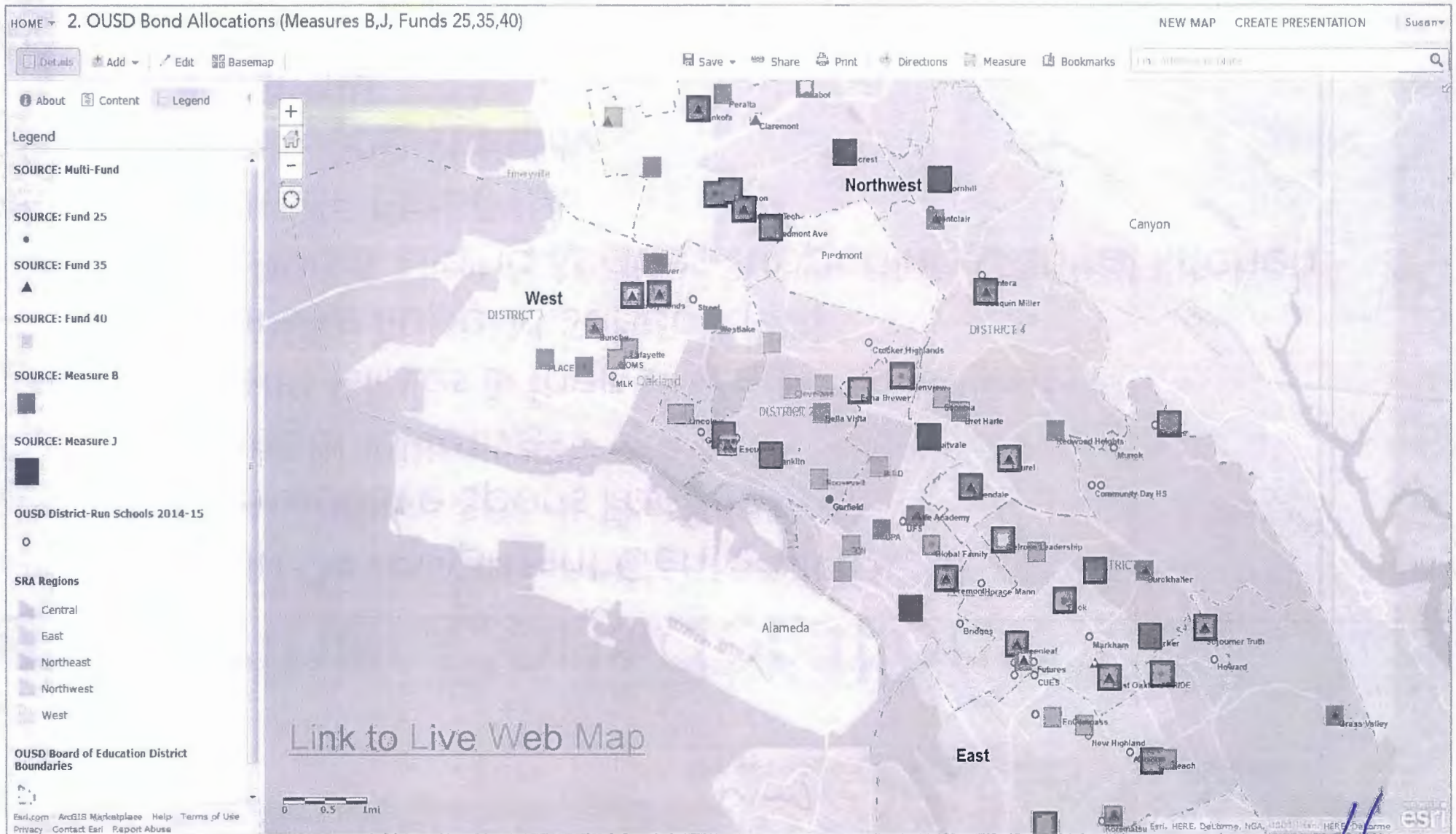
Location - Project	District	Project #	Current Budget Allocation	Measure J Project Budget	Measure B Project Budget	Allocation as % of Budget	Project Budget as % of Measure J
<b>Modernizations and New Construction</b>							
2 Glenview Elementary School - Replacement	5	13134	\$ 6,000,000	\$ 43,000,000		13.95%	9.05%
3 Madison Grade Expansion Project (From 6-9 to 6-12)	7	13124	\$ 3,000,000	\$ 27,000,000		11.11%	5.68%
4 Greenleaf Expansion Project (From K-5 to K-8)	6	13126	\$ 11,000,000	\$ 40,000,000		27.50%	8.42%
5 Sankofa Expansion Project (From K-5 to K-8)	1	13125	\$ 2,000,000	\$ 7,000,000		28.57%	1.47%
6 Fremont High School - Replacement	5	13158	\$ 3,550,000	\$ 82,000,000		4.33%	17.26%
7 Educational Leadership Complex (ELC2)	2		\$ 49,500,000	\$ 49,500,000		100.00%	10.42%
8 McClymonds HS Reform Intensive Support Site	3			\$ 1,000,000	\$ 5,000,000	0.00%	0.21%
9 Castlemont HS Intensive Support Site	7			\$ 1,000,000	\$ 5,000,000	0.00%	0.21%
10 Brookfield ES Intensive Support Site	7			\$ 1,000,000	\$ 5,000,000	0.00%	0.21%
11 Frick MS Intensive Support Site	6			\$ 1,000,000	\$ 5,000,000	0.00%	0.21%
12 Central Kitchen/Commissary at Foster Site	3	13133	\$ 7,000,000	\$ 36,000,000	\$ 3,000,000	19.44%	7.58%
13 School Kitchens - Phase I			\$ 2,512,944	\$ 11,775,000	\$ 8,000,000	21.34%	2.48%
a Hillcrest ES	1	13175	\$ 457,079			3.88%	0.10%
b Kaiser ES	1	13177	\$ 844,285			7.17%	0.18%
c Laurel ES	4	13179	\$ 816,277			6.93%	0.17%
d Piedmont ES	1	13184	\$ 395,303			3.36%	0.08%
14 School Kitchens - Phase II (EQUIPMENT)					\$ 13,000,000		0.00%
<b>Subtotal</b>			\$ 84,562,944	\$ 300,275,000	\$ 44,000,000	24.56%	63.22%

# Other Capital Projects:

Location - Project		District	Project #	Current Budget Allocation	Measure J Project Budget	Measure B Project Budget	Allocation as % of Budget	Project Budget as % of Measure J
<b>Other Capital Improvements</b>								
21	Paving and Infrastructure				\$ 8,507,907		100.00%	1.79%
a	955 High St Paving	5	13135	\$ 2,100,305			24.69%	0.44%
b	Elmhurst MS Paving	7	13130	\$ 1,494,461			17.57%	0.31%
c	Fruitvale ES Paving	5	13136	\$ 619,941			7.29%	0.13%
d	Franklin ES Paving	2	13137	\$ 667,666			7.85%	0.14%
e	Oakland Tech HS Paving	1	13138	\$ 1,653,526			19.44%	0.35%
f	Skyline HS Paving	6	13139	\$ 11,008			0.13%	0.00%
g	Various Portable Removal Projects	5,6	13147	\$ 1,961,000			23.05%	0.41%
	<b>Subtotal</b>			<b>\$ 8,507,907</b>	<b>\$ 8,507,907</b>	<b>\$ -</b>		
22	Bathroom Renovations				\$ 5,049,489		100.00%	1.06%
a	Fruitvale ES	5	13140	\$ 594,300			11.77%	0.13%
b	Sobrante Park ES	7	13141	\$ 551,850			10.93%	0.12%
c	Elmhurst MS	7	13160	\$ 757,496			15.00%	0.16%
d	Multiple Sites	6	13144	\$ 8,043			0.16%	0.00%
e	Webster Academy	6	13189	\$ 640,800			12.69%	0.13%
f	Lockwood ES	6	13189	\$ 899,000			17.80%	0.19%
g	Parker ES	2	13191	\$ 375,000			7.43%	0.08%
h	Garfield ES	6	13191	\$ 160,000			3.17%	0.03%
i	Maxwell Park ES	1	13191	\$ 275,000			5.45%	0.06%
j	Oakland Tech HS / Far West	1	13190	\$ 150,000			2.97%	0.03%
k	Piedmont ES	1	13190	\$ 200,000			3.96%	0.04%
l	Roosevelt MS	2	13190	\$ 438,000			8.67%	0.09%
	<b>Subtotal</b>			<b>\$ 5,049,489</b>	<b>\$ 5,049,489</b>	<b>\$ -</b>	<b>100.00%</b>	<b>1.06%</b>
23	Roofing Projects				\$ 2,220,978		100.00%	0.47%
a	Melrose Roofing	5	13151	\$ 1,005,065	\$ 1,005,065		0.21%	0.21%
b	Rudsdale Roofing	7	13153	\$ 346,267	\$ 346,267		0.07%	0.07%
c	Thornhill Roofing	4	13152	\$ 869,646	\$ 869,646		0.18%	0.18%
<b>Miscellaneous Projects</b>								
24	Fruitvale ES Bleachers/Restrooms	5	13196	\$ 1,300,000	\$ 1,300,000		100.00%	0.27%
25	CDC Projects - Laurel	4			\$ 3,500,000		0.00%	0.74%
26	Health Clinics - Oakland Tech	1		\$ 2,500,000	\$ 2,500,000		100.00%	0.53%
27	Joaquin Miller ES Playstructure Surface Replacement	4	13199	\$ 89,198	\$ 89,198		100.00%	0.02%
28	Claremont MS Kitchen Fire	1			\$ 2,500,000	\$ 2,500,000	0.00%	0.53%
29	Science Classrooms and Labs				\$ 12,750,000		0.00%	2.68%
30	Playmatting and Playstructures				\$ 9,000,000		0.00%	1.89%
a	Hawthorne ES	5					0.00%	0.00%
b	Crocker Highlands ES	2					0.00%	0.00%
c	Glenview ES	5					0.00%	0.00%
d	Hillcrest ES	1					0.00%	0.00%
e	Lincoln ES	2					0.00%	0.00%
f	Montclair	4					0.00%	0.00%
g	Joaquin Miller ES	4					0.00%	0.00%
h	Lafayette ES	3					0.00%	0.00%
31	Manzanita (SEED) Play Area Improvement	5	13201	\$ 200,000	\$ 200,000		0.04%	0.04%
32	Bella Vista ES Portable Removal			\$ 600,000	\$ 600,000		0.13%	0.13%
	Furniture, Fixtures and Equipment (FF&E)			\$ -	\$ 3,000,000		0.00%	0.63%
	<b>Subtotal</b>			<b>\$ 6,910,176</b>	<b>\$ 37,660,176</b>	<b>\$ 2,500,000</b>	<b>18.35%</b>	<b>7.93%</b>



# WE HAVE AN EYE ON EQUITY: Track the Good Things Happening in OUSD!!!!



# Further Considerations:

- Child Development Centers (CDC's)
- Competitive Sports Facilities
- Drought Initiatives
- Health Clinics & their Strategic Locations
- Intensive Support Schools (ISS)
- Kitchen & Dining Spaces Supporting Central Kitchen
- Portable Removal
- Safety and Security
  - Lighting
  - Cameras
  - Fencing
  - Security by Design



# Project Prioritization 2015-2020



## The Unfunded Project List:

- List will be reviewed annually per the Administrative Regulation
- List Currently consist of Several Projects Totaling \$100M +/-
- Current Prioritized List is Funded From known revenue sources (i.e., Measures B and J)
- No State Funding For Modernization or New Construction is considered though a future state bond could supplement local funds.
- Program Contingency must be monitored closely
  - Projects occurring in latter years could be delayed due to overruns or shortfalls





OAKLAND UNIFIED  
SCHOOL DISTRICT

Community Schools. Thriving Students.

# Presentation on General Obligation Bond Board Policy 7112: A Recommendation

*partial of presentation on May 23, 2015  
Board Mtg*

ACCOUNTABLE SCHOOL DISTRICT Subcommittee:  
Asset Management

Subcommittee Co-Chairs:

Mia Settles-Tidwell, Chief Operations Officer

Olis Simmons, Youth UpRising

Lance Jackson, Interim Deputy Chief of Facilities,  
Planning and Management

14



# Background

At the Nov 19<sup>th</sup> <sup>2014</sup> Board meeting in which the new Strategic Plan 2015-2020: Pathway to Excellence was unanimously approved by the Board, Superintendent Wilson announced the formation of three committees:

- Effective Talent Programs Committee
- Accountable School District Committee
- Quality Community Schools Committee



# Accountable School District Committee Members



<b>Asset Management</b>	<b>District-Charter Collaborative</b>	<b>Quality School Development</b>
<p><b>Leticia Araujo-Perez</b>  <b>Allan Donnelly</b>  <b>Lance Jackson</b>  <b>Gloria Lee</b>  <b>Melvin Phillips</b>  <b>Minh-Tram Nguyen</b>  <b>Olis Simmons</b>  <b>Vinh Trinh</b>  <b>Alice Sung</b>  <b>Karen Todd</b>  <b>Darin Jensen</b>  <b>James Harris</b>  <b>Melisha Linzie</b>  <b>Jean Wing</b>  <b>Susan Radke</b>  <b>Karen Bullocks</b>  <b>Carla Henderson</b></p>	<p><b>Yulanda Smith</b>  <b>Alanna Lim</b>  <b>Jody London</b>  <b>Farah Charania</b>  <b>Julie McMillan</b>  <b>Sharon Falk</b>  <b>Arianna Morales</b>  <b>Enomowyi Booker</b>  <b>Doug Appel</b>  <b>Adam Miller</b></p>	<p><b>Charlene Johnson</b>  <b>Chastity Garcia</b>  <b>Emma Paulino</b>  <b>Mike Hutchinson</b>  <b>Yusef Carrillo</b>  <b>Lorraine Mann</b>  <b>Brock Grubb</b>  <b>Dr. Toni Cook</b>  <b>Calvin Ho</b>  <b>Iman Mills Gordon</b>  <b>Barbara Allen</b>  <b>Amarit Ubhi</b></p>



# Subcommittee on Asset Management

## Subcommittee Guiding Question:

What prioritization criteria or system should be established to equitably allocate bond funds for facility upgrades, modernizations and construction projects to meet strategic & programmatic goals, to attract more students/families to OUSD and ensure voter trust thereby creating voter approval of future bonds?

## Subcommittee Charge:

The subcommittee on Asset Management is charged to provide a recommendation for a General Obligation Bond Prioritization Board Policy by May 13, 2015.

*Go to [www.everystudentthrives.org](http://www.everystudentthrives.org)  
for information on committees  
and decision process to be used.*





Meeting Minutes

No sign in sheets  
of who attended  
Asset Mgmt Mtg's  
on website

Thursday, February 26, 2015 | 4:30pm-6:30pm  
MetWest High School | Classroom C-221

**Focus Question:** What prioritization criteria or system should be established to equitably allocate bond funds for facility upgrades, modernizations and construction projects to meet strategic and programmatic goals and to attract more students/families to OUSD and obtain additional bond measures in the future?

## I. What does the phrase mean to you?

Activity: Participants introduced themselves to a partner by responding to one of the three phrases. These phrases are used as it relates to facilities, architecture, and construction. We want to build in a way that is most efficient and powerful for children.

### **Phrase: Form Follows Function (4)**

- **Response(s):** Formal elements will work best to deliver the necessary functions. We have to identify the "function" of a specific event, concept, program, or task to be able to understand what the form of a building should be.
- **Connection to schools:** Program vision has to be defined first, when we think about facility work in school sites. We cannot build a thing if we do not know how it will be used.

### **Phrase: Measure Twice Cut Once (4)**

- **Response:** Plan first before moving forward to avoid wasting resources.
- **Connection to schools:** Coliseum College Prep Academy does not have functional science lab. The district did not measure for the programmatic need to provide the services that they deserve. If we had addressed all of their needs in one project, we would not have to revisit that project.

### **Phrase: Build it and they will come (3)**

- **Response:** If you build the house the family will come. Our enrollment will increase if we build beautiful, attractive buildings for students aligned to attractive programs.
- **Connection to schools:** We want our families to have a choice of the facility where their child will learn. This is a marketing strategy (i.e. industry standards; fixed asset vs. flexible building).

## II. Overview of Goals, Roles, Purpose, Norms, and Focus Question & Objective:

### Community Agreements

1. Student centered discussion
2. Strategic priorities focused and aligned
  - a. Example: The Board approved this on 11/19/15, the Pathway to Excellence: Strategic Priorities. These priorities and the content of the bond approved scope should guide our prioritization work.
  - b. High performance schools and sustainability should be included
3. Check for understanding; surface questions during the process
4. Active engagement in the learning process
5. Celebrate successes





### III. Measure J and Bonds Review

Activity: Participants engaged in an independent activity to reflect on various components related to bonds.

#### 1. How are bond funds acquired?

a. Response: Bonds are acquired through voter approval. Proposition 39 requires 55% voter approval, which is one type of Bond Measure. General Obligation Bonds requires 66.7% of approval. Proposition 39 (which includes Measure B and Measure J) requires that the project list is placed on the bond measure in order to be transparent with the voters. Both of these bonds are restricted.

To avoid paying interest, bonds are issued in series rather than a lump sum. It is important to know that bonds are sold to investors.

b. The county charge homeowners to pay off the bond. The \$60 per every 100 dollars of your property value. The county could charge whatever it takes to make the payment.

#### 2. What can Measure J and B be used for?

a. Measure J & B must be used for facilities projects that cover the following:

- Asbestos and lead paint removal
- Seismic safety
- Energy efficiency
- Technology improvement
- Replacing portable buildings with building
- Better use of under utilized assets
- Renovation of community kitchens
- Repair plumbing and heating
- Attracting jobs
- Science labs
- Redeveloping administrative sites
- Full service community schools
- Constructing and rehabilitating labs/facilities for high school students
- Turf field/track and field
- Safety and security
- Develop teacher housing (i.e. Alternative academics and training)

#### 3. How much is in each bond measure?

Response: In 2012, Measure J was issued for \$475,000,000. Measure J has \$355,000,000 left. In 2006, Measure B was issued for \$435,000,000. Measure B has \$65,000,000 left.

#### 4. How do we know the bond is spent according to its purpose?

a. Response: There is a Bond Oversight committee that meets on the 1<sup>st</sup> Wednesday of each month at 6:00pm, located at La Escuelita.



## IV. Reviewing the Ballot Measure Submittal Form as a

### Group

#### **Bonds Language form Ballot Measure Submittal Form**

Activity: Participants identified language highlighted within the various project lists outlined in the ballot measure submittal form to brainstorm a sample prioritization list based on equitable outcomes.

#### **Schools mentioned in the bond ballot**

- Northwest –Sankofa (K-8), Glenview (K-5)
- Northeast-Skyline (H.S)
- East-Webster (K-8), Green leaf (K-8), Sobrante (K-12), Madison (K-12)
- Central-Roosevelt (M.S), Fremont (H.S)
- West-Mack (H.S), Foster (central)

#### **Group Discussion**

- We also need to focus on relativity when considering equity. The team's focus is on equitably distributing the resources with a rationale.
- Phase II of the SRA should include a look at Science Labs and Technology across all schools, as well as, facilities condition.
- The district has a Facilities Master Plan to support improvement in facilities. It does not have information about modernization projects as they happen at sites. The Facilities Master Plan is only through 2012, but can be used as a source document.
- We need a district wide vision of facilities projects that are not dependent upon principal turnover. We need to name the milestones for construction. Site leaders need to know that there are no turning back milestones of a project.

#### **Closure/Appreciations**

- We all shared our knowledge and learned something from the meeting.
- We appreciate Leticia for bring equity into the room. The how will influence what we recommend.
- Thanks to the Facility Experts: Alice Sung (OUSD/Greenbank Associates), Cate Boskoff (Facilities Lawyer), Lance Jackson (Interim Deputy of Facilities), and Ruth Alahydoian (Chief Financial Officer).

## V. Homework to complete by Thursday, 3/12/15

- Read "Project Prioritization"
- If we had to prioritize the generated scope list in the bond measure, what would you prioritize?

## VI. Next Steps

#### **A. Next Steps for Understanding Bond Funds**

- Develop an FAQ that explains Measure J and B in detail with quick facts (questions will be sent to experts directly to assist with gathering accurate information).
- FAQ should be sent to the Committee by Monday (3/9/15)
- Work as a team on prioritization of scope based on equity view



- Committee members send in articles for the reader that is being produced for the committee members by Wednesday, 3/4/15.
- Provide participants with the Facilities Master Plan by the next meeting
- Send articles/readings for the Reader to Karen.Bullocks@ousd.k12.ca.us and Carla.Henderson@ousd.k12.ca.us by Wednesday, 3/4/15. The articles/readings will be collated into one bound Reader. This will assist the group with aligning context to our strategic priorities.



## B. Questions for the FAQ

1. What role did the Board of Education play in the list of projects and schools for Measure J?
2. Based on the Board's role, how much of their school choices were community driven (i.e. community voice)?
3. What was the rationale for naming these schools over other schools?
4. What effects did this have on different regions or schools? How equitable is the distributions and how can we point it back to some rationale?
5. What projects were covered under the previous Measure B bond?
6. How is Measure J being used currently and which projects are too far gone to repurpose those funds?
7. What other baseline pieces of information is needed for us to analyze and support us in our process?
8. Will this group come up with a shared definition of equity?
9. What is the final outcome of this process? It is the answer to the focus question, which has four parts. The four parts include addressing (1) system needs, (2) equitable allocation of bond funds, (3) does this attract more students, and (4) how to get more bonds coming into the district.
10. What is the lifespan of projects and criteria recommendation? Does the criteria for bond use apply to the current context?
11. Do we prioritize implicit or explicit things highlighted in the ballot measure?
12. How will we measure success with distributing the bond measures?
13. How were bonds prioritized in the past?



Meeting Minutes

*No attendance sign in sheet  
on web*

Thursday, March 12, 2015 | 4:30-6:30pm  
MetWest High School | Classroom C-221

**Focus Question:** What prioritization criteria or system should be established to equitably allocate bond funds for facility upgrades, modernizations and construction projects to meet strategic and programmatic goals and to attract more students/families to OUSD and obtain additional bond measures in the future?

**Welcome**

Ice Breaker Activity: Naming important district initiatives related to capital projects (e.g. Intensive Support Schools)  
*Participants listed 3-5 strategic or programmatic initiatives that involve the use of capital funds. Each participant thought about district initiatives as they relate to capital projects. Example: Intensive Support Schools*

- Intensive Support Schools (ISS) is a district initiative designed to accelerate quality conditions for students attending district schools. This initiative promotes quality development and leads the community down the path of quality. ISS should offer quality components for kids that have not had them. The ISS are Fremont, Castlemont, Mack, Brookfield, Frick. The question is: what can we do as a community to change that reality? It has to look like intensive deep caring support that creates meaningful opportunities for students. At this time, 4 of the 5 ISS are on a timeline to engage and turn their school around in the Fall 2015. This is related to the facilities work because you need this to have a high quality school. Facilities should align with the intensive support strategy (building quality schools in all district neighborhoods)
- Initiatives (categorize as NOW, LATER, YESTERDAY)
  - Intensive Support Schools...NOW
  - High Performance Schools...NOW/YESTERDAY
  - Empowering, Energy, and Water (CSI- California Solar Initiative)...LATER
  - Linked Learning...NOW
  - Full Service Community Schools...NOW,YESTERDAY
  - School Gardens...YESTERDAY
  - Green Academies...NOW
  - Safety (safe environment)...NOW
  - Environmental Design related to Public Safety...NOW
  - STEM Corridor (west oakland)... NOW
  - Reunification of District Leadership and Staff (1025)...NOW,YESTERDAY
  - Central Kitchen (Foster)...NOW
  - Portable Reduction...LATER, NOW (WITH SOME DEGREES FOR ASSESSMENT)
  - Common Core (technology)...NOW
  - Project Labor Agreement (Work done on the projects have the proper skills and social justice pieces so there is a skilled workforce; pathways to kids while they are still in school)...NOW/YESTERDAY
  - Tech Upgrade to Bandwidth (site and central office)...NOW (technology infrastructure)
  - Technology Readiness (conceptual framework at this time. Timeline 6 months - 1 year now; 1 year or more later)...YESTERDAY





- Health Center ...YESTERDAY
- Dental Center...YESTERDAY
- Community Rooms...YESTERDAY/NOW
- School Artwork (i.e. murals, designs, etc.)...LATER
- Science Labs ...NOW
- Facilities Master Plan...YESTERDAY
- Seismic Safety...NOW
- Green Gloves (recycling and compost program)...YESTERDAY/LATER (for full scale).
- There is a time and resource element introduces itself as one of our challenges. this is why we need a prioritization. Prioritization is not an easy process.

### Jigsaw of the Article on Prioritization

- Participants were assigned sections of the prioritization article to read and report back to whole group.
- (1) Factors of Importance (i.e. mandates, value to community, advance the number of quality schools. what factors will we use? (2) rating scale, (3) establish criteria weight

### Table Group 1

- Approach: brainstorming and clarifying. They realized that the criteria was related to other things. First, items were categorized based on what was required by law (e.g. Common Core). Second, the group focused on-strategic alignment to program priorities because the group believed that form should follow functions and the quality school review process about our needs for classrooms and the facilities master plan mention. comprehensive alignment. Third, it was important to understand how the resources aligned with the criteria to weigh if it is affordable or allow to leverage the resources that are already out there (i.e. cost benefit analysis, sequencing and staffing to maximize the dollar, etc.). Fourth, there needs to be resources for the community. Fifth, attention should be given to mobility and scale ability.

### Table Group 2

- Approach: brainstorm and categorize the information. Identified needs were sorted into three categories. Category 1 addressed issues related to the basic infrastructure and safety/security because the group felt these were non-negotiables. (Some categories were a catch all for some of the items that were listed). Category 2 identified the main guiding principles to show how some items contributed to the development of full service community school. Category 3 focused on listed programmatic needs.

### Safety in Our Community

- Safety and security are different
- OUSD schools are safe facilities. We should be concerned with the level of crime outside of the school. Additional attention needs to given toward assessing the environmental designs of our current security systems at each site. The structure of each school site requires a different safety-security strategy due to some buildings being newer than others. Camera are really important. There is a concern that OUSD might need to consider having a closed campus district-wide. In addition to this, we should train district staff how to proactively monitor cameras. Our leaders need to be trained so they are informed about what to look for to promote a safe environment. Strategic partnerships could possibly assist OUSD creating safer facilities for our students.



### Closure/Appreciations

Many thanks to Juwen, Alice, Vinh, Jean, Mia, Allan, and Thuy for contributing to the development of the reader for the sub-committee.

### Questions

- Is there a STEM initiative districtwide? Not in a structured way but it has been discussed implicitly.
- How do we make invisible security appear secure?
- Could safety issues be mitigated when we see young people as our partners.

### Next Steps

- Provide the superintendent recommendations in April
- Field trip to A,B,J Bond Committee (Wednesday, April 1, 2015)
- May 13th presentation to the Board will be a mandatory meeting
- read chapter based on the outline in the syllabus
- 3/26/15 we will focus on the priorities you have named Allen Smith, Gretchen, and others to frame the programmatic side of facilities

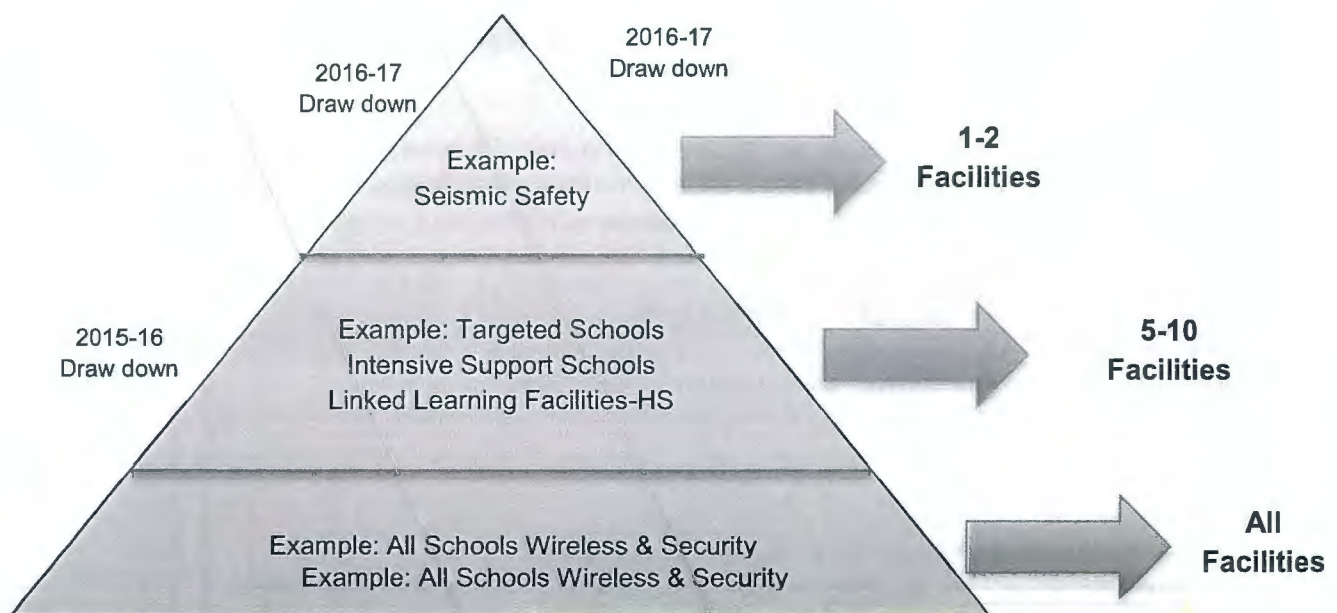
*Did this committee  
come to CBOC?*







<p><b>Which projects are for all schools, intensive, targeted, universal schools?</b>  <b>Which projects are time-sensitive?</b>  <b>What equity lens will be used to prioritize projects?</b> Regions, Conditions of Buildings, Elem-MS-HS etc.</p> <ul style="list-style-type: none"> <li>- Review of Lamar District &amp; City Policy and Administrative Regulations on Bond Prioritization</li> <li>- Divide into 2-3 groups</li> <li>- Using the categorization and weighting worksheet, begin to populate the sheet with the sub-categories of projects</li> <li>- Add a weighting for each project from 1 (low) to 5 (high) in terms of priority</li> <li>- Place in one of three categories (Intensive, Targeted, or Universal) based on the RTI Model</li> <li>- Add timeline or phases to the worksheet (Immediate within a year; intermediate within 2-3 years or long term 5 years or more)</li> <li>- Group share-out</li> </ul>	
<p><b>III. Review of Prioritization Tool- Lance Jackson</b></p> <p><i>Committee- Write &amp; Ask Questions during the Presentations</i></p>	30 minutes
<p><b>IV. Discuss DRAFT policy &amp; administrative regulations sections</b></p>	10 minutes
<p><b>V. Closure/Next Steps</b></p>	10 minutes



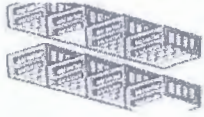
How many facilities can we do well over the next 3 years using the remaining \$355M or more in Measure J funds & \$66M of Measure B?

26





Strategic Plan Committees  
Accountable School District  
**Asset Management**  
**Prioritization & Allocation of Bond Funds Sub-Committee Meeting**



No attendees sign in sheet on website or meeting minutes

PUBLIC AGENDA

April 23, 2015 | 5:50-8:00pm  
MetWest High School | Classroom C-130

**Committee Agreement**

- Student Centered Discussion
- Strategic Priorities Focused and Aligned
- Check for Understanding; Surface Questions During the Process
- Active Engagement in the Learning Process
- Access to Experts in the Subject Areas
- Celebrate Successes

**Focus Question:**

What **prioritization criteria** or **system** should be established to equitably allocate **bond funds** for facility upgrades, modernizations and construction projects to meet strategic & programmatic goals and to **attract more students/families** to OUSD and **obtain additional bond measures** in the future?

**Sub-Committee Charge:**

The **Asset Management Sub-committee** will provide feedback and input on the recommendation, process, procedures, and selection criteria used to equitably allocate bond funds to meet student achievement and programmatic goals aligned to the Strategic Priorities.

**Today's Objectives:**

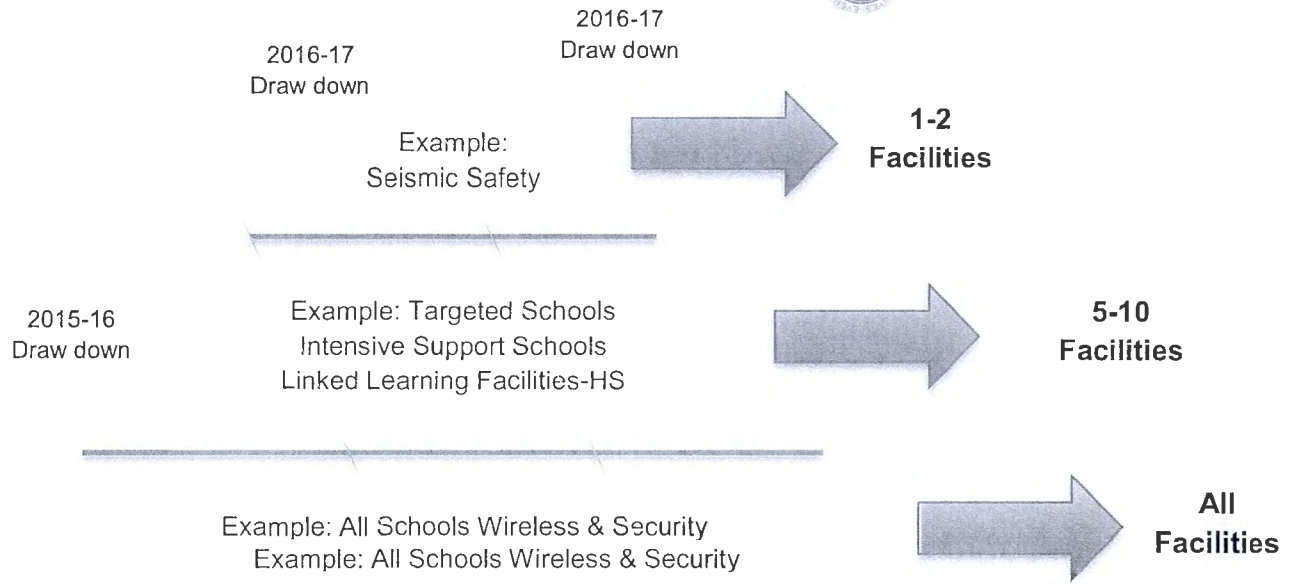
- Review and provide feedback on "DRAFT" Bond Prioritization Policy & Administrative Regulations
- Review Tool and variables for Identifying prioritization factors for bond prioritization & weighting system
- Updates on Timeline & Action Steps

Agenda Item	Time
I. Welcome & Overview of Roles, Focus Question & Objectives	10 minutes
II. Framing of the Work (President James Harris)  What is a board policy? What is an administrative Regulation? What are the major benchmarks? 1 <sup>st</sup> Reading on Board Policy & Administrative Regulations (May 13 <sup>th</sup> ) & 2 <sup>nd</sup> Reading on Board Policy & Proposed Identification of School Sites (May 27 <sup>th</sup> )	10 minutes



<p><b>III. Group Presentation: DRAFT Board Policy</b></p> <p>Ming-Tram &amp; Leticia (paragraph 1) – 7 minutes  Alice Sung (paragraph 2)- 4 minutes  Darren (paragraph 3)- 7 minutes  Ming-Tram &amp; Leticia (paragraph 4)- 2 minutes</p> <p>Facilitators will read aloud their paragraph of the BP and offer one reflection about how it represents our work to-date (e.g. something someone said, data we read, work we have done together, and reader etc.)</p>	
<p><b>IV. Small Group Work</b></p> <p>Each facilitators will break up into 3 groups to discuss their specific paragraph</p> <p><b>Discussion Questions:</b>  If this is about the “What” the guidelines of the work, then does this board policy DRAFT capture our work to date? What is missing?</p>	15 minutes
<p><b>V. Report Out on the Board Policy Discussion (Committee groups)</b></p> <p>Each group gets 5 minutes to report out.</p> <p>How does this reflect our experience to date as a committee?  What is missing?</p>	15 minutes
<p><b>VI. Facilitate Discussion on Administrative Regulations--Jean &amp; Lance</b></p> <p>Review DRAFT Administrative Regulations- Explain that it is the “HOW?” to reach the “WHAT” of the DRAFT Policy</p> <p>In groups, review the DRAFT Administrative Regulations and answer the following questions:</p> <ol style="list-style-type: none"> <li>1) What modifications, edits, additions and deletions would you make to these regulations?</li> <li>2) How well is the process described in the administrative regulations?</li> <li>3) How is this administrative regulation tied to improving educational outcomes for students?</li> <li>4) What are the process steps recommended for the bond allocation or description of the prioritization tool?</li> <li>5) How does equity play out in the process description?</li> <li>6) What timelines are we working under for bond allocations?</li> <li>7) How is magnitude and number (management) of projects represented in the administrative regulations?</li> </ol>	40 minutes
<p><b>VII. Report Out &amp; Discussion</b></p>	15 minutes
<p><b>VIII. Closure &amp; Appreciations/ Next Steps</b></p> <p>Next Meeting May</p>	5 minutes





How many facilities can we do well over the next 3 years using the remaining \$355M or more in Measure J funds & \$66M of Measure B?

Oakland Unified School District  
Administrative Regulation

AR ~~17390~~ *Did this Committee get put into place?*  
Business and Non-instructional Operations

Bond Prioritization Process

*If so when, and who is on it?*

Under the direction of the Board of Education, the Superintendent will establish a Bond Allocation Committee that will use the methodology outlined below to equitably and transparently recommend bond projects in alignment with the District priorities. The committee will consist of five to seven members representative of the following:

1. The District's ethnic, age group and socioeconomic composition
2. OUSD staff experts from Facilities, Instruction and Operations
3. Community representatives of neighborhood associations
4. Teachers & other labor union representation
5. Principals, Assistant Principals
6. Parents of students
7. Persons with expertise in environmental impact, legal contracts, building codes, architects, bonds, and other

**This committee shall: (Education Code 17390)**

1. Review the Strategic Regional Analysis (SRA), Facilities Master Plan, Asset Management Plan, Strategic Priorities, and bond project scope and other data to determine the equitable allocation of bond funds for capital projects.
2. Establish and obtain through multiple engagement mechanisms the list of possible projects to be included on the project scope list to be considered in the prioritization process.
3. All projects will be considered through the lens of:
  - Priority Area 1- Safety & Compliance
  - Priority Area 2- Strategic Plan and District Priorities
  - Priority Area 3- Community Values & Priorities



Each Priority Area will be weighted according to the following:

- Equity (Based on a needs assessment and meets our strategic needs)
- Timeline Categories (Critical projects, leverage projects, necessary projects, or desirable projects)
- Magnitude (size, scale, manageable number and cost of projects)
- Leverage Potential

Each project, will be considered through the use of a prioritization weighting tool and given a weight score:

- Place each project in one of the above three project categories: Safety/Compliance, Strategic Priorities, or Community Values/Priorities
- Evaluate each project and give a score in each of the 4 priority areas on a point scale of (1) low, (3) intermediate, (5) high
- Add all weight scores for each project and priority area and total final score

4. Each project will be approached in a manner that meets the academic program vision and the design will follow the academic program vision. In accordance with the Asset Management Plan, both the infrastructure and structure of buildings will be technologically sound, Green schools, with efficiency and sustainability.

5. The Bond prioritization list will be made public at a regular Board meeting by June 30<sup>th</sup>; and annually reviewed for status updates of progress of projects

6. Send the Governing Board its recommendations regarding bond prioritization, including identified project list every 4 years in association with current and future bond scope and needs.

7. Utilize the remaining project list to determine the scope of the next bond measure ballot.

5/22/15

Sept 7, 2016  
(CBOC  
for reference)

California Education Code 17390

17390. The school district advisory committee shall do all of the following:

(a) Review the projected school enrollment and other data as provided by the district to determine the amount of surplus space and real property.

(b) Establish a priority list of use of surplus space and real property that will be acceptable to the community.

(c) Cause to have circulated throughout the attendance area a priority list of surplus space and real property and provide for hearings of community input to the committee on acceptable uses of space and real property, including the sale or lease of surplus real property for child care development purposes pursuant to Section 17458.

(d) Make a final determination of limits of tolerance of use of space and real property.

(e) Forward to the district governing board a report recommending uses of surplus space and real property.