



OAKLAND UNIFIED
SCHOOL DISTRICT
Community Schools, Thriving Students

Central Office Housing

Date: June 23, 2021
Board of Education

Ask of the Board

To vote on the Reduced Cole option for the permanent Central Housing option (Resolution No. 2021-0168)

The decision on the Cole project needs to be voted on in June due to the expiration of the bids in July

Central Housing Permanent Option

Option	<u>Requires</u> Remote Work Component	Est. Cost from Bond Funds	Est. Date for Completion (If decision by June 2021)
5A. Reduced/Baby Cole (Demolition and New Construction - Just Use of 2nd Floor)	YES (includes seats sufficient for ~275 part time employees)	~\$48M <i>(bids came in low- only valid through July 12, 2021)</i>	Dec 2022

Reduced Cole Image



Research on New Ways of Working: Hybrid Models

Many universities are already adopting more flexible workplace models post COVID to attract and retain employees and recapture space for core academic programs. OUSD would be a leader among K-12 districts.

“The nature of work is evolving, becoming more mobile, technology-rich, and collaborative, thereby leaving traditional workstations empty for large portions of the day.”
– **University of Minnesota**

“Many education leaders are now looking beyond the impacts of COVID to evaluate how the work, workforce, and workplaces of their core operations can be optimized going forward while continuing to offer a best in-class learning experience and employee experience in a “hybrid campus.”
– **Deloitte Education Research**

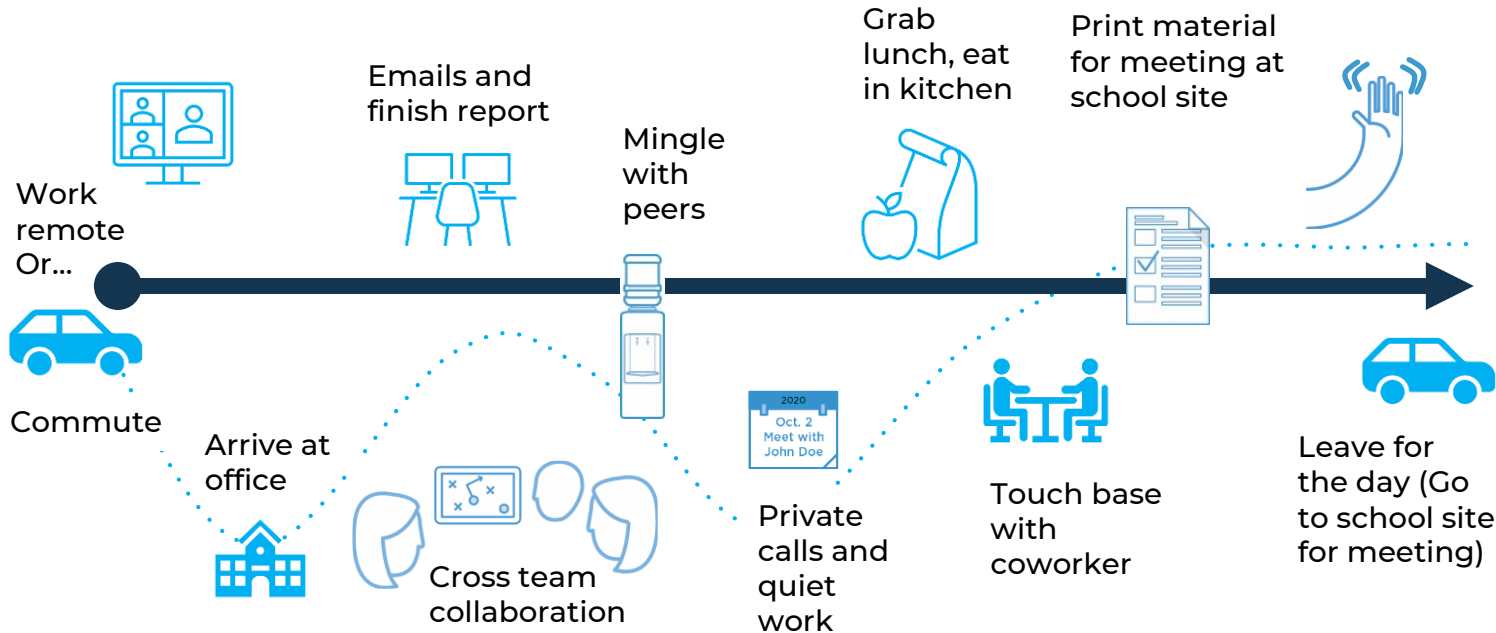
“We know that hybrid work requires [a new operating model and strategy that encompasses flexible work policy](#). The modern workplace requires organizations to meet new employee expectations [and] connect a more distributed workforce using innovative technology.”
– **Kurt DelBene, Microsoft executive vice president**

Other : Golden Gate University, North Monterey County Unified School District, University of Michigan, WeWork at University of Maryland



Sample Employees Work Day

An employee's typical workday consists of a mix of activities requiring a mix of private and collaborative spaces



'Phone booths' for calls and focused work



Flexible meeting rooms

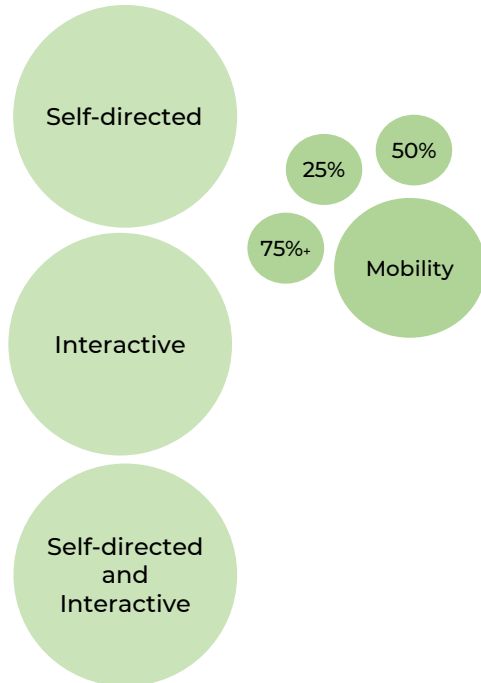


Collaboration Suites

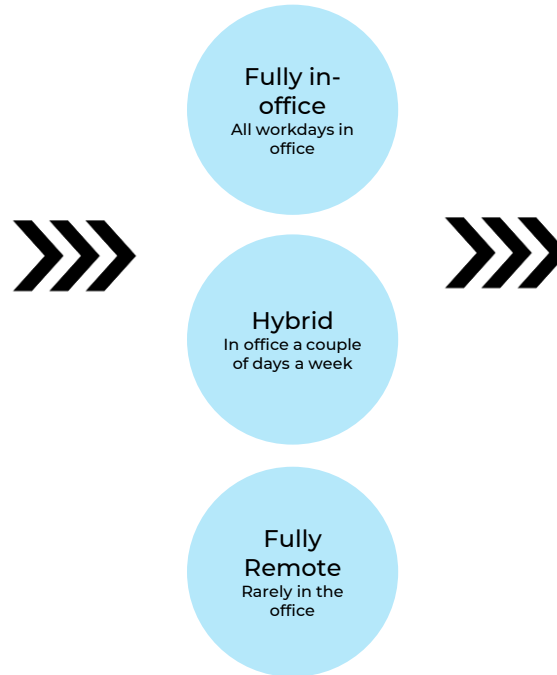
Different Work Spaces for Different Needs

Workspaces are designed to support individual work styles, workflows and takes into account the 'mobility' of staff activities for optimal flow

WORKSTYLE + MOBILITY



WORK LOCATION



SPACE ARRANGEMENTS



Spaces Arrangements for Departmental Needs

Spaces can be managed in several different ways depending on location or departmental work requirements



ASSIGNED

Workspace or collaboration area is assigned to one staff.
Open for meetings when not in use as office space.



SHARED

Workspace is shared by **two or more** staff through a space-sharing agreement.
Could be used as collaboration area when not in use as office space.



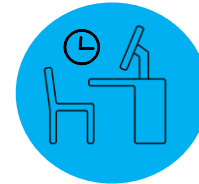
SHARED (GROUP)

Workspaces are shared by group through a space-sharing agreement;
Weekly seat hours vary per person



OPEN FOR DROP-IN

Unassigned shared workspaces available on a first come, first serve basis..
No formal reservation system.



RESERVABLE

Staff book their seat in advance; Primarily for irregular drop-ins, before or after meetings;
Reservable hours vary from 4 to 40 hours

Resolution No. 2021-0168

- If approved, staff will bring forward contracts and associated documents to proceed with construction (Total Project Budget of ~\$48M; Proposed Contract is ~\$35.8M)
- If no action is taken, staff will continue to seek Board direction on next steps for Central Office housing
 - Potential impact would be rent for 1000 Broadway (~\$243K/month for Jul/Aug 2021; ~\$251K/month for Sep 2021-Aug 2022) would need to be borne by General Fund



EVERY STUDENT THRIVES!



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Appendix

Analysis of the Reduced Cole Space Arrangement and Departmental Needs

		Traditional Office (1000 Broadway)	Collaboration Hub (Baby Cole)	Change
Total SF		56,000 SF	25,500 SF	Less OUSD real estate required to house employees
Employee Count		270	170+ in central hub	
Avg Weekly Seat Hours Per Person		40	16 (Average)	Increased flexibility per employee/departmental need
Assigned Office	200sf	59	5	More efficient space use through reduction of dedicated spaces
Shared Office Type A (2 people sharing at same time)	120sf	15	N/A	
Shared Office Type B (1 person at one time)	30sf	N/A	34	
Cubicles (Assigned)	65sf	183	N/A	
Shared Workstations	30 sf	12	30	
Drop-in Workstations (Unassigned)	30 sf	0	30	
Phone booths	30 sf	N/A	21	Access to acoustic privacy
Collaboration Spaces S	210sf	8	9	Higher collaboration space to employee ratio.
Collaboration Spaces M	420sf	6	5	
Collaboration Spaces L	900sf	1	1	
Collaboration Spaces XL	1800sf	1	1	

Workstyle & Mobility Data for Each Department

Employees can be classified based on degree of dependency on a desk and interactions with internal or external parties

WORKSTYLES

Staff have various styles of working. For this, we look at levels of interaction and activities requiring focus.

SELF DIRECTED

Consists of office or desk-bound duties which require heads-down quiet and focused environment

INTERACTIVE

Work style mainly relies on interpersonal settings with other employees, students, or stakeholder and is typically in an open setting with access to collaboration spaces.

SELF DIRECTED & INTERACTIVE

Work style is a hybrid of both above

MOBILITY

Mobility is based on how tethered an employee is to a desk regardless of location (i.e. remote or onsite). OUSD staff can be found...

- Over 75% at desk
- 50% at desk
- 25% at desk

Sample Photos of Work From Home Hybrid Working Spaces

Modular phone booths



Dedicated Drop-in: set group/zone/dept



Drop-in reservable: university-wide



Workspaces are complemented by access to a suite of private and shared interaction spaces for meetings, trainings and more

Modular phone booths provide acoustic privacy for confidential meetings & phone calls.



Background Information

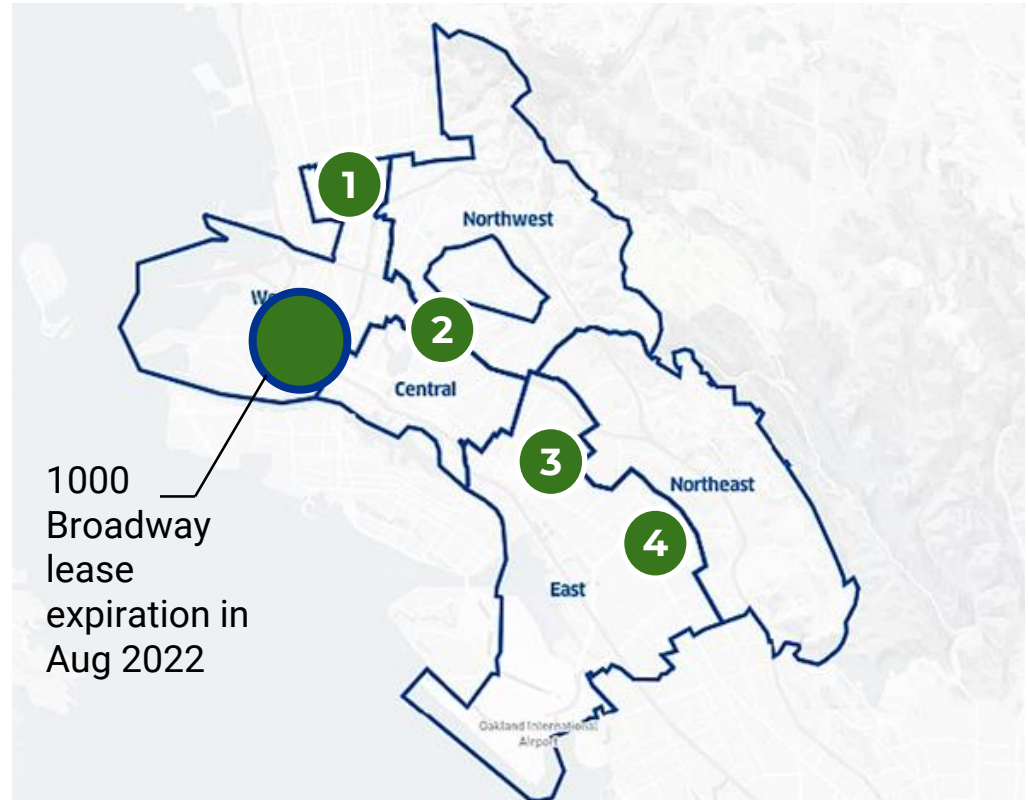
Historical Timeline

2013	2019	2020	2021
<p>Jan: Flooding of Central Admin Housing at 1025 2nd Ave</p> <p>Jun: Central Office Moves to rent space at 1000 Broadway</p>	<p>Jun: Board votes to build new Central Office space at the Cole Campus</p>	<p>Aug: Board votes to put Measure Y on the ballot, indicating diminished budget to apply to original Cole project</p>	<p>Apr: Board votes to direct Supt to analyze distributed central office housing options at one or more of the following locations:</p> <ul style="list-style-type: none">→ <i>Brookfield Elementary School</i>→ <i>Frick United Academy of Language (FUAL)</i>→ <i>Markham Elementary School</i>→ <i>Montera Middle School</i>→ <i>West Oakland Middle School (WOMS)</i>→ <i>900 High Street</i>→ <i>1025 Second Avenue</i>

~300 Central Office staff at 1000 Broadway will need a new, long-term home by July 2022

Key OUSD sites will remain in use

- 1 Santa Fe
- 2 Lakeview
- 3 900, 955 High St
- 4 Frick United Academy of Language (FUAL)



*Current 1000 Broadway count = ~260

Source: OUSD database

Departments align into 6 clusters addressing functional & adjacency needs to maintain efficient workflows

- 1 Superintendent's cabinet, Legal & related departments
- 2 OUSD Business departments
- 3 RAD & ITS
- 4 & 5 School & family-facing departments
- 6 Chief Academic Officer & Strategic Resource Planning

2	16,400 sq. ft. <i>21-27 classrooms</i>	4	9,600 sq.ft. <i>12-16 classrooms</i>	1	7900 sq.ft. <i>10-13 classrooms</i>
5	10,300 sq. ft. <i>12-17 classrooms</i>	3	7,500 sq.ft. <i>9-12 classrooms</i>	6	5100 sq.ft. <i>7-8 classrooms</i>

Other Central Housing Permanent Options

Option	<u>Requires</u> Remote Work Component	Est. Cost from Bond Funds	Est. Date for Completion (If decision by June 2021)
1. Distributed Sites A: High St, FUAL, Brookfield (plus one other site: Markham, Montera, or WOMS)	YES (~216 seat capacity, ~275 optimized utilization-space sharing) Would require using all space indicated in utilization dashboard. Staff strongly recommends against this option.	~\$25M	30 mo from decision
2. Distributed Sites B: High St, FUAL, Brookfield, WOMS, Markham, Montera	YES (~225 seat capacity, ~275 optimized utilization-space sharing) Would use half of the space indicated on the utilization formula but would require use all of sites	~\$25M	30 mo from decision
3. 1025 Existing Renovation Only: Central Admin (approved building permit is expired- would require resubmittal)	NO (includes ~300 seats)	~\$105M	Jun 2024
4. 1025 Demolition and New Construction: Central Admin on top floor and Educational center on bottom floor	YES (includes ~150 seats)	~\$75M	Jun 2024