

OAKLAND UNIFIED SCHOOL DISTRICT Community Schools, Thriving Students

Asset Management

Progress Report Superintendent Work Plan #4



Presented by: Hitesh Haria, Chief Operations Officer

LANCE JACKSON, INTERIM DEPUTY OF FACILITIES

November 4th, 2015

ASSET MANAGEMENT ON CHOOL DISTRI SUPERINTENDENT'S WORK PLAN #4



Update the Facilities Master Plan and present to the BOE a strategy to maximize the use of all of OUSD real estate assets



Present two reports updating the Board on the development of the Dr. Marcus Foster Leadership Campus



Develop internal capacity to implement the Board policy on Community Engagement

Re-Establishing the Baseline: \$475 Million Implementation Plan



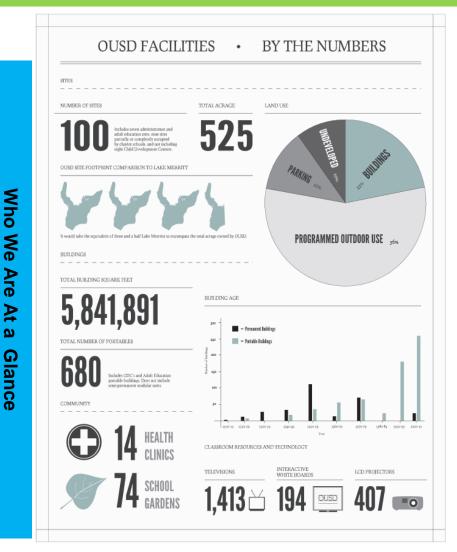
Update the Facilities Master Plan

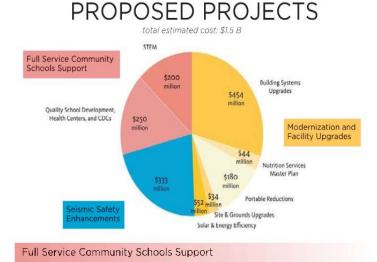
- Accounting of all Real Estate Assets
 Update School Facilities Utilization One-Pagers
- Actual and Projected Facilities Utilization and Enrollment
- Provide space for charter schools per Proposition 39
- Articulation and execution of strategy to maximize real estate use



SCHOOL DISTRICT

4A-1 Update Facilities Master Plan





Projects to support Full Service Community Schools include the creation of new health centers. improving the quality of classrooms for students with special needs, making specialty classrooms for innovative school programs, and initiatives for school transformations from the Quality School Development Group.

Examples of potential projects:

- Grade expansion from 6-8 to 6-12 at Madison Middle School (A Quality School Development Initiative)
- West Oakland STEM Corridor
- Sustainable Fremont High School Plan
- CDCs at various campuses

Seismic Safety Enhancements

Following a comprehensive seismic evaluation of OUSD building structures in 2011, corrective work projects are planned to improve the safety conditions at facilities with high and moderate vulnerability.

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Snapshots in Time

Facilities Master Plan Goals:

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- 1. Full Service Community Schools
- 2. Modernize and Upgrade Facilities
- 3. Enhance Seismic Safety
- 4. Sustainability
- 5. Efficient Use of Resources
- 6. Community Input
- 7. Demographics and Enrollment

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The Strategy for OUSD Success Thru Master Planning:

OPTIMIZE AT THE SYSTEM LEVEL:

align capacity with and to even out utilization rates of district facilities.

Optimization Streams

Create Attractive Programs

The quality of academic programs drives school choice. Developing a greater number of quality options for students in every neighborhood will create highly attractive schools that draw students in and even out demand.

Develop a Strategic Regional Analysis (SRA) to understand and inform where quality schools exist and where they are needed.

Organize and Align Departments to Implement Optimization Streams

Developing an organizational model that comanages district facilities, loading, and assignment processes. Optimize facilities using the following TACTICS:

- Increase Enrollment
- Cap Enrollment Based On Site Capacity
- Use Shared Site Agreements
- Expand Or Consolidate Programs

Reduce Portable Capacity

Portable buildings can be an effective tool for the district to add and reduce capacity to align with program demands. OUSD should remove underutilized portable buildings to reduce capacity at underutilized sites.

Unify Central Office Leadership

Unifying central office leadership will greatly affect the district's ability to optimize the use of its physical assets and vacate school facilities.

Develop Competition Level Athletic Facilities

Developing competition-level athletic facilities will allow OUSD to generate revenues associated with outside sporting events while also providing state of the art fields and facilities to bolster physical education. extracurricular activities, and school spirit.

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Revenue Generation

There are a variety of ways in which the OUSD can generate revenue through the use of its facilities.

Why Update the Facilities Master Plan?

Plan for Effective Impact:

- Students in good environmental conditions score 5-17% higher than students in substandard buildings
- Students with better building conditions have up to 14% lower suspension rates
- Improving "Overall Compliance Rating" can lead to a 36-point increase in the API Scores



Facilities Matter

4A-1. Updating Facilities Master Plan

Next Steps: Implementation

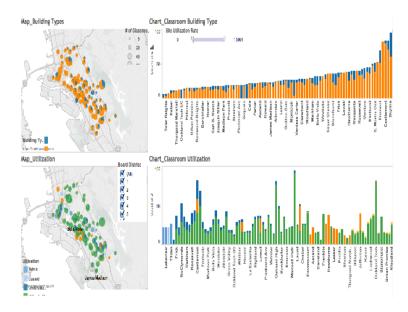
- Site Assessments
- Develop Database, Reporting, Analytics
- Include New Concepts:
 - Educational Adequacy
 - ADA Master Plan
 - Deferred Maintenance Plan
- Sustainability
 - Life Cycle Costing
- Real Estate Portfolio Catalogue
 - Deeds/Titles
 - ≻MOU's
 - Metadata
 - Value/Capacity/Utilization

Target Completion: Fall 2016

Make it Real, Interactive, 21st Century &



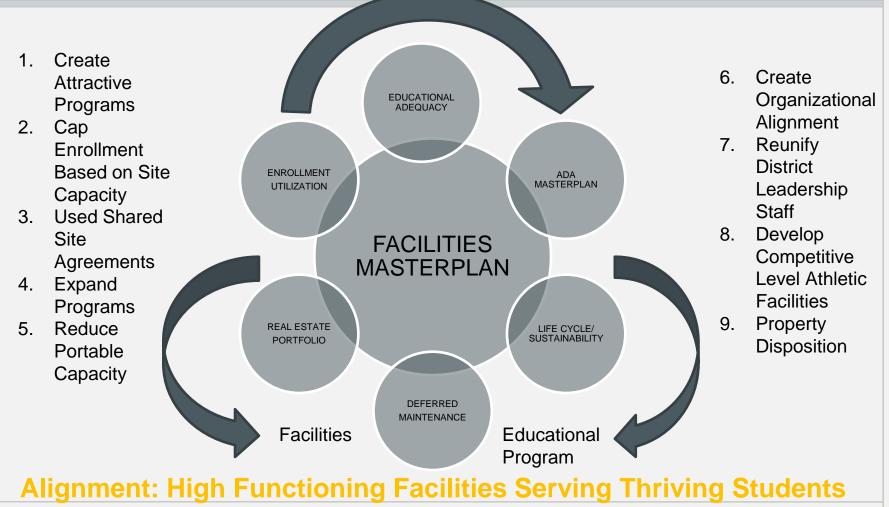
Interactive Dashboard: Portables and Available Classrooms



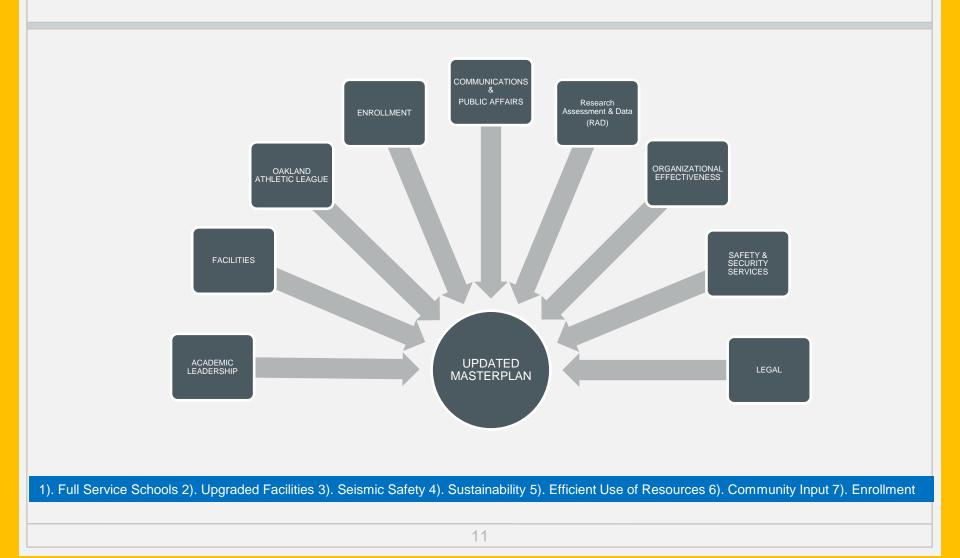
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UPDATING THE FACILITIES MASTERPLAN: An Integrated Approach

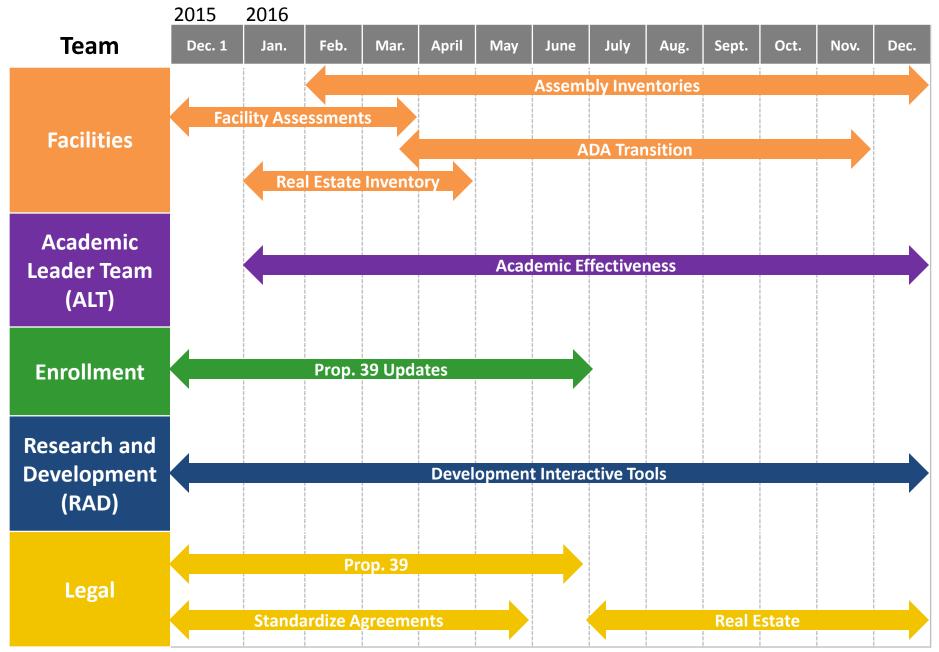
Optimization Strategies



UPDATING THE FACILITIES MASTERPLAN: AN INTEGRATED TEAM "Optimization at the System Level"



Oakland Unified School District Master Plan Updates - Timeline



4A-2. Asset Management Policy 7350:

"Manage Assets as a System"

Tools Required:

- Build an Integrated Data Set
 - Capacity Study Update
 - Facilities Master Plan Update
 - Educational Adequacy
 - Coordinate Curriculum Master Plan
 - Physical Assembly Inventories
 - Doors/Windows
 - Infrastructure
 - Cameras/Fences/Lights/Alarms
 - Restroom Fixtures/Drinking Fountains
 - Air Conditioners/Boilers
- Use 21 Century Tools
 - Cloud Based
 - Integrated Video
 - Analytic Dashboard Enabled
- Integrated Team Approach
 - ALT, RAD, Facilities, Operations

Perspective:

- Educational Adequacy Assessment Guidelines:
 - Capacity
 - Support for Programs
 - Technology Infrastructure & Systems
 - Supervision & Security
 - Instructional Aids
 - Physical Characteristics
 - Learning Environments (Indoor/Outdoor)
 - Relationship of Spaces

When:

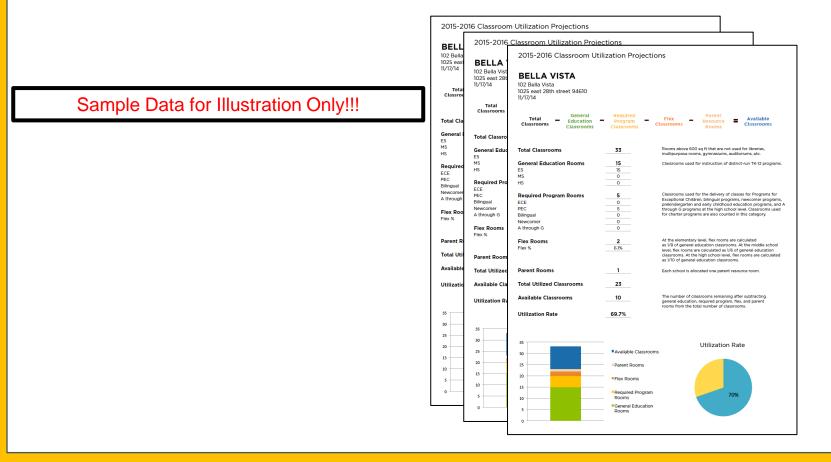
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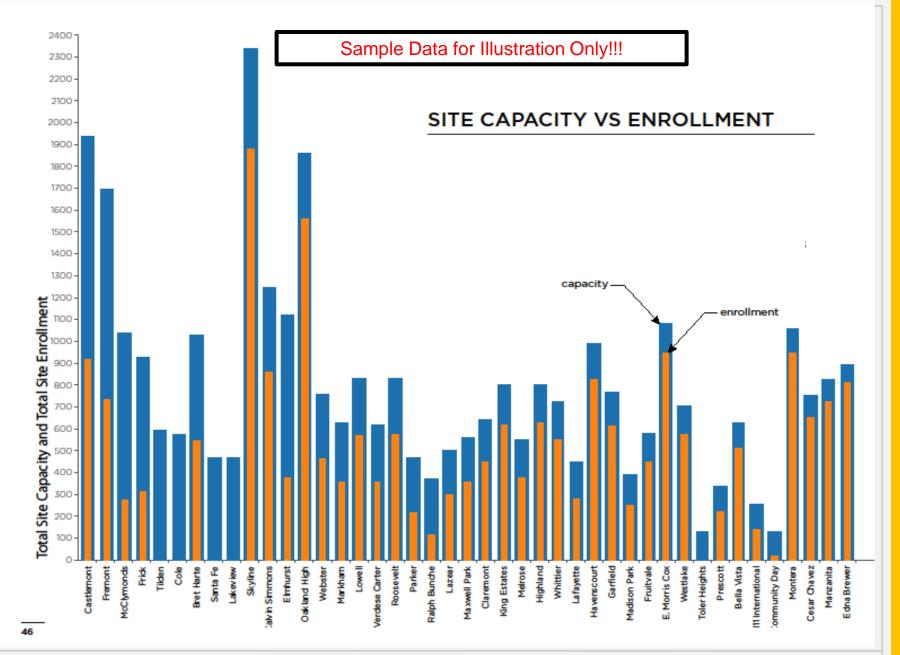
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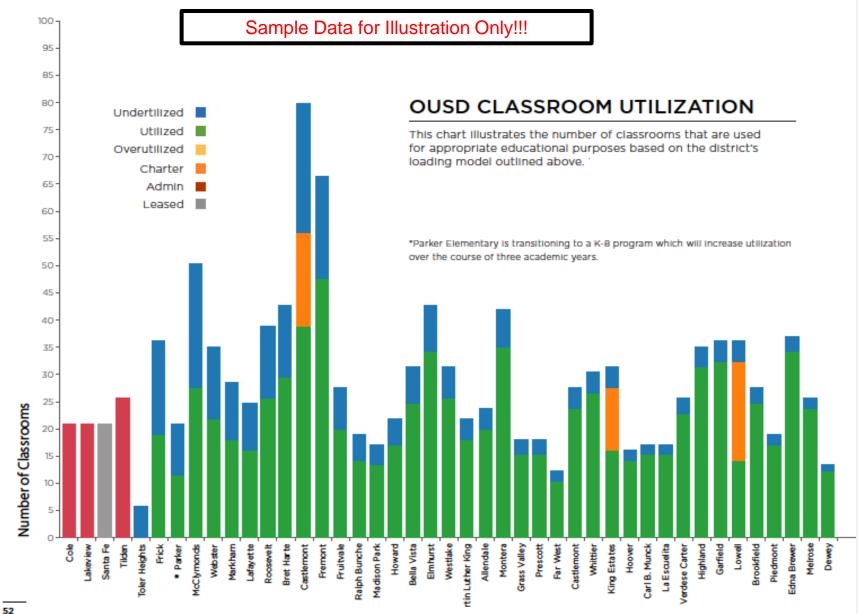
Classroom Loading Model



Update available classrooms within District managed facilities occupied by existing school programs based on application of the classroom loading model **methodology**.







Developing the Tools: UTILIZE WORK PREVIOUSLY DONE Make the Data Work in Real Time! Sample Data for Illustration Only!!! Interactive Dashboard: Portables and Available Classrooms Map_Building Types Chart_Classroom Building Type # of Classrop. Site Utilization Rate 1001 -0 5 1,0001 0 200 Countel 4 40 50 Botha Mista dare Carle Markhae wood Heigh 1 Date Carl D ÷. 2 tiding Ty.-Map_Utilization Chart_Classroom Utilization Board District 2 (20) 2 2 2 2 2 3 2 4 2 5 2 5 100 Count of P 50 Hand Tool VC Honey Tool Tool VC Honey Handler Handler Handler Mittool Bareblater Bareblater Bareblater Recoal Fork Chand Chand cctymands Narkhum Rossenst Fraitealo adison Park Bela Vissa Wistisko Alfendalo Alfendalo Cleveland Tite whom Lane Brass VAK Utilization Selection 1 James Mediach Geened *UNARHUBICZ/**

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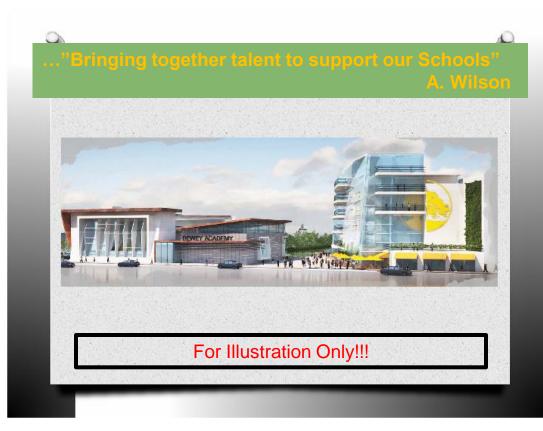
Update Facilities Master Plan

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Lance Jackson	Hitesh Haria	Tadashi Nakadegawa Yusef Carrillo David Montes Silke Bradford. Jackie Minor Jean Wing John Krull. Vernon Hal Allan Donnelly	Board of Education Superintendent Wilson Community Prop. 39

4B. Project Update: Dr. Marcus Foster Leadership Campus

- Planning/Design Activities:
 - Initiating Pre-Design
 Service Process Starting
 - Site Topological Surveyor
 - Utility Surveyor
 - Environmental Consultant
 - Geotechnical (Soils) Report
 - CEQA Consultant

 Project Delivery Method Analysis and Approval

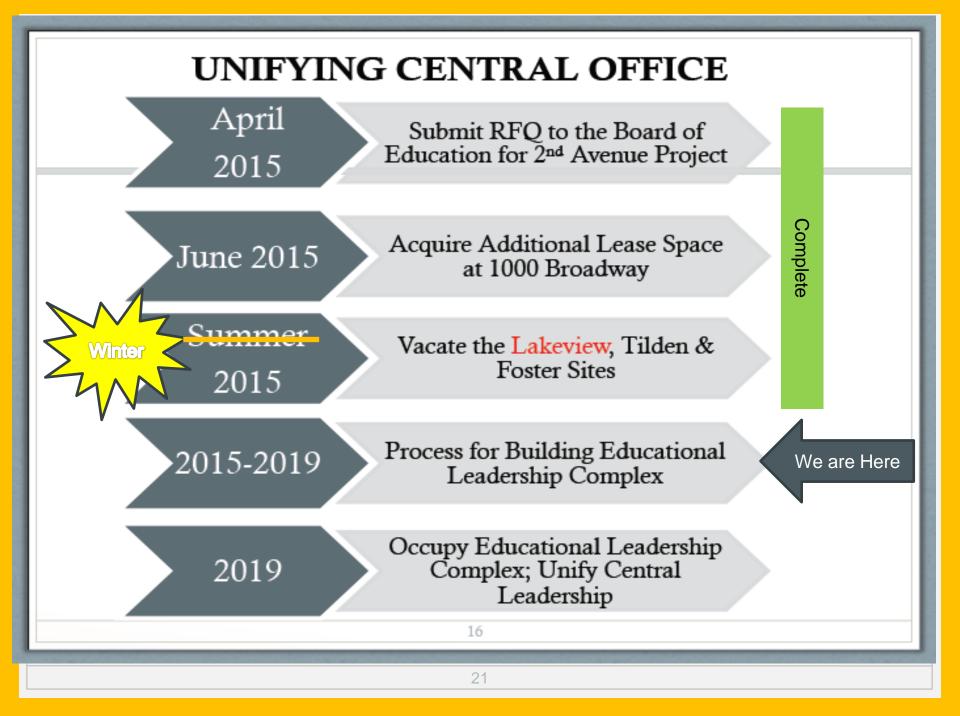


4B. Project Update: Dr. Marcus Foster Leadership Campus



"A physical representation of amazing people and education across our District..."

- What's Next:
- Re-Convene the Dewey Site Committee—November 2015
 - Begin Transitional Campus
 Selection Process w/Committee
- Develop Finance Model
 (Based Upon Delivery Method &
 Schedule)
- Present Delivery Method to BOE--November 2015
- Select Designer or Design Build Team--January 2016
- Monitor Affordable Housing



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Dr. Marcus Foster Leadership Campus

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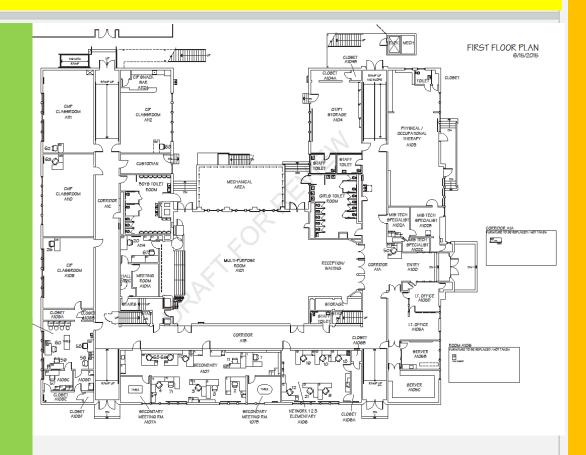
ASSET MANANAGEMENT OPTIMIZATION STRATEGY #3 Re-Unify District Leadership

(1000 Broadway Re-Unified Interim Housing)

- 1000 Broadway Office
- Moves 85% Complete
- Effective Adjacencies to Increase Collaboration and Efficiency
- 1st and 4th Floor Moves Remain
- Furniture Procurement On-Going
- Tenant Work to Begin
- Estimated Completion December 2015
- Next Challenge

• Parking

Solutions/Mitigations



Work Stations For Relocated Staff: 503 (including Flex Stations)

Total Office Area: 92,228 sf



Dr. Marcus Foster Educational Leadership Campus

Phases	Action	Timeline
Phase I	Establish Project Committee	Nov. 1 2015
Phase II	Community Engagement Plan Dewey Temporary Site	NovDec. 2015
Phase III	CEQA Process	TBD
Phase IV	Design and Construction	TBD

4C. Development Plan for Implementation on Community Engagement Policy



- Review and Discuss Board Policy 7155
- Establish processes and protocols for obtaining community priorities (e.g. surveys, feedback sessions, focus groups etc.)
- Develop roles and responsibilities for community engagement team & facilities team
- Develop timelines for establishing project committees for major facilities projects



Facilities Community Engagement

www.ousd.org

- Who: Community engagement team plus facilities team
- What: Vast scope, still need to priorities
- When: Already starting, and will be ongoing, with some seasonality and sharp ebbs and flows
- Why: We have to address facilities imbalance yet still get more voter-supported funding

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• How: Updating and integrating facilities community engagement into broader community engagement

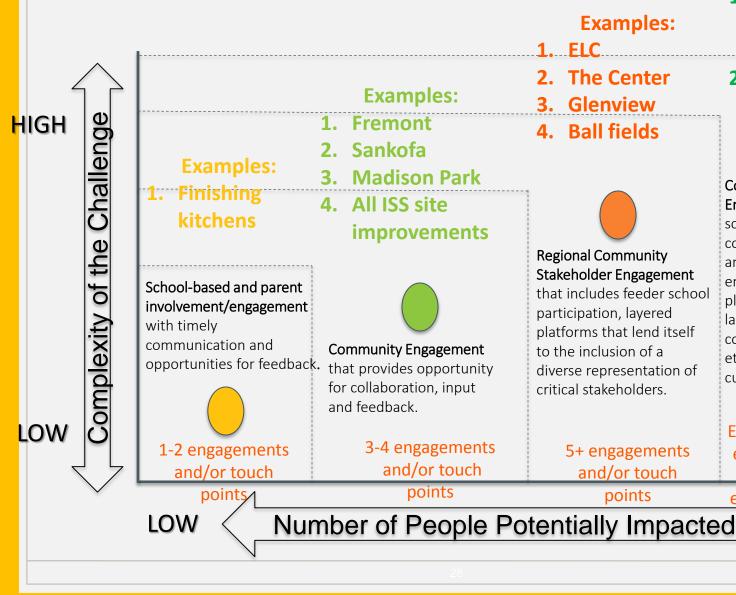
Facilities on the Engagement Spectrum



We must build up parent engagement and parent power across the district. We start from the same base – engaged parents and students.



Engagement Analysis Tool





facilities imbalance 2. Future bond initiatives Community–wide Engagement Process with school-based, parent, community, stakeholder and feeder school engagement with multiple

1. Dialogue re:

platforms (e.g. focus group, large meetings,, subcommittee discussions, etc.) over a set timeframe, culminating in decision.

Engagement over an extended period of time w/multiple

engagement and/or

touch prointsH

Current Project Engagement



The Center:

2 Op-Eds underway Template for public comment pre Oct. 28 FAQ from public meeting – finalize and post Oct. 28 Public Meeting Another video for Nov. 4 Study Session

ELC:

Reconvene Project Committee for update and kick off of new process

Fremont:

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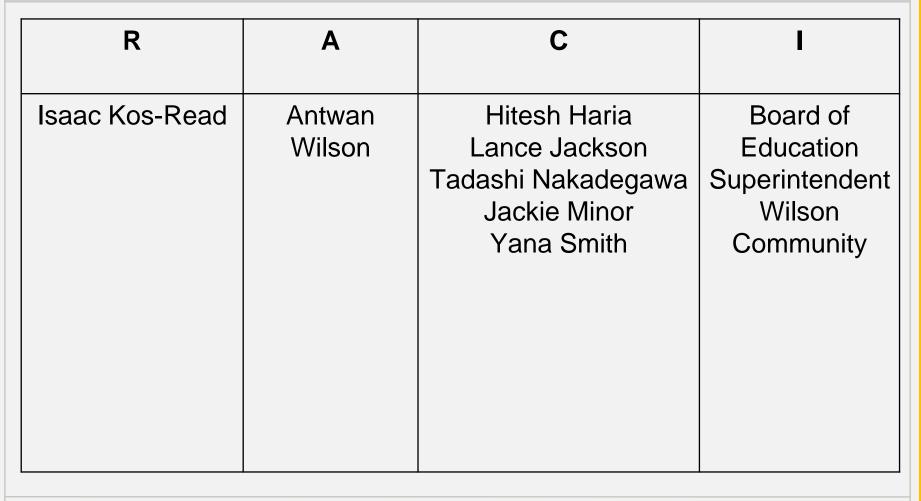
Convene Design Team subcommittee on Facilities plus additional community members to finalize "levers" for project size

Moving Forward



- Start attending Facilities Division meeting
- Consider hiring dedicated facilities engagement manager
- Develop facilities community engagement protocols and practices (including project management tool)
- Incorporate Board Policy updates into larger community engagement policy updates
- Build up communications focus on facilities (websites, newsletter pieces, video, etc.)

R.A.C.I Implementation of Board Policy 7155 on Community Engagement





Proposition 39 Project Team

Prop 39: CA Law that requires Districts to provide eligible charter schools with access to District Facilities, if requested.

Cross-departmental Prop 39 Project Team

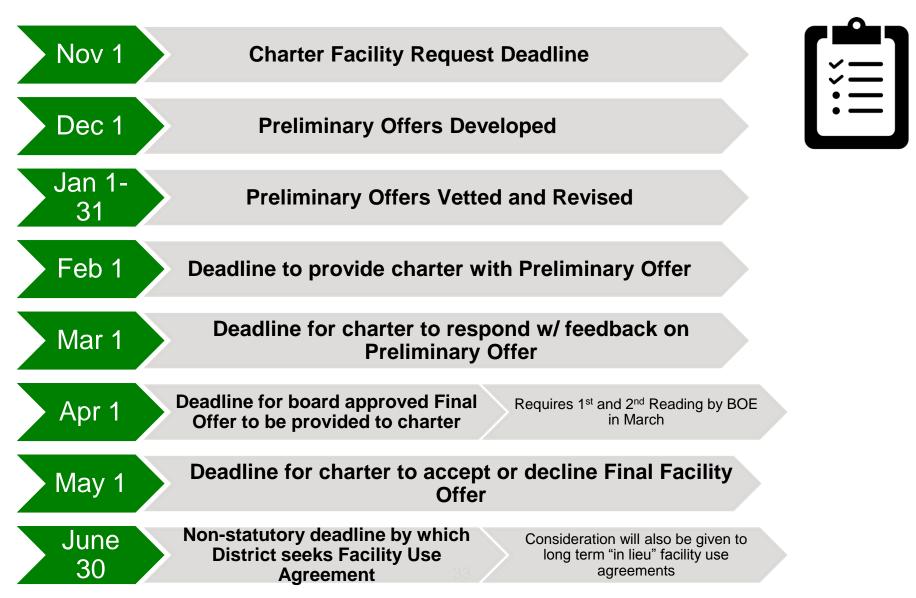
Committee Members:

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Silke Bradford	Hitesh Haria	Lance Tadashi Jackie M. David Montes	BOE Superintendent Charter Community Prop. 39
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Proposition 39 Charter School Facility Request Process Timeline





Work Plan 4

Capital Project Updates

1. Project Update: Glenview ES

 Key Design Related Activities Construction Documents in Final Phase Navigating a Technical Challenge with Local Fire Marshall Anticipating Division of State Architect (DSA) Submittal in December 2016 Anticipating Construction Start---July 2016





- Other Related Issues
 - •Planning: Transitional Housing for Glenview at Santa Fe
 - Coordinating with Emery USD (Lease, Move-date, & Santa Fe Improvements)

•Planning: Bus Pick-up and Drop-off (Options)

Anticipated November Announcement to Parents & Communities

Glenview Detailed Schedule: A LLB Benefit

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Projected Completion: September 2018

2. Project Update: Central Kitchen

Design Activities:

- Completed CEQA Mitigated Negative Declaration
- CEQA Mitigations into Plans and Specifications
- Scope/Budget Confirmation
- 100% CD (Construction Document) Estimate Review in Process
- Constructability Review Work Ongoing
- Equipment Purchase Strategies to Support Budget Alignment

Next Steps:

Await DSA Approval (Q1, 2016)



2. Project Update: Central Kitchen



- Community Engagements:
 - Outreach Meetings
 - Draft Initial Study Review Meeting: October 2nd
 - Job Fair : October 10th
 - Pre-Apprenticeship Training Coordinated With Cypress Mandela
 - Community Benefit Partnering w/ "Attitudinal Healing Org."
 - Healing Drum Circle
 - Community Murals Commissioned and Completed
- Archival Photographs Commissioned to Preserve the Building History

• Next Steps:

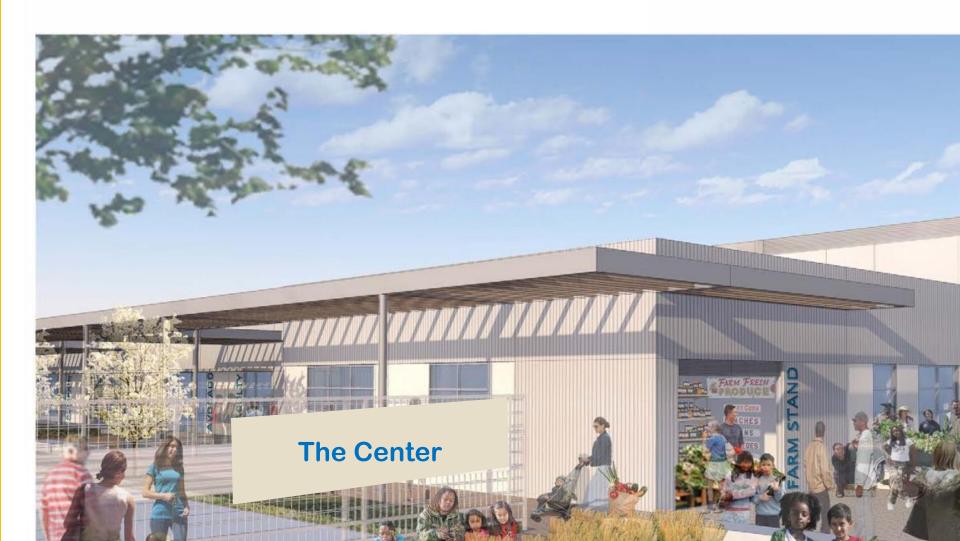
- Complete CEQA Process
 - Public Hearing: November 4th, 2015
 - Community Engagements Ongoing





THE CENTRAL KITCHEN, URBAN FARM, AND ED

STREET ENTRANCE ON 29TH STREET





3. Project Update: Fremont HS

Recent Activities:

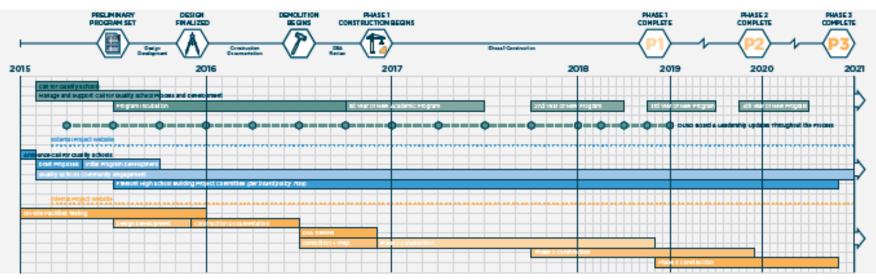
- Capacity Study Complete
- Study Shared With Academic Team and Development Team
- Study to be Presented to Site Committee
- Capacity Study Affirmation Due November 2015
- Design and LLB Teams Reconvened September 2015
- Team Preparing for Site Inspection
- Comparable HS Visits Planning On-Going
- Site Challenges:
 - Operational ISS School Adjacent to Noisy Construction (2019-2021)
 - Competitive Athletic Fields on Constrained Site
 - Parking



3. Fremont High School

OAKLAND UNIFIED SCHOOL DISTRICT FREMONT HIGH SCHOOL

AS OF 01/08/2015



CRITICAL PATH ITEMS

- Program Definition: The design of Fremont High School cannot begin until the academic and physical program of the new high school is decided upon.
 - Determine the future academic and acholarship programs to be carried out once the achool is completed
 - Determine the size of the future school based on its scademic program and community interest
- Schematic Design: The architectural design of the project, including renderings for marketing purposes, will take up to 6 months following the program definition markaned above.
- Site Testing: In order to ensure current site conditions will not hinder the construction of the new Fremont High School, comprehensive site testing during the stakeholder engagement process and schemetic design will be undertaken.
- DSA Review: Construction-cannot begin until all drawings are DSA approved.

IMPORTANT PROGRAM DATES

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First school year with new academic program

2017

IMPORTANT BUILDING DATES



3. Fremont High School

ID	6	Task Name			Duration	Start	Finish	Predecessors	S M T W
1	<u> </u>	PLANNING SER	VICES		119 days	Mon 8/10/15	Sat 12/12/15		3 M I W
2	111	TOPO & BOUND	DARY		61 days	Mon 8/10/15	Thu 10/15/15		
3	111	GEOTECH SUR	NEY & GEOHAZARDS		30 days	Fri 11/13/15	Sat 12/12/15		
4	111	HAZMAT REPO	RT		30 days	Fri 11/13/15	Sat 12/12/15		
5	1								
6	111	COMMUNITY EN	NGAGEMENT		474 days	Mon 10/5/15	Fri 1/20/17		
7	-								
8	1	MASTERPLAN/F	PROGRAMMING		325 days	Mon 2/2/15	Sun 2/21/16		
9	111	CAPACITY STU			213 days	Mon 2/2/15	Sun 11/1/15		
10	11	MASTERPLAN	PROGRAMMING		120 days	Mon 10/5/15	Mon 2/1/16		
11	THE COLUMN	DISTRICT REVI	EW		20 days	Tue 2/2/16	Sun 2/21/16	10	
12									-
13		DESIGN			288 days	Mon 2/22/16	Mon 12/5/16	10	-
14	1	SCHEMATIC DE	ESIGN 50%		30 days	Mon 2/22/16	Tue 3/22/16		
15		SCHEMATIC 10	0%		30 days	Wed 3/23/16	Thu 4/21/16	14	
16	1	DESIGN DEVEL	OPMENT 50%		30 days	Fri 4/22/16	Sat 5/21/16	15	
17		DESIGN DEVEL	OPMENT 100%		30 days	Sun 5/22/16	Mon 6/20/16	16	
18		COST ESTIMAT	TE		14 days	Tue 6/21/16	Mon 7/4/16	17	
19		CONSTRUCTIO	N DOCUMENTS 50%		60 days	Tue 7/5/16	Fri 9/2/16	18	_
20		COST ESTIMAT	TE		14 days	Sat 9/3/16	Fri 9/16/16	19	_
21		CONSTRUCTIO	N DOCUMENTS 90%		60 days	Sat 9/17/16	Tue 11/15/16	20	_
22		DISTRICT REVI	EW		20 days	Wed 11/16/16	Mon 12/5/16	21	
23	1	CONSTRUCTAL	BILITY REVIEW		20 days	Wed 11/16/16	Mon 12/5/16	21	_
24									-
26		DSA SUBMIT			300 days	Tue 12/6/16	Sun 10/1/17	23	
27			JECT FOR DSA SUBMIT	TAL	10 days	Tue 12/6/16	Thu 12/15/16		
28		DSA REVIEW			210 days	Tue 12/6/16	Mon 7/3/17		
29	i				-				-
36	1	PROCUREMENT	r		75 days	Tue 7/4/17	Sat 9/16/17		
37		BID & AWARD	-		30 days	Tue 7/4/17	Wed 8/2/17	28	_



Improving the Standard of Care: 9 Sites

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Recent Requests and Activities:

- Proposals Reviewed Facilities'
 Cost Proposals Developed
 Bond Fund Budgets Loaded
- Quick Start Projects Started
 McClymonds---Pool Repairs

 & Scoreboard Replaced
 Fremont---Gym Boiler
 Replacement (Design)
- Projects in Design:
 CCPA Science Lab
 Castlemont Fab-Lab
 Electrical Improvements

The Vision:

Strategy for Optimization #8----Develop Competitive Level Athletic Facilities



Implementation:

Strategy for Optimization #8----Develop Competitive Level Athletic Facilities

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Athletic Projects Completed Summer 2015

- Skyline Track & Field
- Fruitvale Bleacher Improvements
- Oakland International Turf (November 2015)



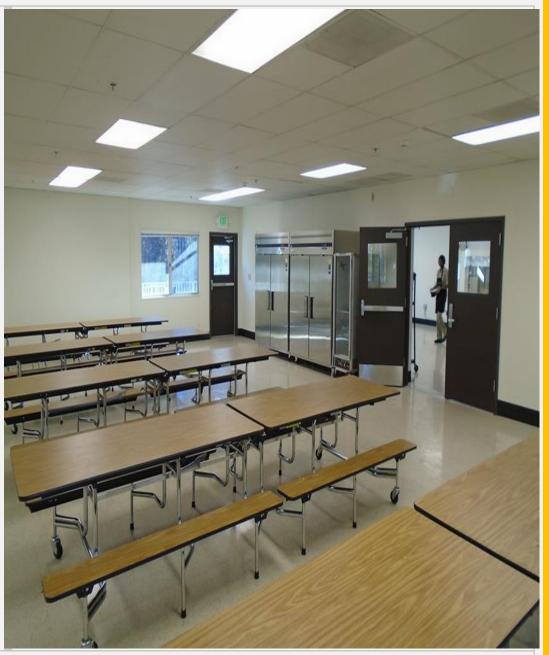
What's on the Horizon?

Strategy for Optimization #8: "Develop Competitive Level Athletic Facilities"



Meeting the Needs:

- Claremont Temporary Kitchen
- Bella Vista Portable Removal
- Aimes Charter at Lakeview
- Castlemont 9th Grade Academy
- Roses in Concrete at Tilden
- Sequoia Classroom & Library Relocation
- Painting at McClymonds & Chavez







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