

The OUSD Asset Management Plan

Board Update



19 November 2014

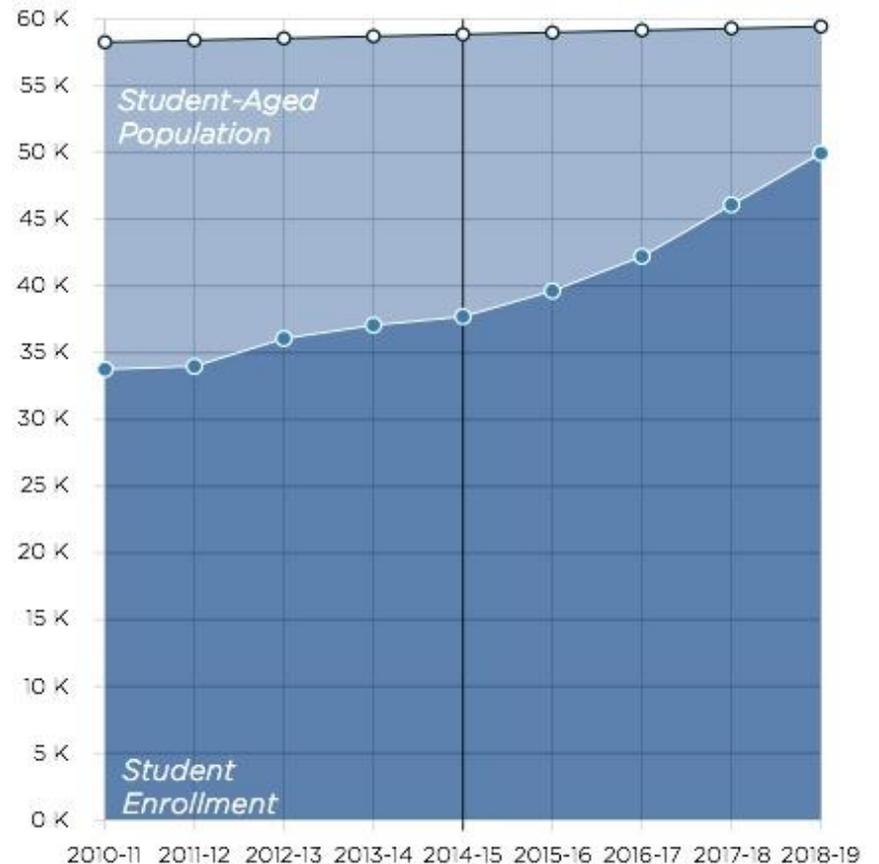
Context

Why is asset management important?

- 65% of district school sites have underutilized classrooms.
- An applied loading model will facilitate Proposition 39 compliance.
- Facilities operations, maintenance, and management is a cost center for Oakland Unified.
- District can benefit from reducing costs associated with underutilization assets and should identify potential opportunities for revenue generation associated with physical assets.

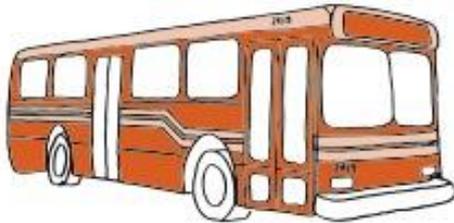
Goals of Board Policy 7350

- Develop a classroom loading model
- Optimize the use of the district's physical assets
- Manage assets as a system
- Use properties to generate unrestricted revenues
- Reduce portable capacity
- Align school capacity with student populations
- Unify central leadership in an Educational Leadership Complex



Target District Capacity 50,000 Seats

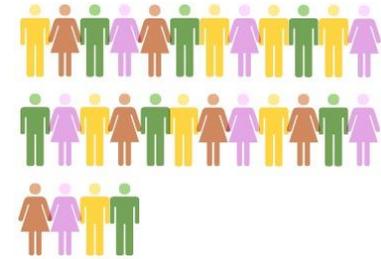
Factors Affecting Asset Management



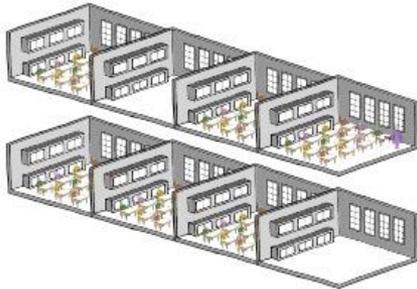
School Options



Site Capacity



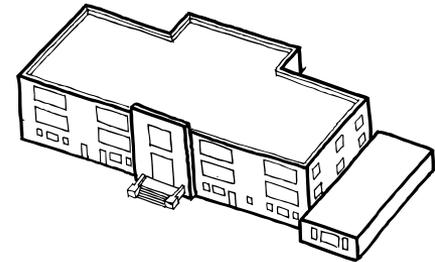
School Enrollment



Classroom
Utilization



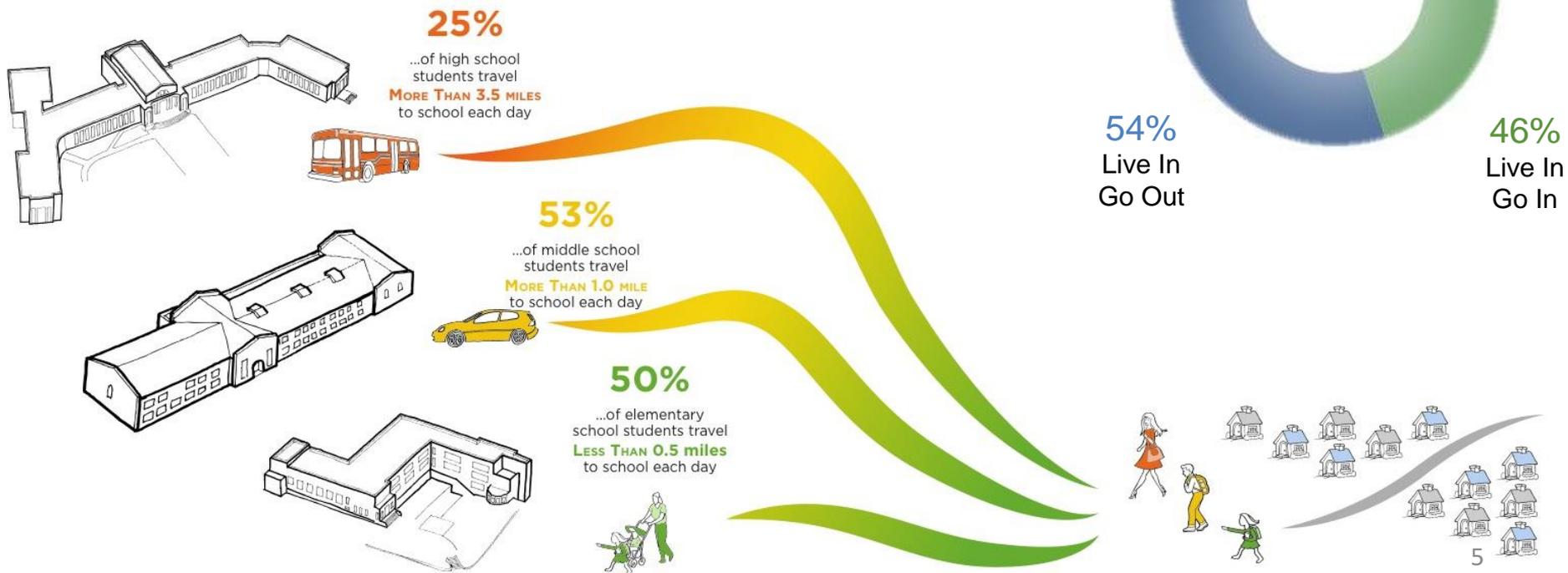
Operations and
Maintenance



Leadership Needs

Intradistrict Open Enrollment

- Board Policy 5116.1
- Students travel 111,500 miles to and from school each day.
- If every student went to the nearest school, the total miles traveled would be reduced to 35,800 miles.



Classroom Loading Model



Example: Lafayette Elementary School



Example: **Bret Harte Middle School**

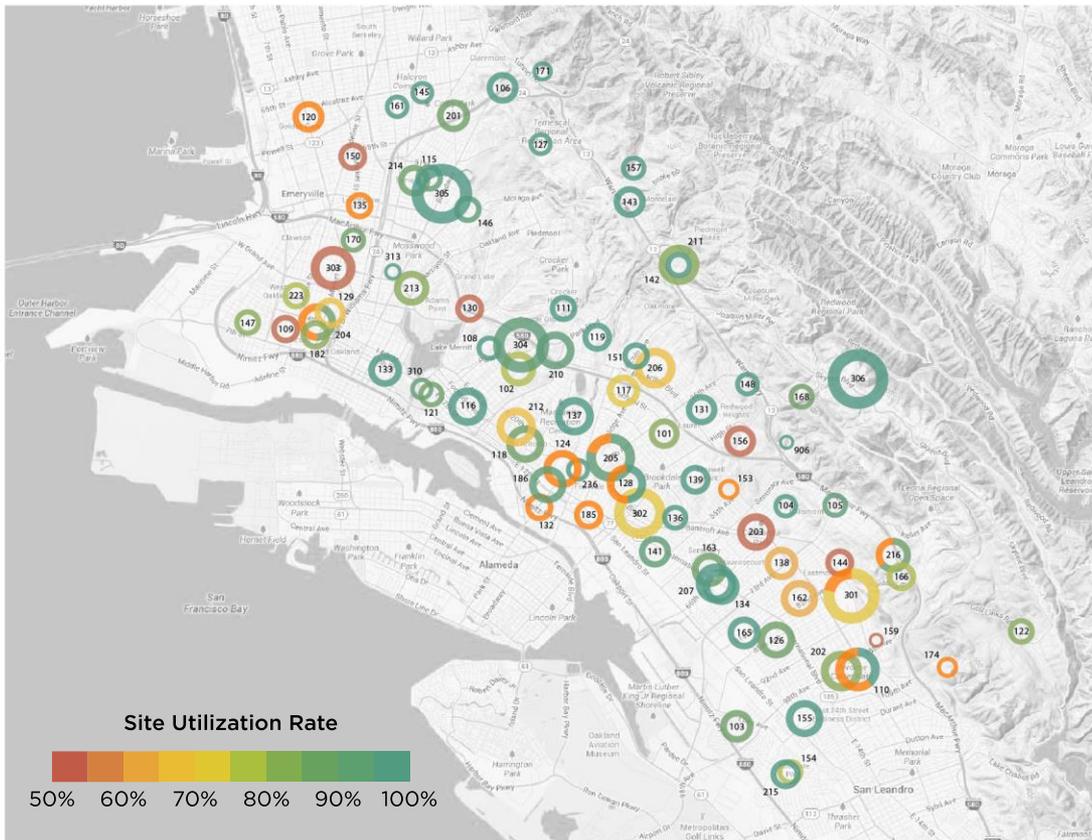


Example: Fremont High School



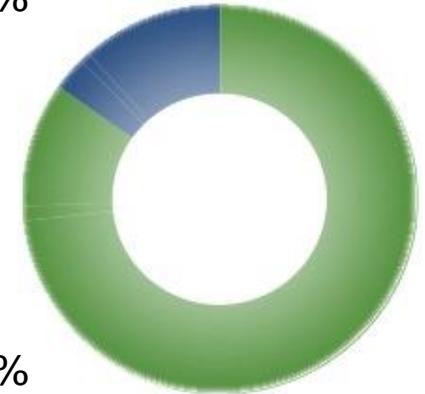
Classroom Utilization

Classroom Utilization By Site



District-Wide Utilization

13.3%

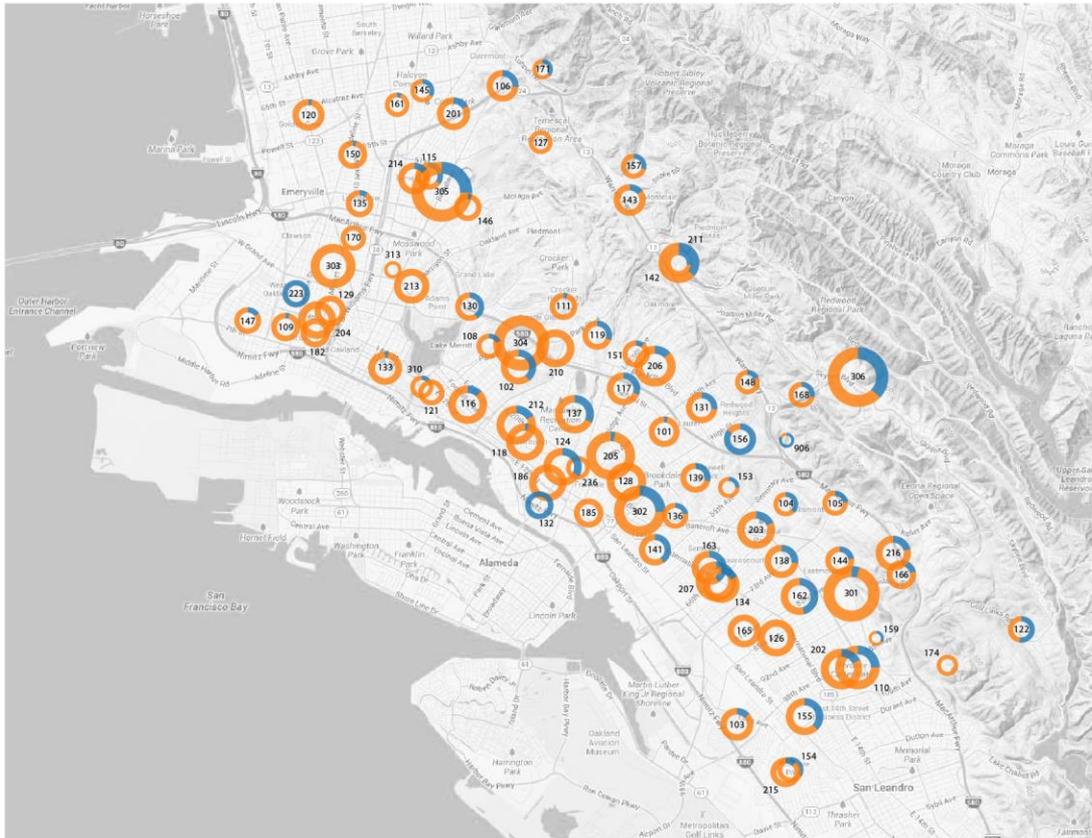


86.7%

	Utilized Classrooms	Underutilized Classrooms
District	1,914	242
Admin	-	71
Charter	269	-
Leased	-	22
Total	2,183	335
% of Total	86.7%	13.3%

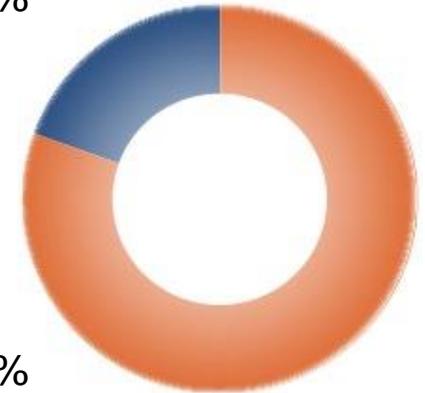
Portable Classrooms

Classroom Building Type By Site



District-Wide Portables

19.6%



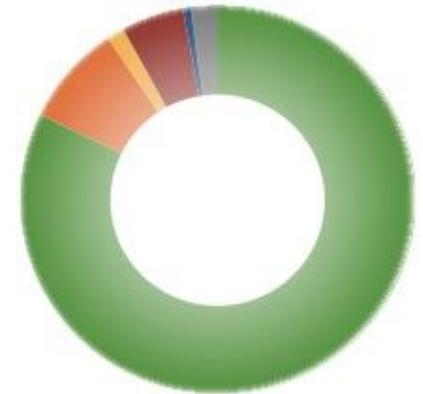
80.4%

	Permanent	Portable
District	1,805	412
Admin	38	33
Charter	209	60
Leased	21	1
Total	2,073	506
% of Total	80.4%	19.6%

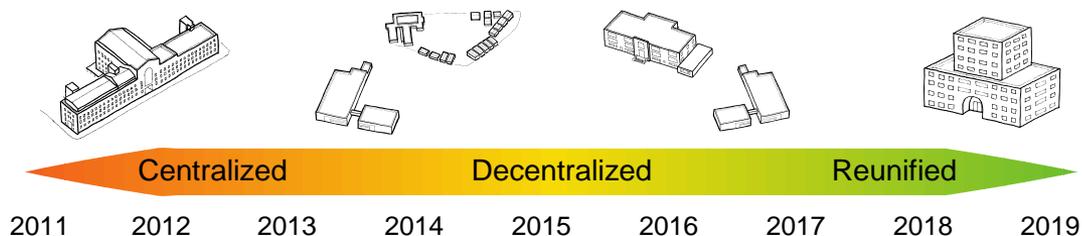
District Leadership Facility

- Central Office Leadership currently occupy 300,000 ft² of district-owned and leased property.
- Multiple district divisions currently occupy 183,000 ft² in school buildings.
- **Unifying central office into an Educational Leadership Complex** will increase operating efficiency and reduce time for coordination and travel.

Facility Area By Use Type



	Building Area	% of Total Area
District	4,881,292	82.2%
Charter	501,901	8.5%
CDC	82,155	1.4%
Admin	305,121	5.1%
Leased	40,069	0.7%
Vacant	127,470	2.1%
Total	5,938,008	



Optimization Streams

1 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.

2 Organize and Align Departments to Implement Optimization Streams

Developing an organizational model that co-manages district facilities, loading, and assignment processes. Optimize facilities using the following **TACTICS**:

- A Increase Enrollment
- B Cap Enrollment Based On Site Capacity
- C Use Shared Site Agreements
- D Expand Or Consolidate Programs

3 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.

4 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.

5 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.

6 Revenue Generation

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

Enrollment Tactics

Attract Students To Underutilized Schools

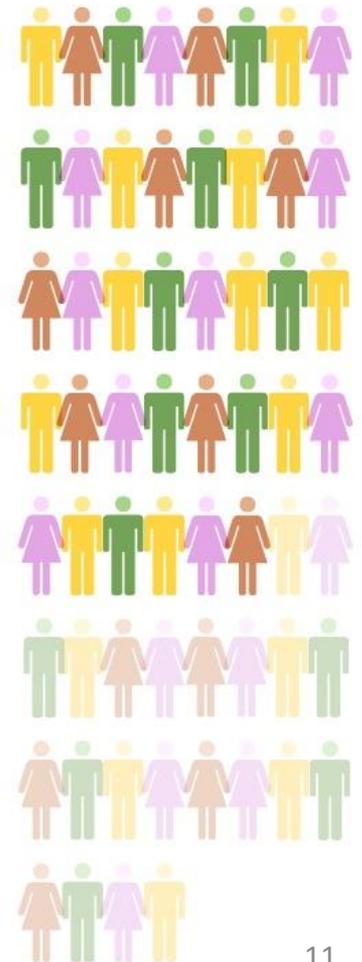
Develop high quality schools at sites with underutilized classrooms to increase enrollment.

Create Program Centers

Identify strategic sites and neighborhoods for the location of centers for PEC, Newcomer, and Bilingual programs.

Cap Enrollment

Cap enrollment and assignment at schools sites that are over capacity.



AMP Engagements

- 1. Site Leader Engagements**
Loading Model Implications
September 25
October 7, 14
- 2. Principal Advisory Committee (PAC) Engagement**
Classroom Loading Model
October 21
- 3. Site Leader Consultations (37)**
Utilization Projections
November 3-12
- 4. Board Member Engagements**
Classroom Utilization Rates
October 1
November 4

Insights From Engagements

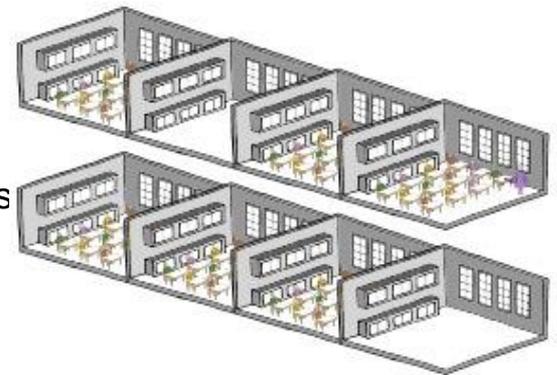
1. School choice is a primary driver for how students are assigned to schools and how schools are utilized.
2. Site Leaders use classrooms in different ways to offer a variety of beneficial programs to enhance general education.
3. Flex spaces are needed to allow for the customization of programmatic delivery options (e.g. electives, preparation and specialty classes, resource programs, etc.).
4. Schools need spaces sized for counselors, and therapists, and wrap around services.
5. Facilities data was reviewed and validated through the process.
6. Shared sites are a new practice for some leaders and support in developing shared site agreements is necessary.

Shared Site Agreements

Proposition 39: Facilities Assessment Process

Determine the location of potentially available classrooms using the loading formula.

1. Interdepartmental Process Alignment
2. Determination of Available Space
(Classroom Loading Model)
3. Comparison Facility Analysis
(Facilities Master Plan Data)
4. Consideration of Student Safety and Program Disruption
5. Similar Comparison Site Matrix
(Classroom Loading Model)
6. Recommendation of Shared Site Locations for Prop 39 Facilities
Use Agreements



Revenue Generation Options

Reuse, Repurpose, and Dispositions Options for Real Property

1. Joint Use Agreement
2. Joint Use With Capital Improvements
3. Joint Occupancy Agreement
4. Community Recreation Act Agreement
5. Long Term “In Lieu” Facilities Use Agreements
6. Exchange Agreement
7. Sale

Policy Implications

1. Utilize AMP Tactics to Optimize Assets

2. Develop a Strategic Regional Analysis

Integrate data from the Asset Management Plan with other relevant datasets to develop a comprehensive picture of district-level program needs.

3. Revisit Options Policy to Align With Asset Optimization

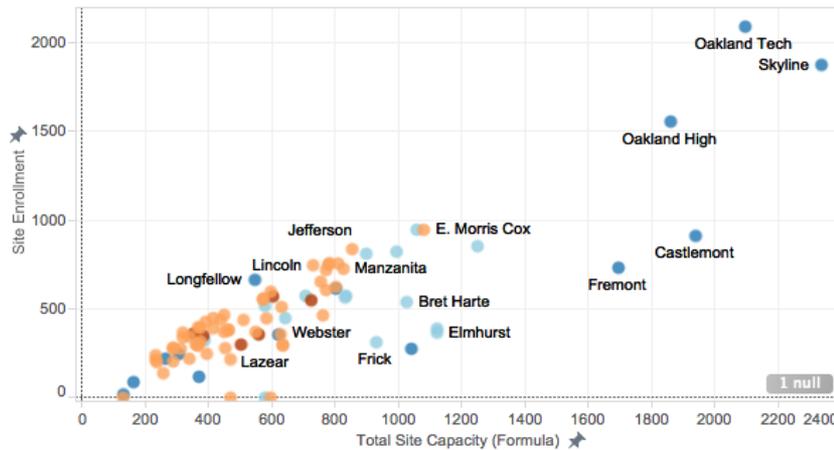
4. Establish a Robust Community Engagement Process

1. 2nd Avenue Education and Leadership Complex
2. Fremont High Schools
3. New Building Projects

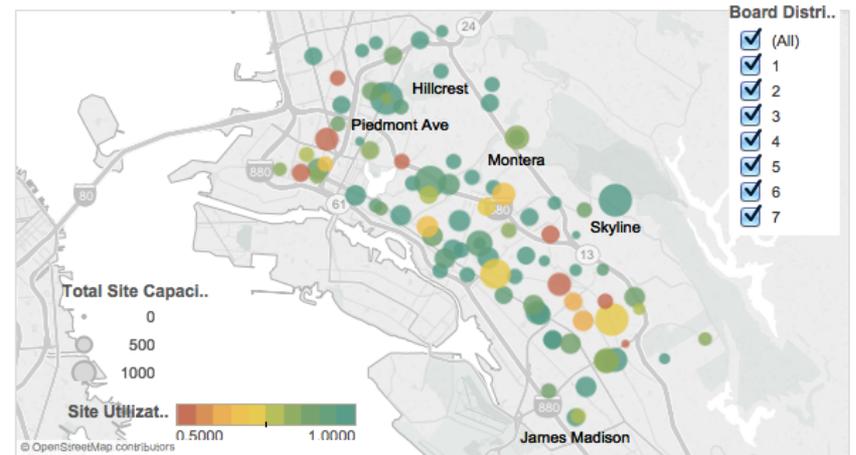
Appendix

Interactive Dashboard: Classroom Utilization

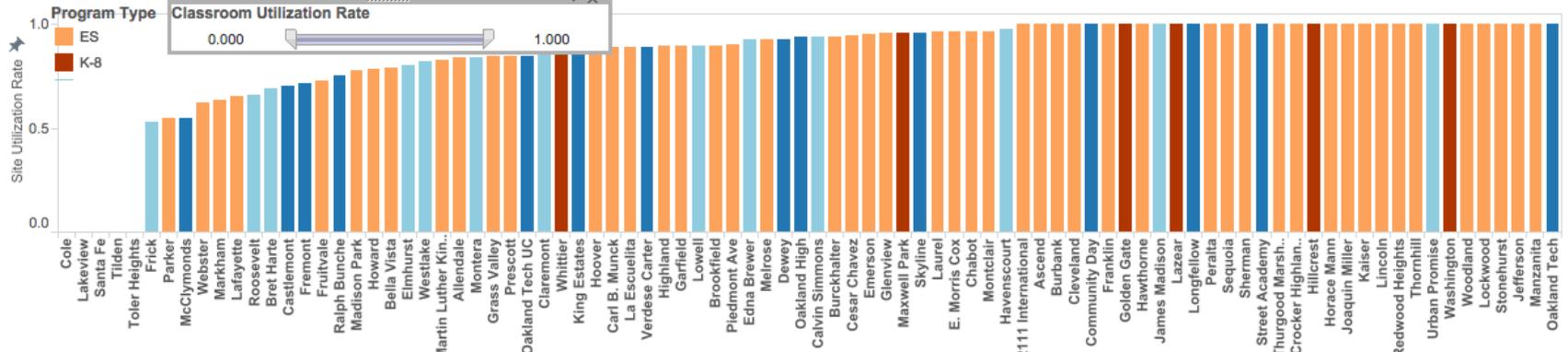
Site Capacity vs Site Enrollment



Classroom Utilization Rate



Classroom Utilization Rate

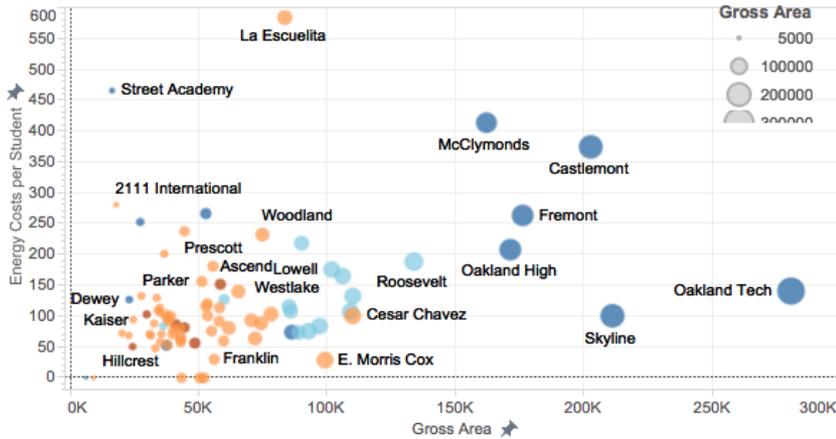


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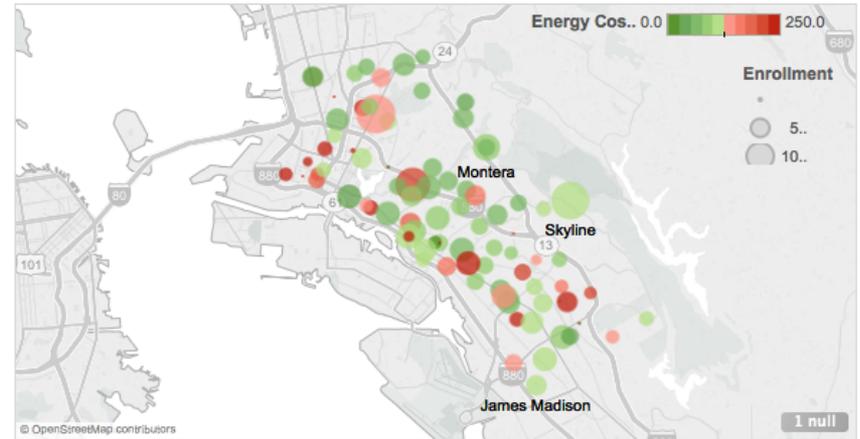
Appendix

Interactive Dashboard: Site Utility Costs

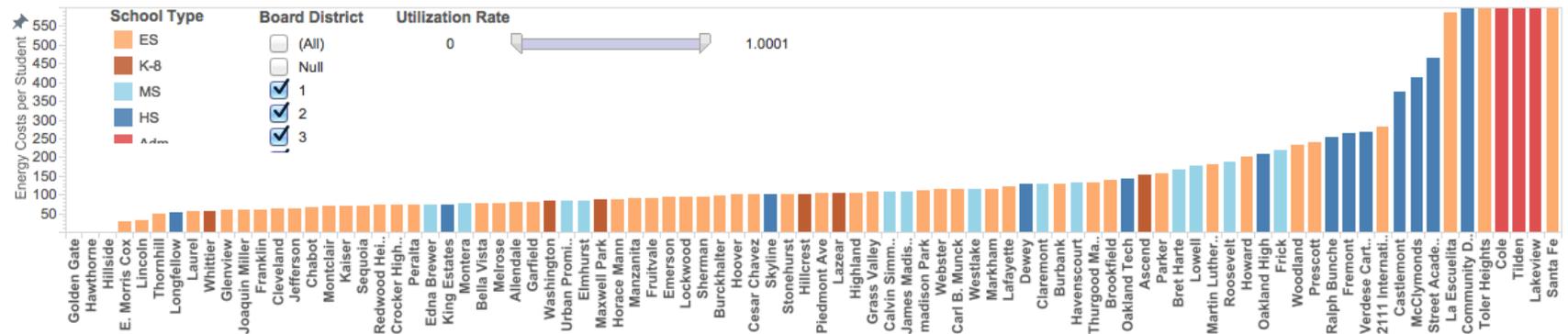
Facility Area vs Energy Cost Per Enrolled Student



Map_Energy Costs Per Pupil



Energy Costs Per Student

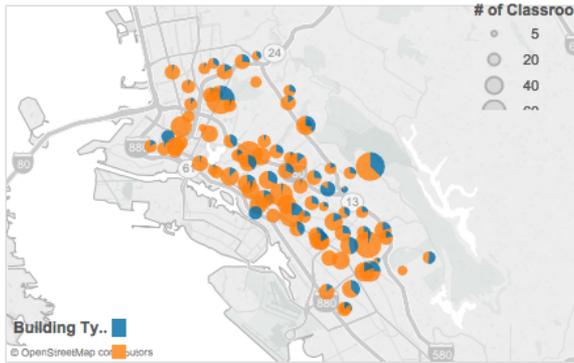


https://public.tableausoftware.com/views/OUSSiteCostsDashboard/EnergyCostsEnrollmentandFacilityArea?:embed=y&:display_count=no

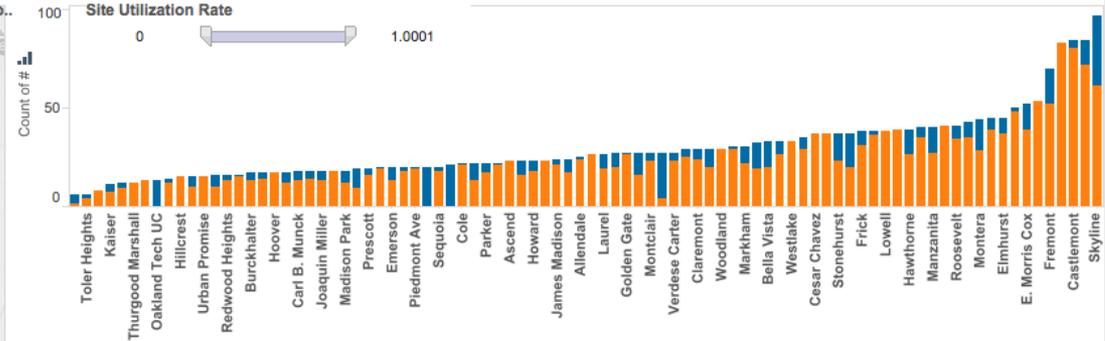
Appendix

Interactive Dashboard: Portables and Available Classrooms

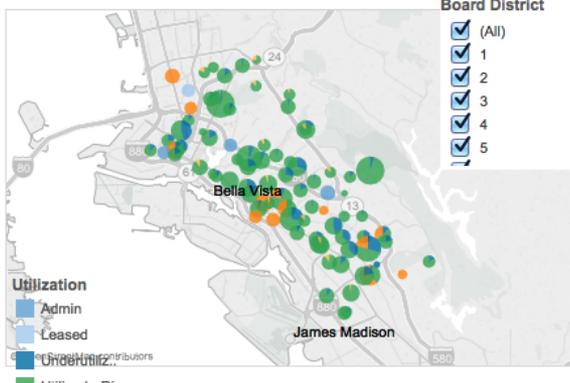
Map_Building Types



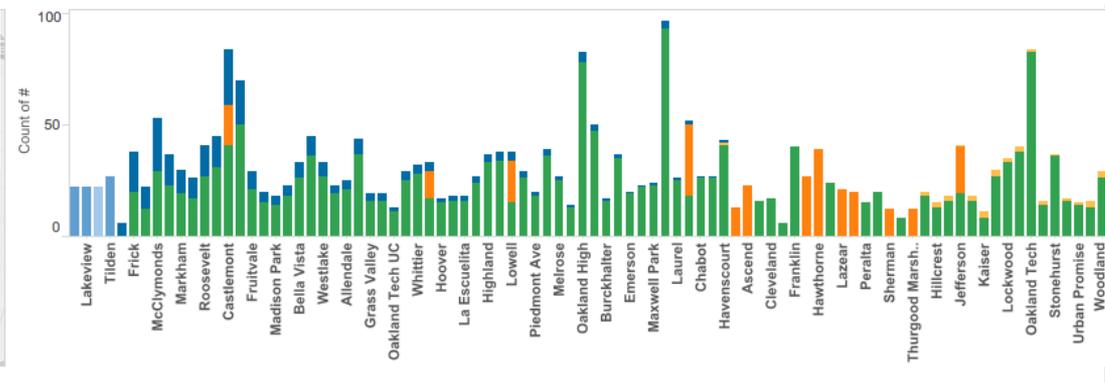
Chart_Classroom Building Type



Map_Utilization



Chart_Classroom Utilization



https://public.tableausoftware.com/views/OUSSDataDashboard_PortableCapacity/OUSSDataDashboard_ClassroomUtilizationandPortables?:e&mbed=y&:display_count=no

Appendix

2015-2016 Classroom Utilization Projections

LAFAYETTE

129 Lafayette Elementary
1700 market street 94607
11/3/14

Total Classrooms	General Education Classrooms	Required Program Classrooms	Flex Classrooms	Parent Resource Rooms	= Available Classrooms
Total Classrooms	26				26
General Education Rooms	8				8
ES	8				8
MS	0				0
HS	0				0
Required Program Rooms	3				3
Pre-K	0				0
ECE	0				0
PEC	3				3
Bilingual	0				0
Newcomer	0				0
A through G	0				0
Flex Rooms	1				1
Flex %	3.8%				3.8%
Parent Rooms	1				1
Total Utilized Classrooms	13				13
Available Classrooms	13				13
Utilization Rate	50.0%				50.0%

Rooms above 600 sq ft that are not used for libraries, multipurpose rooms, gymnasiums, auditoriums, etc.

Classrooms used for instruction of district-run TK-12 programs.

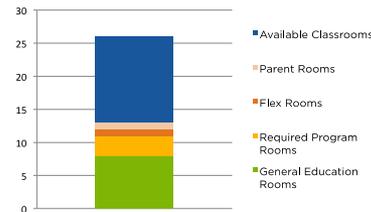
Classrooms used for the delivery of classes for Programs for Exceptional Children, bilingual programs, newcomer programs, prekindergarten and early childhood education programs, and A through G programs at the high school level. Classrooms used for charter programs are also counted in this category.

At the elementary level, flex rooms are calculated as 1/8 of general education classrooms. At the middle school level, flex rooms are calculated as 1/6 of general education classrooms. At the high school level, flex rooms are calculated as 1/10 of general education classrooms.

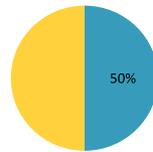
Each school is allocated one parent resource room.

The number of classrooms remaining after subtracting general education, required program, flex, and parent rooms from the total number of classrooms.

Notes: Two classrooms will be used by OUSD Tech Services. One or more classrooms being considered for use by PEC program officers.



Utilization Rate



2015-2016 Classroom Utilization Projections

LINCOLN

133 Lincoln Elementary
225 11th street 94607
11/3/14

Total Classrooms	General Education Classrooms	Required Program Classrooms	Flex Classrooms	Parent Resource Rooms	= Available Classrooms
Total Classrooms	30				30
General Education Rooms	29				29
ES	29				29
MS	0				0
HS	0				0
Required Program Rooms	0				0
Pre-K	0				0
ECE	0				0
PEC	0				0
Bilingual	0				0
Newcomer	0				0
A through G	0				0
Flex Rooms	4				4
Flex %	13.3%				13.3%
Parent Rooms	1				1
Total Utilized Classrooms	34				34
Available Classrooms	-4				-4
Utilization Rate	113.3%				113.3%

Rooms above 600 sq ft that are not used for libraries, multipurpose rooms, gymnasiums, auditoriums, etc.

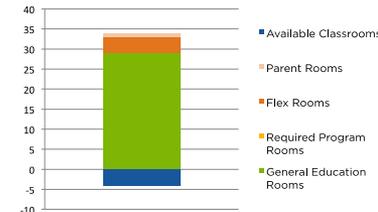
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Utilization Rate

