OUSD Central Office Update

Facilities Committee Update
December 11, 2020

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OAKLAND UNIFIED
SCHOOL DISTRICT
Community Schools, Thriving Students

Constraints: There are a number of limitations on the plan to construct a new Central Office facility

Administration Building is Covered in District-Wide Portion of Measure Y Project List

- District-Wide portion of project list includes projects to "[i]mprove[] utilization of unused or under-used assets, including, but not limited to . . . administrative sites [and] sites or parts of sites to house administrative functions"

Board indicated desire to spend $50 million on Measure Y on the central administration building at Cole Elementary

- During discussion of project list, staff estimated that $71 million would be needed for the central administration building at Cole Elementary and Board indicated its desire to set aside $50 million for central administration building
- No actual amount was voted on or included in Measure Y (amounts were discussed <u>solely</u> to ensure that the project list didn't include more projects than could be afforded)
- Actual amount will be discussed and determined when the Board considers and adopted the Measure Y spending plan

Constraints: There are a number of internal and external constraints to the plan for constructing a new Central Office facility

Timeline didn't leave many options

- The District's lease for 1000 Broadway ends in August 2022
- District has already invested millions on planning and staff moves so that the project can still meet the August 2022 timeline
- Changing the plans for Cole—in any substantive way—would require developing new construction plans and then submitting those new plans to the Department of State Architects, which would delay any completion date well beyond August 2022

To stay within these constraints, staff has been pursuing a plan referred to as "Baby Cole"

- Same basic construction plans
- Only utilizes second floor (planned new Board Room for first floor would be removed from the plan)
- Usable square footage is reduced by half

Opportunities: OUSD can capitalize on how COVID-19 has forced the adoption of new ways of working and re-define the role of its Central Office facility

Looking beyond the pandemic, organizations are*:
- Reducing their office footprints as they anticipate more employees working from home at least part of the time after COVID
- Developing hybrid workplace models and policies
- Refashioning the office as a place for collaboration and human experience
- Focusing on employee health and wellness beyond the physical office

OUSD can take advantage of this opportunity to:
- Reimagine the role of the Central Office at 'Baby Cole' and beyond
- Strategically plan space needs district-wide by incorporating hybrid work modes
- Reduce costs of administration space in favor of educational programs
- Innovate tech options to increase accessibility of services for students and families
- Adopt new policies that support employee work-life balance
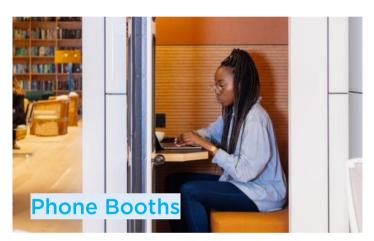- Reduce employee commute times and related carbon impact

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Reimagining the office and work life after COVID-19," The McKinsey Report
OAKLAND UNIFIED SCHOOL DISTRICT – CENTRAL OFFICE STUDY

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What does the 21st century office look like?

FOCUS ON SPACE-SHARING & COLLABORATION

- Employees come to the office a couple of days a week, mostly to meet and collaborate with colleagues

- Space scheduled according to use, not status or 'ownership'. Includes shared offices, flexible conference rooms, 'hot desks' and 'phone booths' for heads down work and private conversations.

- Flexible array of furniture-based solutions that support different work styles; less space per person, but more choice of space types.

- Design that promotes transparency, collaboration and innovation within more informal, 'democratic' setting

- Reliance on predictable, plug-n-play, mobile technology and AV systems that promote blended collaboration. Rests on robust scheduling platform.

- Clear workplace policies that support work-life balance. Communication that helps manage change.

Informal Collaboration

Hoteling Workstations

Phone Booths

Hoteling Offices

Collaborative Suites

Flex Meeting Rooms

The team is taking a strategic approach to assessing district-wide administration space requirements for both the near and long-term

Gather qualitative and quantitative inputs and develop database of departmental space needs	Synthesize inputs and develop analytic framework to create optimized space model	Develop three (3) program strategies with optimized space program model	Validate and refine preferred Cole program strategy and plan for other departments	Operationalize preferred strategy and develop policy recommendations
Core Team Coordination Meetings	Synthesis of Emerging Departmental Priorities Across (23) Departments	Core Team Coordination Meetings	Preferred Program Strategy	District-wide policies
Database of admin staff locations	Criteria and scoring methodology for "Cole Fit"	"Baseline" Strategy	Employee Work Mode Preference Survey	Contingency Planning
Existing Reports, Cole Floor Plans, Test fits	Application of Prioritization Methodology for (23) Departments	"Collaboration Hub" Strategy	Updated Space Program	Refine Requirements and Design Coordination
(23) Departmental Interviews	Space Program Optimization Analytic Framework	"Departmental Touchdown" Strategy	Understanding of Tradeoffs	Design Documentation
Receiving Sites Matrix	Optimized Space Program Model		Refined Plan for non-Cole Departments	Permits and Construction
	Refined Receiving Sites Matrix			

Robust engagement with all departments to identify space needs, key adjacencies and degree of remote work anticipated post-COVID

- Over 18 departmental interviews conducted to gauge departmental needs post COVID

- Incorporated qualitative/quantitative needs and feedback from division and department leads

- Identified key themes, space priorities and space dependencies

- Developed departmental profiles for space programming purposes

- Developing district-wide strategy based on assessment and departmental feedback

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Next Steps

Gather qualitative and quantitative inputs and develop database of departmental space needs	Synthesize inputs and develop analytic framework to create optimized space model	Develop three (3) program strategies with optimized space program model	Validate and refine preferred Cole program strategy and plan for non-Cole departments	Operationalize preferred strategy and develop policy recommendations
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