

OUSD Central Office Study

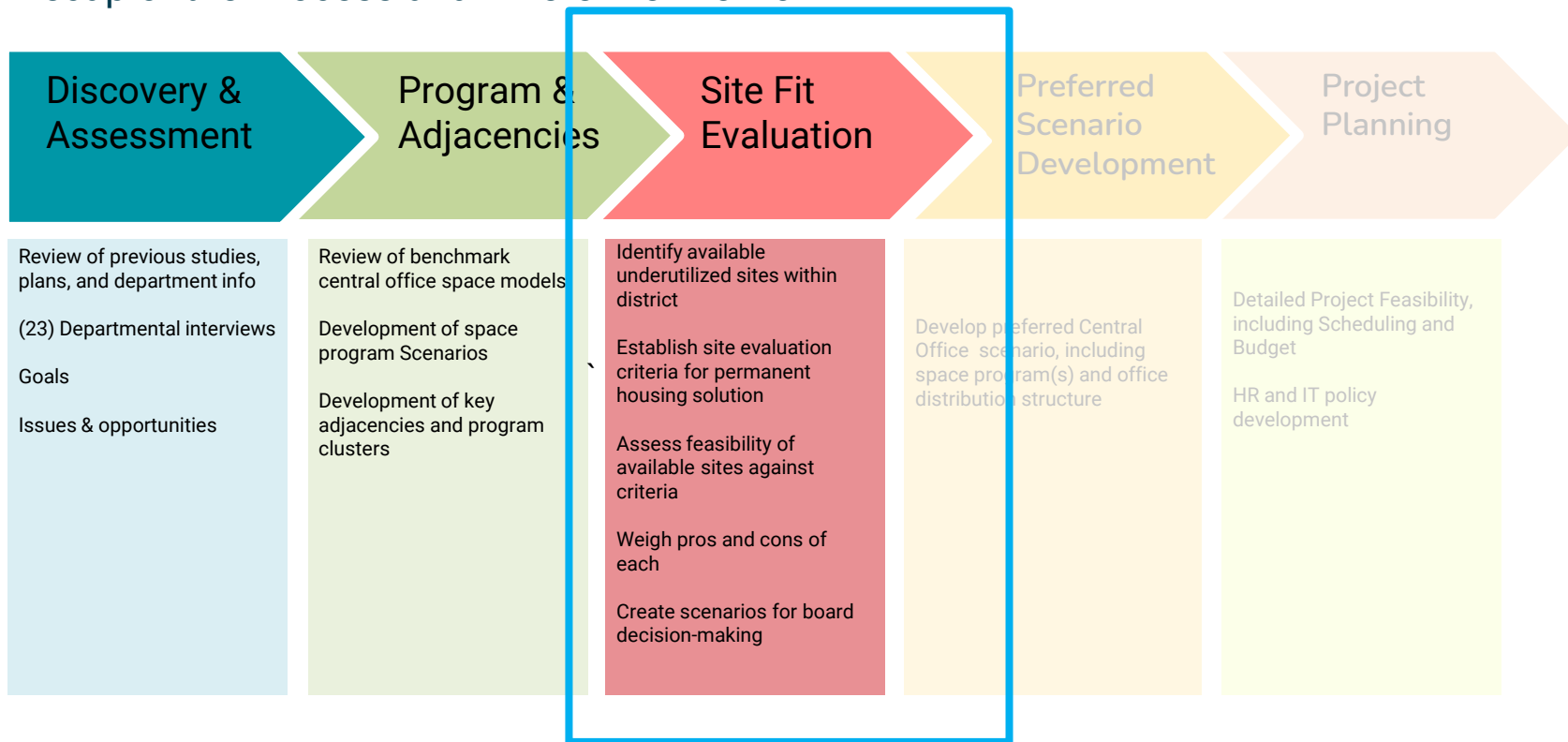
Facilities Committee Meeting

February 12, 2021

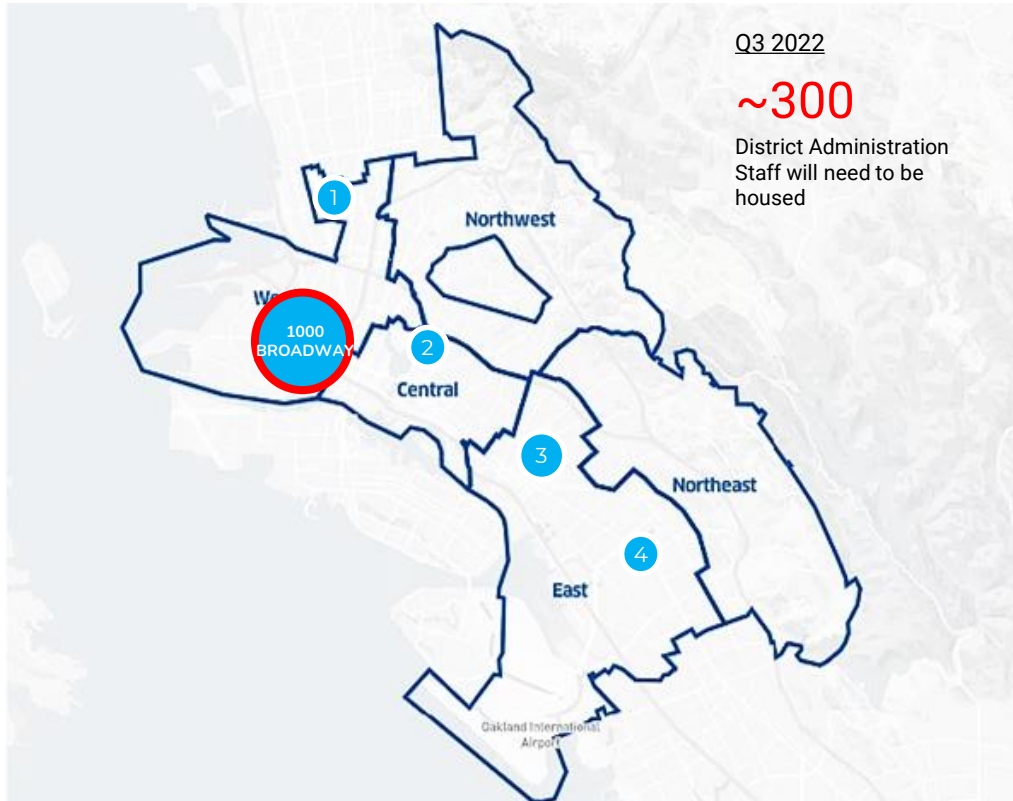
Agenda

- Overarching Goal of the Study and Recap of the Process
- Where We Are Now
- Decision-making Timeline
- Discussion

Recap of the Process and Where We Are Now



~300 Central Office staff at 1000 Broadway will need a new, long-term home in August 2022.



Other key OUSD sites that will remain in use are:

- 1 **SANTA FE**
 - Special Ed
- 2 **LAKEVIEW**
 - Enrollment, Family Resource Center, Community Schools and Services
- 3 **900, 955 HIGH ST**
 - 955 High St.: Facilities, Buildings and Grounds
 - 900 High St.: Procurement, Warehouse, Transportation, B&G Paint and Glazing Shops, Custodial
- 4 **FRICK**
 - Office of Equity

*Current 1000 Broadway count = ~260
Source: OUSD database

First, Central Office departments were divided into 7 space program clusters to distribute across sites. Clusters were formed according to department needs.

PROGRAM CLUSTERS

	CLUSTER 1	CLUSTER 2	CLUSTER 3	CLUSTER 4	CLUSTER 5 (no preference indicated during interview)	CLUSTER 6
	<ul style="list-style-type: none"> • Superintendent's Office, Chief of Staff, Ombudsman (9) • Legal, Labor, Board Office (9) 	<ul style="list-style-type: none"> • CBO (5) • Accounting(12) • HR(35) • Payroll(9) • Accounts Payable(5) • Risk Management(5) 	<ul style="list-style-type: none"> • RAD (18) • ITS (18) 	<ul style="list-style-type: none"> • ELLMA (10) • Academic Innovation (18) • Linked Learning(13) • Early Childhood Development(2) • Network Sups(16) • Charter Office(5) 	<ul style="list-style-type: none"> • Community Schools & Services(56) 	<ul style="list-style-type: none"> • Chief Academic Officer (2) • Strategic Resource Planning(10)
Geographical Preference (if any)	None	None	None, ITS access servers at Cole, La Escuelita	School site, East Oakland site, or Co-locate with Enrollment	School site (East preferable)	None
# of Departments	5	6	2	5	1	2
# of Employees	18	71	36	64	56	12
TOTAL FOOTPRINT** (min.)	7800	16600	6800	9000	9200	5800
# of classrooms (min.) 600 sft/800 sft.	13 @ 600 sft. 10 @ 800 sft.	28 21	11 9	15 11	15 12	8 7

*Departmental Count/Workspace Program @ 1000 Broadway Source: 1000 Broadway Staff Census, July 2019 & OUSD Database

**Total footprint for each cluster includes workspace, collaboration space and user support space, 30% circulation, 15% contingency. Total program mirrors traditional office program at 1000 Broadway.

We identified underutilized* school sites that might fit program needs for all or portions of the program.

SITE NAME	UNDERUTILIZED ROOM COUNT (TOTAL COUNT)
McClymonds	23 (44)
Bunche	20 (20)
Montera	14 (43)
Markham	14 (30)
Westlake	12 (37)
Coliseum College	12 (45)
Brookfield	12 (31)
Kaiser	11 (11)
Prescott	10 (21)
Franklin	10 (40)
East Oakland	10 (28)



Analysis ongoing



Analysis not started

*Source: OUSD Utilization Dashboard - pending validation and/or update through ground-truthing. Numbers shown may not accurately represent current and future space availability

**Sites are mentioned in decreasing order up till 10 underutilized sites. OUSD Utilization dashboard contains all sites.

Each of these sites is being evaluated against the following criteria that are critical for a long-term solution for Central Office.

0
1

Schedule and Risk Containment

Is this a permanent, expedient solution to house staff by Aug 2022 with no interim housing requirements?

0
2

Facility Size

Does the space meets minimum space requirements for program and departmental clusters?

0
3

School Site Impact

What impact will there be on school site operations and future enrollment growth?

0
4

Existing Facility Conditions

Is the space and building in good repair with few costly upgrades required (structural, seismic upgrades, Life Safety, ADA, Title 24)?

0
5

Impact on General Fund

Does this option reduces ongoing costs of facility and staff maintenance and operations?

0
6

Impact on Capital Fund

Does this option reduce impact on capital fund in favor of K-12 program based projects?

0
7

Access, Transportation & Parking

Does this site maximize access for staff and targeted visitors via multiple modes of transportation and free parking?

0
8

Measure Y Alignment

Can this site provide a permanent solution for Central Office? Does it align with other OUSD project investments and initiatives within Measure Y priorities?

0
9

Image and Identity

Will it provide a clear, welcoming and accessible image of the district to staff, families and community stakeholders?

1
0

Space Configuration

Can the space supportive a collaborative office plan and adjacencies (open, good flow, contiguous)?

1
1

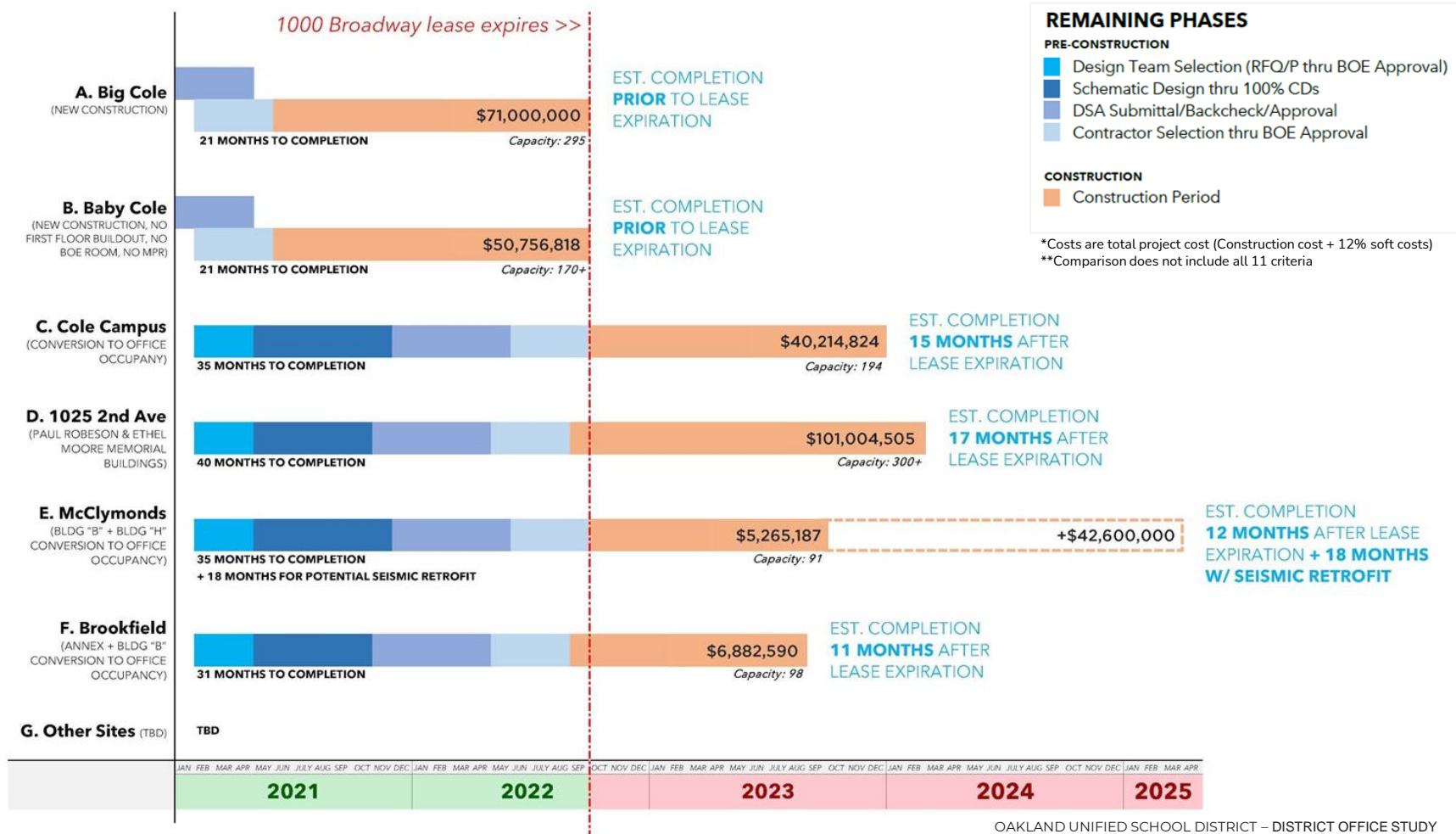
Neighborhood Amenities

Location enhances daily conveniences for staff and visitors





Key takeaways from preliminary analysis of sites

- State of existing sites would require significant upgrades and/or replacement for conversion to permanent office use which in some cases could exceed new construction cost at Cole.
- Timelines for all renovation options at existing school sites extend beyond 1000 Broadway lease expiration and would require interim solutions having increased impact on General Fund.
- Capacities at existing school sites tend to be smaller and more constrained; they would require multi-site solution leading to operational inefficiencies and space redundancies which increases impact on General Fund.
- Multi-site solution does not support optimized space use or creative scheduling solutions.
- Actual space utilization at all school sites which impacts timeline and cost still requires validation through ground-truthing.
- Moving Central Office functions to school sites may require existing academic program to be moved around. Additional analysis required.

Preliminary analysis of initial sites mapping time, cost and complexity



Due to capacity constraints at each existing school site, combinations of sites will be required for a permanent housing solution.

SCENARIO OPTIONS	SCENARIO TOTAL CAPACITY	SCENARIO TOTAL COST* (PROJECT COST+INTERIM LEASE COST)	SCENARIO ANTICIPATED COMPLETION	NOTES
		 HIGHEST COST  LOWEST COST	 LONGEST TIMELINE  READY BY LEASE EXPIRATION	
1025 2nd Ave <i>(2017 Central Office admin housing scheme)</i>	300+	\$101M Project cost + \$2.65M Interim lease cost	2024 Q1	Traditional office, 17 months after lease expiration
Cole Campus + Mac	285 max.	\$88.1M (45.5M w/o seismic retrofit) Project cost + \$2.8M Interim lease cost	2024 Q4 (w/ seismic retrofit) 2024 Q1 (w/o seismic retrofit)	Traditional office, Project completion 18 months after lease expiration
Bunche + Cole Campus	316	\$83.6M Project cost ^{^^} + interim lease cost TBD	2024 Q4	Bunche based on total rebuild
Big Cole	295	\$71M No interim lease	2022 Q2	Traditional office
Brookfield + Mac + Kaiser + Westlake	190+TBD [^]	\$60.9M Project cost + \$2.8M interim lease cost	2024 Q4 (w/ Seismic retrofit) [^] 2024 Q1 (w/o Seismic retrofit) [^]	Traditional office, Kaiser & Westlake have limited parking
Bunche + Montera + Markham	122+	\$51.1M Project cost ^{^^} + Interim lease cost TBD	2024 Q4	Traditional office, Montera & Markham have limited parking
Baby Cole + additional school sites in use*	170+TBD*	\$50.8M No interim lease	2022 Q2	Optimized collaboration hub, *school sites TBD
Cole Campus + Brookfield	292 max	\$47M Project cost + \$2.3M Interim lease cost	2024 Q1	Traditional office, 15 months after lease expiration
Cole Campus + Kaiser + Westlake	194+TBD [^]	\$46.1M Project cost + interim lease cost TBD	2024 Q1+ TBD [^]	Traditional office, Kaiser & Westlake have limited parking

*Does not include potential cost caused by permanent remote work policy etc. Project cost estimates are preliminary and may vary
 ** Interim lease cost is based on a 52k square foot office priced at \$3.00 per s.f. per month.
 Source: JLL East Bay Suburbs Office Insight Q4 -2020

Decision-Making Timeline

Facilities Committee Meeting

Discussion & Feedback on potential receiving sites

**FEB 12
2021**

**MAR 12
2021**

Facilities Committee Meeting

Narrow down staff recommendations to present to the full Board

Board Meeting 1st Read

**MAR 24
2021**

**APR 14
2021**

Board Meeting *Decision on Central Office*

Discussion

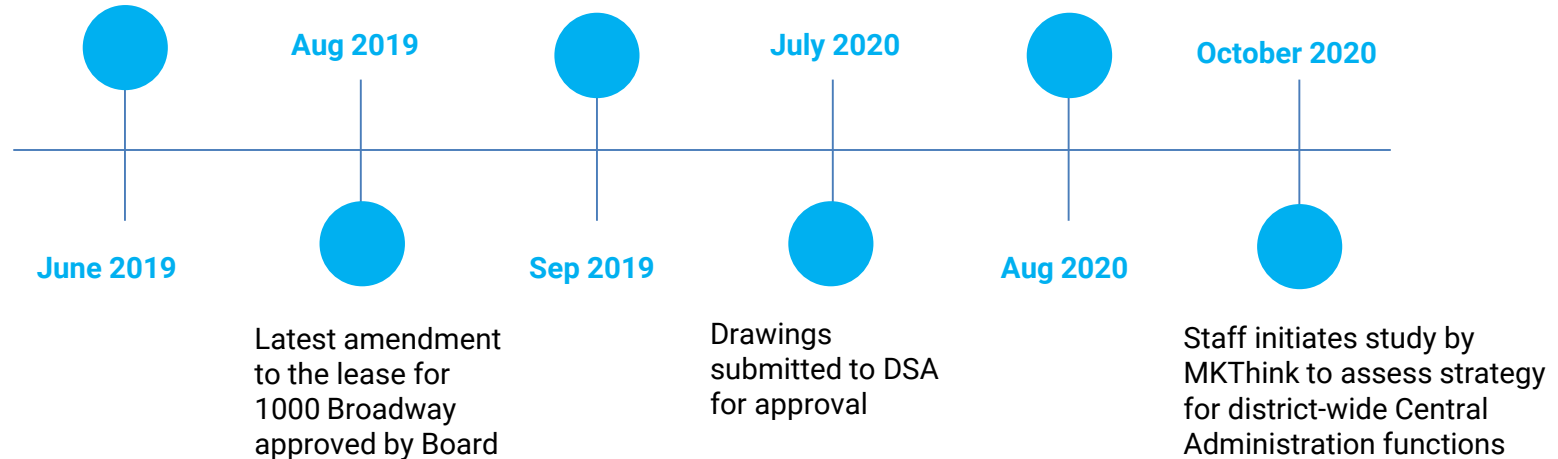
Appendix

Project Background

OUSD Board votes to move forward with construction of new Central Office facility at Cole Campus after evaluating several alternatives

District contracts with AEC team to design new building for DSA review and permit

Board votes to put Measure Y on the ballot, indicating diminished budget to apply to original Cole project



The team interviewed 23 Departments to understand both COVID and post-COVID functional work requirements & priorities

TOP TAKEAWAYS FROM 23 DEPARTMENTAL INTERVIEWS

- 1 Prioritize locations for customer facing functions that are easily accessible to customers (families, community, etc.)
- 2 Where possible, co-locate departments with strong physical dependencies to promote efficient workflow
- 3 Consider a department's capacity for remote work based on specific work types and the degree of 'customer' interface required
- 4 Design office space with focus on staff collaboration, meetings and training
- 5 Need district-wide tech, wellness, ergonomic policies to support long-term remote working
- 6 Plan for foreseeable initiatives causing departmental changes; short-term relocations erode morale and workflow
- 7 Ensure sites are accessible via transit with easy, free parking
- 8 Majority of departmental heads foresee remote work as a benefit for their teams with some need for meetings in-office

Program Models: A modern, post-COVID workplace environment prioritizes collaboration as its highest use of physical space

- **No ownership** - Converting dedicated offices to shared offices and hoteling workstations for assignment when needed
- **Introduce diversity** – An array of furniture, seating arrangements, open and enclosed spaces designed for different work modes
- **Encourage collaboration and innovation** – Increase the ratio of collaboration space to employee count to promote organizational culture and collaboration.
 - Lounges, open kitchen, open collaboration areas
- **Incorporate robust scheduling technology** – Consider underutilized office space on the ground and maximize efficiency of space usage
- **Introduce workplace policies to support remote working and virtual collaboration**
- **Pay attention to IT Resources:** Plug and play hookups, AV and tech that works across multiple user platforms



Program Models: A 'collaborative office model' leverages scheduling and utilization to reduce the overall space needs of a traditional program

		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 preference
Private Office	200sf	59	0	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	0	
Cubicles	65sf	183	N/A	
Shared Workstations	30 sf	12	68	Increased ratio of collaboration space to employee
Phone booths	30 sf	N/A	30	
Collaboration Spaces S	210sf	8	14	
Collaboration Spaces M	420sf	6	9	
Collaboration Spaces L	900sf	1	2	Address OUSD need for more large collaboration spaces
Collaboration Spaces XL	1800sf	1	2	

TRADITIONAL OFFICE SPACE PROGRAM** BY CLUSTER

	CLUSTER 1	CLUSTER 2	CLUSTER 3	CLUSTER 4	CLUSTER 5***	CLUSTER 6
Geographical Preference (if any)	None	None	None, ITS access servers at Cole and La Escuelita	School site, East Oakland site, or Co-locate with Enrollment	School site East	None
# of Departments	5	6	2	5	1	2
# of Employees	18	76	36	64	56	12
WORKSPACE AREA (min.)	2600	7600	3000	2900	3900	900
COLLAB SPACE (sf)	1700	1500	600	600	1100	1300
SUPPORT SPACE (sf)	1100	2400	1100	2700	1400	1800
GRAND TOTAL (sf)	7800	16600	6800	9000	9200	5800

*Departmental Count/Workspace Program @ 1000 Broadway Source: 1000 Broadway Staff Census, July 2019 & OUSD Database

**Calculations reflect traditional office program similar to 1000 Broadway, grand total includes 30% circulation, 15% contingency

*** No preference indicated during interview.

OPTIMIZED SPACE PROGRAM** BY CLUSTER

	CLUSTER 1	CLUSTER 2	CLUSTER 3	CLUSTER 4^	CLUSTER 5^***	CLUSTER 6
Geographical Preference (if any)	None	None	None, ITS access servers at Cole and La Escuelita	School site, East Oakland site, or Co-locate with Enrollment	School site East	None
# of Departments	5	6	2	5	1	2
# of Employees	18	76	36	64	56	12
WORKSPACE AREA (min.)	180	900	500	0	0	200
COLLAB SPACE (sf)	3600	3400	2000	0	0	1300
SUPPORT SPACE (sf)	1700	1200	400	0	0	300
GRAND TOTAL (sf)	8000	8100	4000	0	0	2700

*Departmental Count/Workspace Program @ 1000 Broadway Source: 1000 Broadway Staff Census, July 2019 & OUSD Database

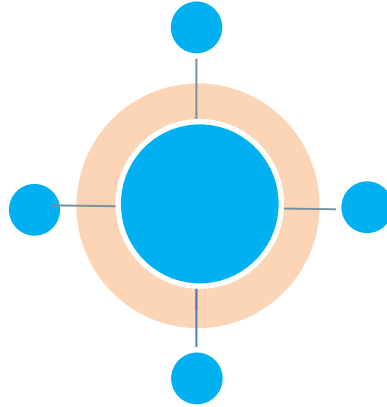
^Clusters recommended to be relocated at school sites based on departmental interviews

**Calculations reflects 16 weekly seat hours/employee, grand total includes 30% circulation, 15% contingency

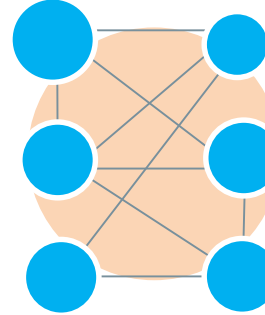
*** No preference indicated during interview.

District Distribution Models: Hub and Spoke Model vs. Network Model

- Primary district administration functions co-located in main hub
- Satellite hubs “spokes” stay in place with remainder of functions distributed district-wide.
- Student and family functions distributed regionally according to accessibility and available space at school sites
- Lends itself to collaborative hub space program if hub can provide a diversity of meeting spaces



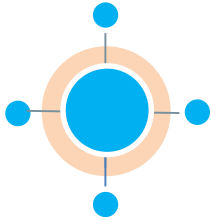
Hub & Spoke Model



Network Model

- No central mothership
- Administration functions are distributed according to regional fit, unique requirements and required clusters
- Lends itself to traditional, dedicated space assignments. Given smaller sizes and architectural constraints, space sharing and collaboration are difficult to achieve effectively

The team is evaluating the feasibility of sites to accommodate the needed 300 employees in either a hub and spoke or network model



Hub and Spoke Options

A. Hub: Big Cole

(New Construction - 300 staff)

Spokes: Santa Fe, Lakeview, 900 High St., 955 High St., Frick

Traditional Office model

A. Hub: Baby Cole

(New construction, 2nd floor only - 170+ staff)

Spokes: Santa Fe, Lakeview, 900 High St., 955 High St., Frick

Collaborative Office model

A. Hub: Cole Campus

(Conversion to Office Occupancy - 194 staff)

Spokes: Santa Fe, Lakeview, 900 High St., 955 High St., Frick

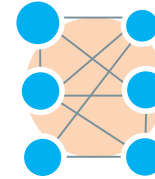
Traditional Office model

A. Hub: 1025 2nd Ave.

(Ethel Moore Building & Paul Robeson Building conversion to office occupancy - 300+ staff)

Spokes: **TBD**

Traditional Office model



Network Options

A. New Network Location: Brookfield (Annex + Building 'B' conversion to office occupancy - 98 staff)

Other Network Locations: Santa Fe, Lakeview, 900 High St., 955 High St., Frick, **TBD**

Traditional Office model

A. New Network Location: McClymonds (Building B + Building H conversion to office occupancy - 91 staff)

Other Network Locations: Santa Fe, Lakeview, 900 High St., 955 High St., Frick, **TBD**

Traditional Office model



D. Fremont HS (TBD)

Other Network Locations: **TBD**

Traditional Office model

	BIG COLE NEWC	"BABY COLE" NEWC	COLE CAMPUS REN	BROOK- FIELD REN	MAC REN	1025 2ND AVE REN	CASTLE- MONT REN	FREMONT REN	KAISER REN	WESTLAKE REN
1. Schedule	Ready by Aug 2022	Ready by Aug 2022	Not ready by Aug 2022	Not ready by Aug 2022	Not ready by Aug 2022	Not ready by Aug 2022	Renovation plan and construction process not started and likely to extend beyond lease expiration.	Renovation plan and construction process not started and likely to extend beyond lease expiration.	Renovation plan and construction process not started and likely to extend beyond lease expiration.	Renovation plan and construction process not started and likely to extend beyond lease expiration.
2. Program Size*	Fits all employees. Rooms Open: sorry wi	Optimized to fit employees. Rooms Open: 0	Can fit 194 employees. Rooms Open: N/A	Can fit 98 employees. Rooms Open: 12	Can fit 91 employees. Rooms Open: 23	Fits all employees. Rooms Open: 0	Accommodates 36** in traditional office model (6 classrooms available)	Accommodates 24**, 4 classrooms available	Accommodates 54**, 11 classrooms available	Accommodates 60**, 12 classrooms available
3. Space Config	Collaborative office plan possible	Designed as collab office hub	Does not support collab office	Does not support collab office	Does not support collab office	Does not support collab office	Does not support collab office	Does not support collab office	Does not support collab office	Does not support collab office
4. Facility Conditions	New construction	New construction	Requires seismic retrofit	Requires seismic retrofit	Significant upgrades required	Significant seismic retrofit required	TBD	TBD	TBD	TBD
5. General Fund Impact	Remains similar to current	Remains similar to current	Additional distributed functions cause inefficiencies & higher operating costs	Inefficiencies & higher operating costs	Inefficiencies & higher operating costs	Remains similar to current	Inefficiencies & higher operating costs	Inefficiencies & higher operating costs	Inefficiencies & higher operating costs	Inefficiencies & higher operating costs
6. Capital Fund Impact	\$71M total project cost	\$50 M total project cost	440M total project cost	\$6.8M total project cost	\$5.2M total project cost	\$101M - High project cost	TBD	TBD	TBD	TBD

*Source: OUSD Utilization Database to be validated through site visits. May not reflect future usage.

	BIG COLE NEWC	"BABY COLE" NEWC	COLE CAMPUS REN	BROOK- FIELD REN	MAC REN	1025 2ND AVE REN	CASTLE- MONT REN	FREMONT REN	KAISER REN	WESTLAKE REN
7. Access and Parking	Close to West Oakland Bart and multiple bus lines. Free parking (70-80 spots)	Close to West Oakland Bart and multiple bus lines. Free parking (70-80 spots)	Close to West Oakland Bart and multiple bus lines. Free parking (70-80 spots)	Public transit access and free parking is challenging	25 min walk to closest Bart and near multiple bus lines., Adequate parking nearby	10 min walk to closest Bart and near multiple bus lines., Adequate parking nearby	No BART nearby, limited bus access	25 min walk to closest Bart and near multiple bus lines. Limited parking	No BART nearby, limited bus access	20 min walk to closest Bart and near multiple bus lines. Limited parking
8. Image and Identity	Clear and welcoming		District Central Office Administration would be secondary to school site functions							
9. School Site Impact	No impact			Limits future enrollment	Limits future enrollment		Limits future enrollment	Limits future enrollment	Limits future enrollment	Limits future enrollment
10. Measure Y Alignment	Aligns with Measure Y priority: Administration and Governance Center	Aligns with Measure Y priority: Administration and Governance Center			In conflict with Measure Y initiative: "site expansion to accommodate additional grade levels"	Existing renovation plans are in conflict with Measure Y priority for site: "Facilities for alternative education and career technical education programming > Community service facilities"	N/A	N/A	N/A	N/A
11. Nbd. Amenities	Proximity to few amenities	Proximity to few amenities	Proximity to few amenities	Far from amenities	Close proximity to amenities	Close proximity to amenities				