

# OUSD Central Office Study

**Facilities Committee Update**  
**March 12, 2021**

**THiNK**

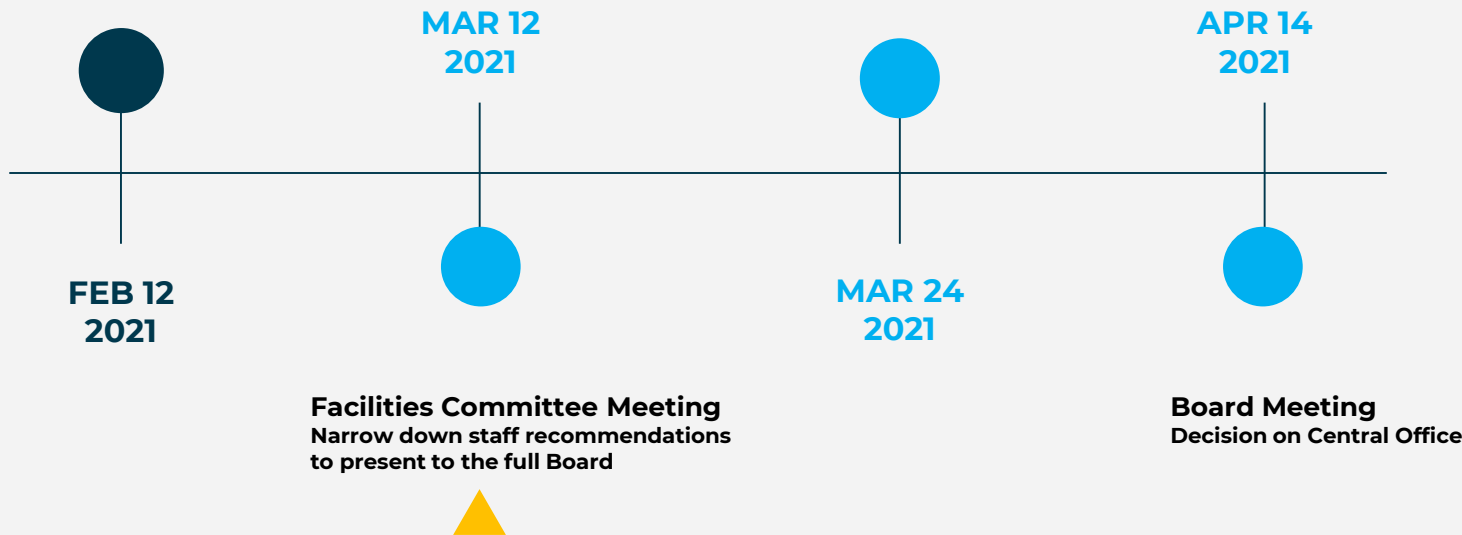


**OAKLAND UNIFIED  
SCHOOL DISTRICT**  
*Community Schools. Thriving Students*

Today's purpose: Facilities Committee votes on 2-3 options to recommend to the full Board on March 24

**Facilities Committee Meeting**  
Discussion and feedback on  
potential receiving sites

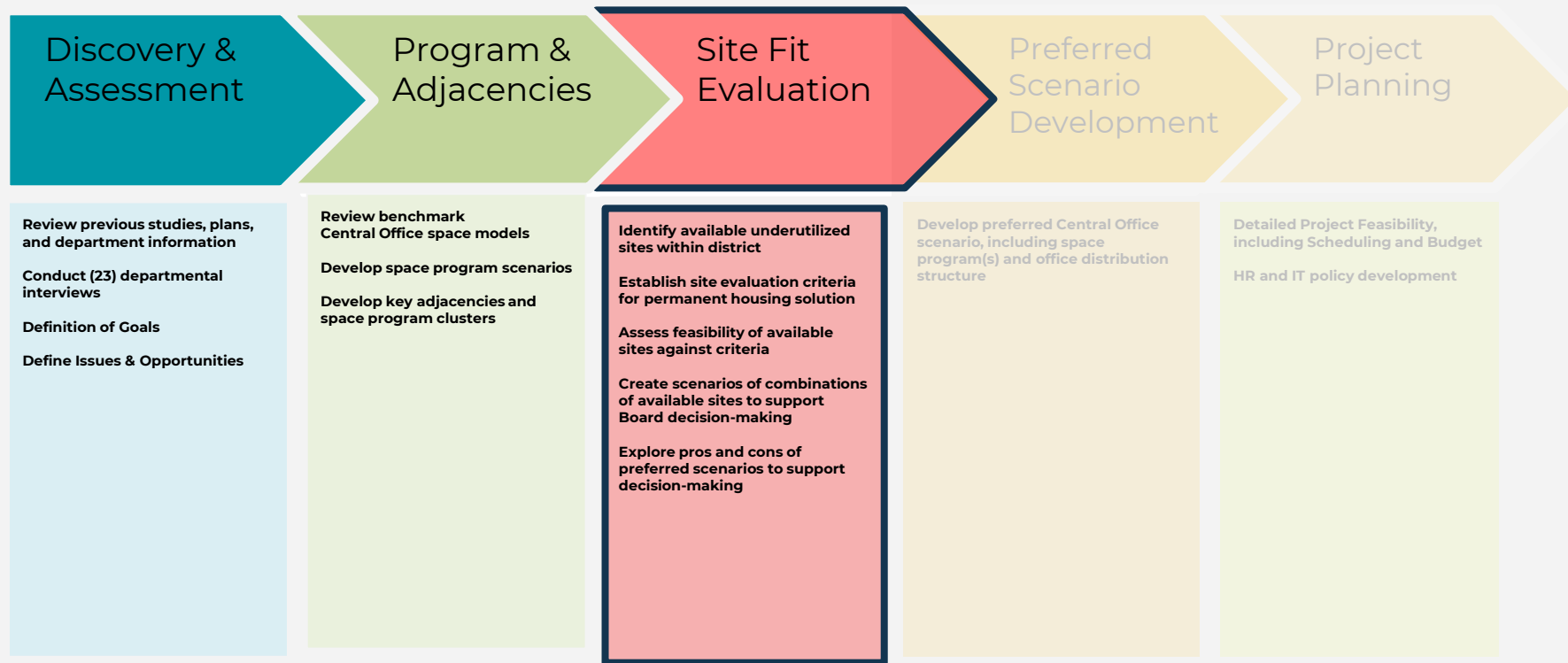
**Board Meeting**  
1st Read



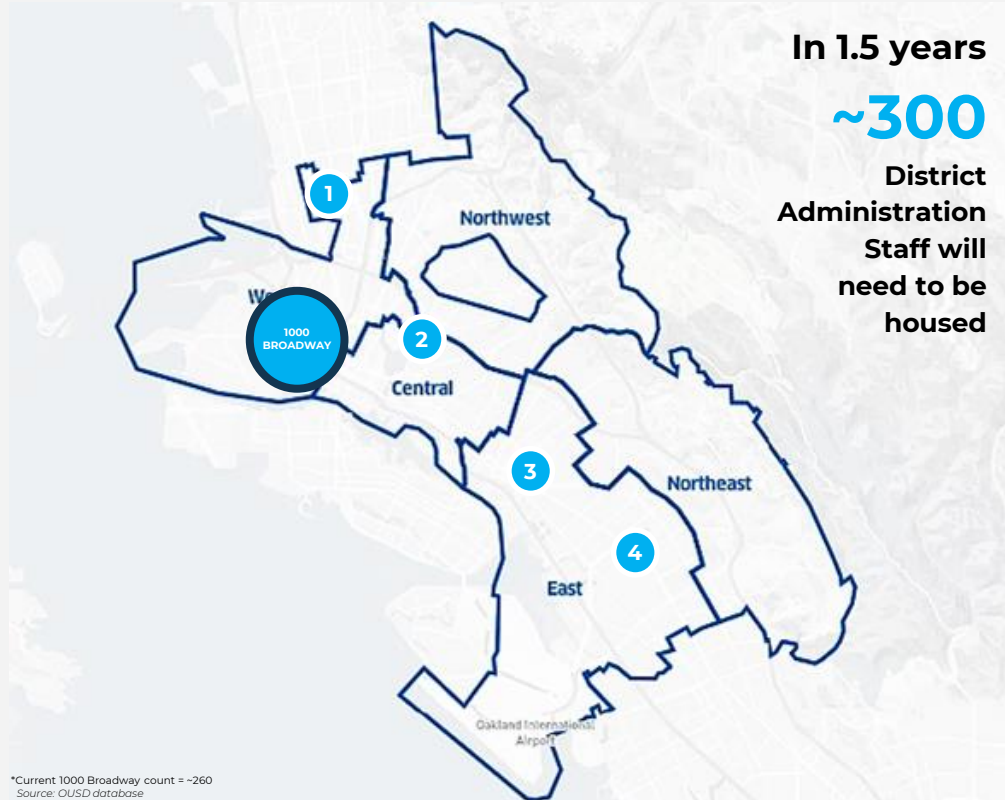
# Agenda

- **Where We Are Now**
  - **Site evaluation criteria**
  - **Program vision**
  - **Departmental clusters**
  - **Underutilized sites**
  - **Preliminary evaluation of sites**
- **Scenario Options**
  - **Pros and Cons of Preferred Options**
- **Decision-making Timeline**
- **Discussion**

## Recap of our process and where we are now



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



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

### Other key OUSD sites that will remain in use are:

- 1 SANTA FE**  
Available capacity: 0
  - Special Ed, Young Adult Program, Special Ed Services
- 2 LAKEVIEW**  
Available capacity: 0
  - Enrollment, Family Resource Center, Community Schools and Services
- 3 900, 955 HIGH ST**  
Available capacity (at 900 High St only): 15
  - 955 High Street: Facilities, Buildings and Grounds
  - 900 High Street: Procurement, Warehouse, Transportation, B&G Paint and Glazing Shops, Custodial
- 4 FRICK**  
Available capacity: ~30 (5 classrooms)
  - Office of Equity

Each potential receiving site is being evaluated by 7 criteria grouped by their financial, human and community context.

## General Fund and Measure Y Impact

### Schedule and Risk



If project extends past 1000 Broadway lease expiration, lease extension equals to a +\$250,000/monthly impact on General Fund

### Facility Conditions



Building with costly upgrades required, such as structural, seismic, ADA, Title 24, may increase draw on Measure Y funds.

### Facility Size and Employee Capacity



Smaller, constrained facilities require multi-site solutions to house all departmental clusters and may lead to increased operational costs or additional General Fund expenditures.

## Staff and Community Impact

### Location and Access



Does the location serve populations most in need? Can staff and visitors access the site via multiple modes of transportation and free parking?

### Space Program and Configuration



Does the space program support new work climate and work practices? Can the space support a collaborative office plan that supports departmental adjacencies?

### School Site Impact



What impacts are there for school site operations? How about future enrollment growth?

### Image and Identity



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

# The preferred long-term program model for Central Office is a hybrid workplace focused around team collaboration, flexibility, and space sharing



Variety of open, semi-open seating for privacy



Open collaboration spaces and lobby



Flexible workstations for assignment if needed

- **No ownership:** Converting dedicated offices to shared offices and shared workstations for assignment when needed
- **Introduce diversity:** An array of furniture, seating arrangements, open and enclosed spaces designed for different work modes
- **Encourage team collaboration for innovation:** Increase the ratio of collaboration space to employee count to promote organizational culture and collaboration.
  - Lounges, open kitchen, open collaboration areas
- **Utilize large, barrier-free spaces for work & collaboration:** Minimizing barriers like walls and columns help encourage openness, good flow and visibility lines for optimal collaborative work environment
- **Incorporate robust scheduling technology:** Consider underutilized office space 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

# While there are advantages to co-locating many Central Office departments, key functional relationships align into 6 program clusters which inform spatial relationships.



## CLUSTER 1

Superintendent's Office,  
Chief of Staff, Ombudsman  
(9),  
Legal, Labor, Board Office (9)

## CLUSTER 2

CBO (5),  
Accounting(12),  
HR(35),  
Payroll(9),  
Accounts Payable(5),  
Risk Management(5)

## CLUSTER 3

RAD (18),  
ITS (18)

## CLUSTER 4

*Consider relocating to Frick, High St.*  
ELLMA (10),  
Academic Innovation (18),  
Linked Learning(13),  
Early Childhood Development(2),  
Network Sups(16),  
Charter Office(5)

## CLUSTER 5

*Consider relocating to Frick, High St*  
Community Schools & Services  
(56)

## CLUSTER 6

Chief Academic Officer (2),  
Strategic Resource Planning(10)

\*Departmental Count/Workspace Program at 1000 Broadway subject to change Source: 1000 Broadway Staff Census, July 2019 and 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. High level space program available in appendix, detailed space program available upon request. Classrooms are calculated as 600-900 sq. ft.



# 11 school sites within the OUSD inventory have 10 or more underutilized classrooms with room to fit at least 1 program cluster

	SITE NAME	UNDERUTILIZED ROOMS (TOTAL ROOMS)	POTENTIAL CLUSTERS FITS BASED ON SIZE	NOTES
ANALYSIS ONGOING	McClymond's	23 (44)	All (1 or 2 clusters only)	New construction, coordinating timelines is an added complexity
	Westlake	8* (37)	1/3/4/5/6 (1 only)	*currently 12 but 4 classrooms to be used by new Met West program, 3 programs already on site with limited parking
	Brookfield	12 (31)	1/3/4/5/6 (1 only)	
	Kaiser	11 (11)	1/3/4/6 (1 only)	Potential program conflict: revenue-generating ECE program leading to delayed use of grant funds if not moved forward.
ANALYSIS NOT STARTED (extensive ground-truthing and validation required)	Bunche	20 (20)	All (1 or 2 clusters only)	Buildings in severe disrepair - Requires all new construction, comparatively expensive \$43M
	Montera	14 (43)	1/3/4/5/6 (1 only)	
	Markham	14 (30)	1/3/4/5/6 (1 only)	
	Coliseum College Prep Academy	0* (45)	1/3/4/5/6 (1 only)	Currently 12, school expansion plans in place, no room for admin
	Prescott	6* (21)	1/3/6 (1 only)	*Currently 10, pending move-in by CCS program taking over 4 rooms
	Franklin	10 (40)	1/3/6 (1 only)	
	East Oakland Pride	10 (28)	1/3/6 (1 only)	

# Distributing Central Office functions across multiple sites has impacts on Measure Y funds, General Fund, Central Office staff and the community.

## POTENTIAL IMPACTS ON MEASURE Y & GENERAL FUND

**\$4.7M  
(or) \$27M**

*Measure Y impact*

**\$4.25M  
upwards**

*General Fund impact*

**↑ Operational  
costs**

*General Fund impact*

### Space Program

Measure Y impact to move data center from Cole (or) to address DSA deficiencies at Cole. If deficiencies aren't corrected, District can't use Cole at all.

### Schedule

General Fund impact for 1000 Broadway lease renewal at current capacity to accommodate project timelines extending past lease expiration due to ground-truthing, community engagement and renovation timelines.

### Space Program

Potential impact on General Fund when distributing Central Office further and/or incorporating optimized space usage and creative scheduling solutions.

## POTENTIAL IMPACT ON STAFF AND COMMUNITY IMPACT

### Space Configuration

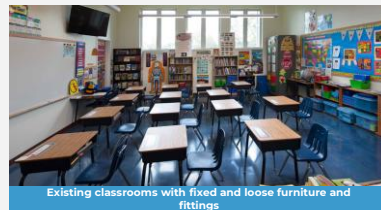
No dedicated large meeting rooms for Central Office staff.

Additional analysis is required to determine if existing academic program needs to be moved around.

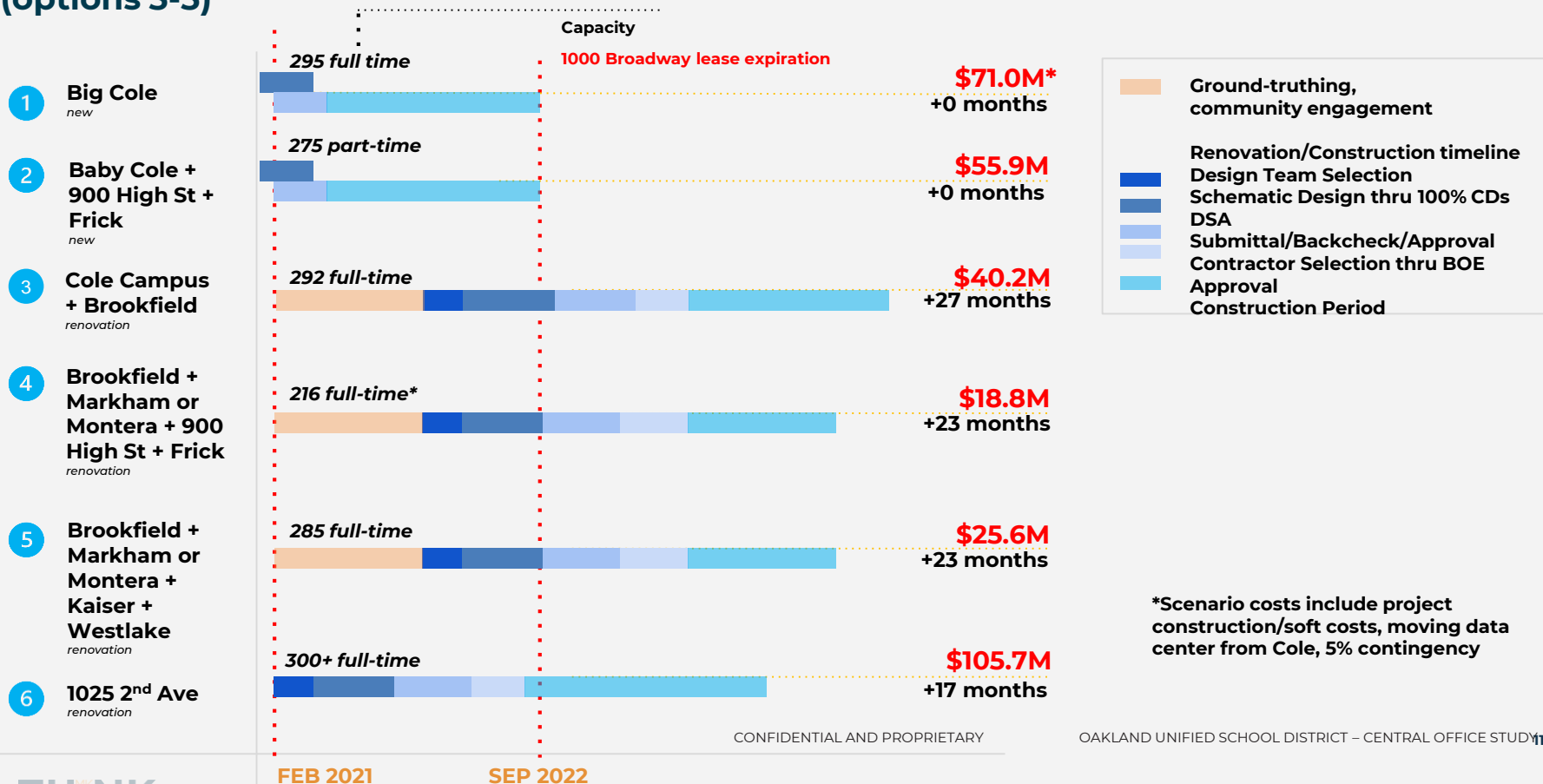
### School Site Impact

Extensive community engagement required with school communities to extend timeline by a year or longer due to neighborhood impact studies, etc.

Increased messaging to educate the community about which services are located at each distributed location to ensure transparency and avoid confusion in accessing services.






# A multi-site scenario is required to house Central Office employees at existing sites (options 3-5)



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# Scenario Evaluation Heat Map - General Fund & Measure Y Impact.


	Schedule 	Facility Conditions 	Facility Capacity 	MEASURE Y, ANTICIPATED IMPACT, <i>project cost</i>	GENERAL FUND ANTICIPATED IMPACT, <i>interim lease for current footprint @ 1000 Broadway*</i>
Big Cole	Ready by 1000 Broadway lease expiration, Aug 2022	New construction	Fits 295 staff on single site	<b>\$71.0M</b> Already spent (Measure J): \$3M	-
Baby Cole + 900 High St + Frick	Ready by 1000 Broadway lease expiration, Aug 2022	New construction	Fits 275 staff <sup>^</sup> Hybrid work mode 100 staff relocated to school sites per preference	<b>\$50.8M</b> Already spent (Measure J): \$3M	-
Cole Campus + Brookfield	Not ready by Aug 2022, Anticipated completion 2024 Q4	Renovation, Buildings require seismic upgrades	Fits 292 staff on full-time basis	<b>\$47.1M</b>	<b>\$6.75M</b>
Brookfield + Montera or Markham + 900 High St + Frick	Not ready by Aug 2022, Anticipated completion 2024 Q3	Renovation	Fits 275 on hybrid, space sharing basis. 216 staff on full-time basis.	<b>\$18.4M</b>	<b>\$5.75M</b>
Brookfield + Montera or Markham + Kaiser + Westlake	Not ready by Aug 2022, Anticipated completion 2024 Q3	Renovation	Fits 285 on a full-time basis	<b>\$25.6M</b>	<b>\$5.75M</b>
1025 2nd Avenue	Not ready by Aug 2022, Anticipated completion 2024 Q1	Current plans include Significant renovation	Fits 300+ staff on single site	<b>\$105.7M</b>	<b>\$4.25M</b>

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

\*Calculated at \$4.75/sft. Feb 2021 asking rate for 52,500 sq. ft. 1500 Broadway total footprint. Source: Heafey Commercial OUSD Facilities real estate consultant

<sup>^</sup>Optimized collaborative model with avg. 16 weekly seat hours for 160 employees, ~100 employees primarily located at school sites per their preference

# Scenario Evaluation Heat Map - Employee and Community Impact

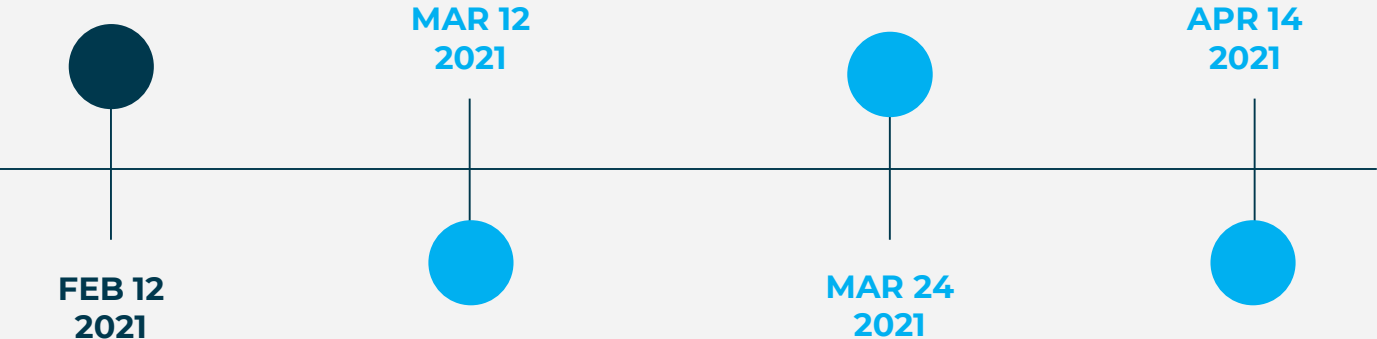
	Location and Access 	Space Configuration 	School Site Impact 	Image and Identity 
Big Cole	<b>Location in the west. Close to W Oakland BART and multiple bus lines. Free parking (70-80)</b>	<b>Long-term collaborative office program model can be accommodated</b>	<b>No impact</b>	<b>Clear and welcoming</b>
Baby Cole + 900 High St + Frick	<b>Location in the west. Close to W Oakland BART and multiple bus lines. Free parking (70-80)</b>	<b>Designed as long-term collab office program model. Potential revenue generation opportunity through complementary use partners on first floor.</b>	<b>No impact</b>	<b>Clear and welcoming</b>
Cole Campus + Brookfield	<b>Locations in the west and east. Cole location close to W. Oakland BART and multiple bus lines. Free parking (70-80). Public transit access and free parking is challenging at Brookfield.</b>	<b>Does not support long term collaborative office program model</b>	<b>Limits future enrollment at Brookfield</b>	<b>Clear and welcoming, Brookfield TBD</b>
Brookfield + Montera or Markham + 900 High St + Frick	<b>Public transit access and free parking is challenging at Brookfield. Markham in highly residential neighborhood</b>	<b>Does not support long term collaborative office program model. Servers move to Brookfield.</b>	<b>Limits future enrollment at Brookfield, Markham.</b>	<b>TBD</b>
Brookfield + Montera or Markham + Kaiser + Westlake	<b>Public transit access and free parking is challenging at Brookfield. Markham in highly residential neighborhood.</b>	<b>Does not support long term collaborative office program model. Servers move to Brookfield.</b>	<b>Limits future enrollment at schools. Westlake campus has 3 other programs.</b>	<b>TBD</b>
1025 2nd Avenue	<b>10 min walk to closest Bart and near multiple bus lines Adequate parking nearby</b>	<b>Does not support long term collaborative office program model. Servers move to Brookfield.</b>	<b>No impact</b>	<b>Clear and welcoming</b>

# Decision-Making Timeline

Today's purpose: Facilities Committee votes on 2-3 options to recommend to the full Board on March 24

**Facilities Committee Meeting**  
Discussion and feedback on  
potential receiving sites

**Board Meeting**  
1st Read



**Facilities Committee Meeting**  
Narrow down staff recommendations  
to present to the full Board

**Board Meeting**  
Decision on Central Office

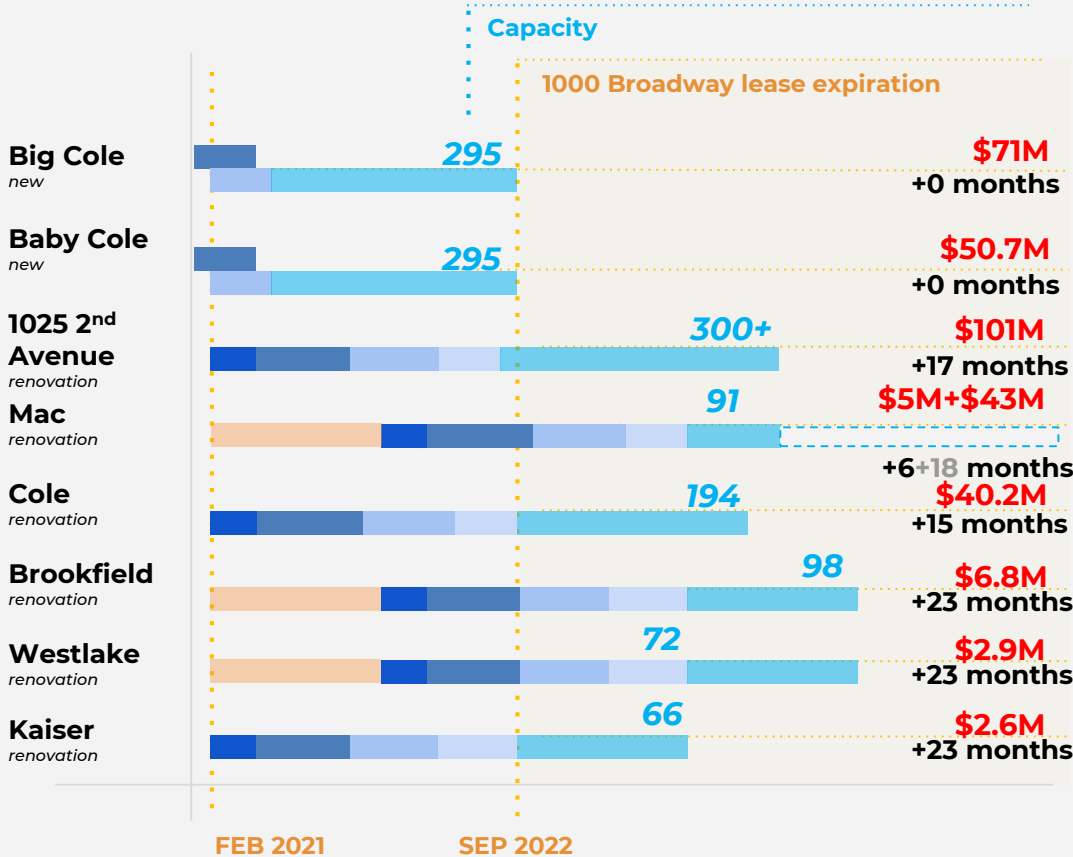


# Discussion

# Appendix



# Cost, timeline and capacity breakdown by site



Renovation timelines of all existing sites extend beyond 1000 Broadway's lease expiration

**RESULT** \$4.25M and upwards impact on General Fund for interim solutions like lease renewal



Some sites require significant upgrades and/or replacement for conversion to permanent office use

**RESULT** Measure Y spending on 1025 2nd Ave and Mac would exceed Measure Y spend on new construction cost at Cole






Multi-site solution could increase operational costs and inefficiencies

**RESULT** Multi-site solution could have long-term impact on General Fund

Ground-truthing, community engagement

Renovation/Construction timeline

# Combinations of sites can house 275+ Central Office staff requiring permanent housing.

SCENARIO OPTIONS	TOTAL CAPACITY	PROJECT COST  HIGHEST	GENERAL FUND ANNUAL IMPACT (INTERIM LEASE COST FOR 1000 BROADWAY)  LOWEST	ANTICIPATED COMPLETION  READY BY LEASE EXPIRATION	NOTES
1025 2nd Avenue <i>(2017 Central Office admin housing scheme)</i>	300 plus	\$101M	+ \$4.25M	2024 Q1	Traditional office, ready 17 months after lease expiration
Cole Campus + Mac	285 maximum	\$88.1M or \$45.5M (w/o seismic retrofit)	+ \$7.5M or \$3.75M	2025 Q4 with seismic retrofit 2024 Q1 w/o seismic retrofit	Traditional office, ready 36 months after lease expiration w/ seismic retrofit
Bunche + Cole Campus	316^	\$83.6M	+ \$3.75M upwards	2023 Q4 or later^	Bunche based on total rebuild, ^to be verified through test fits at Bunche
Big Cole	295	\$71M	\$0	2022 Q2	Traditional office
Brookfield + Mac + Kaiser + Westlake	327^	\$62.6M or \$20M	+ \$7.5M or \$3.75M	2025 Q4 with seismic retrofit^ 2024 Q1 w/o seismic retrofit^	Traditional office, Kaiser and Westlake have limited parking, ^to be verified with test fits
Bunche + Montera + Markham	288^	\$51.1Mt^	+ \$6.75M upwards	2024 Q4 or later^	Traditional office, Montera & Markham have limited parking, ^to be verified with test fits
Baby Cole + 900 High St. + Frick	275*	\$50.8M	\$0	2022 Q2	**Optimized collaboration hub, *school sites TBD
Cole Campus + Brookfield	292 maximum	\$47.1M	+ \$6.75M	2024 Q4	Traditional office, 15 months after lease expiration
Cole Campus + Kaiser + Westlake	332^	\$46.1M	+ 6.75M	2024 Q4	Traditional office, Kaiser & Westlake have limited parking, ^to be verified with test fits

THINK

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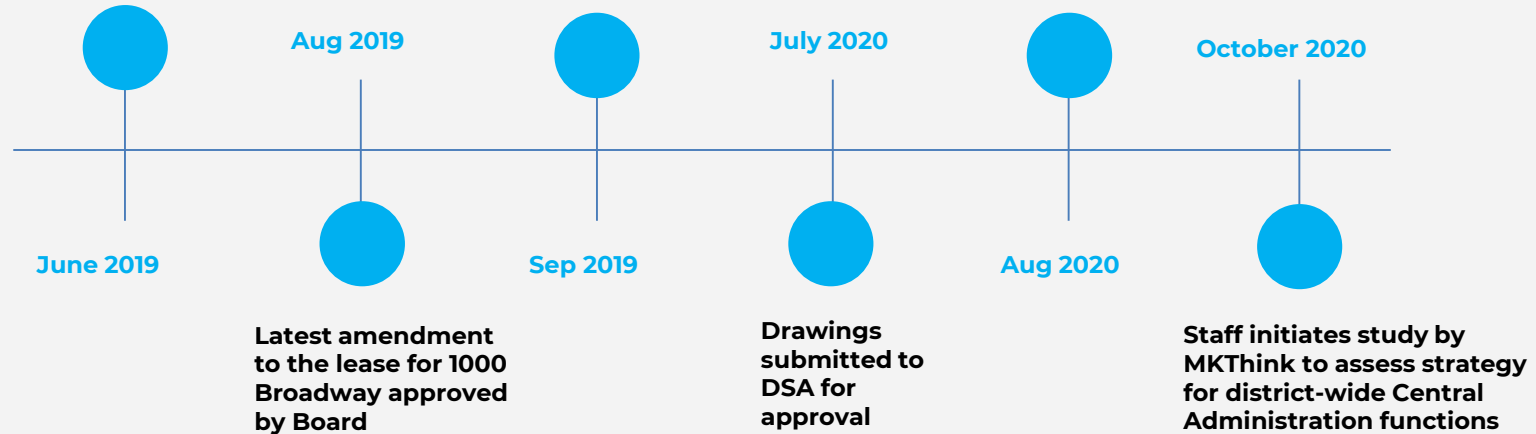
\*Does not include potential cost caused by permanent remote work policy etc. Project cost estimates are preliminary and may vary. Calculated at \$4.75/sq. ft. Feb 2021 asking rate for 52,500 sq. ft. 1500 Broadway total footprint. Source: Headley Commercial OUSD Facilities real estate consultant

## 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 '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	Increased ratio of collaboration space to employee
Shared Workstations	30 sf	12	68	
Phone booths	30 sf	N/A	30	
Collaboration Spaces S	210sf	8	14	
Collaboration Spaces M	420sf	6	9	Address OUSD need for more large collaboration spaces
Collaboration Spaces L	900sf	1	2	
Collaboration Spaces XL	1800sf	1	2	

## TRADITIONAL OFFICE SPACE PROGRAM\*\* BY CLUSTER

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

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

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

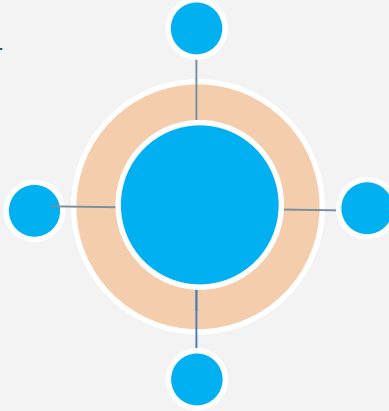
<sup>^</sup>Clusters recommended to be relocated at school sites based on departmental interviews

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

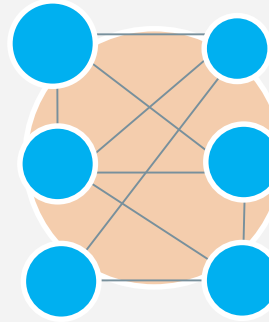
\*\*\* No preference indicated during interview.

# 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**

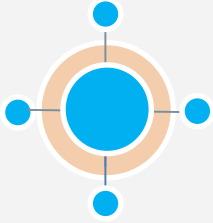


**Network Model**

- 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

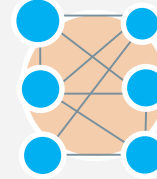


# The team is evaluating the feasibility of sites to accommodate the needed 300 employees in either a hub and spoke or network model



## 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: Santa Fe, Lakeview, 900 High St., 955 High St., Frick*  
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