



OAKLAND UNIFIED
SCHOOL DISTRICT

Community Schools, Thriving Students

Central Office Study March 24, 2021



www.ousd.org



@OUSDnews

Ask of the Board

Discuss Facilities Committee recommendations and provides feedback in advance of final decision on April 14th



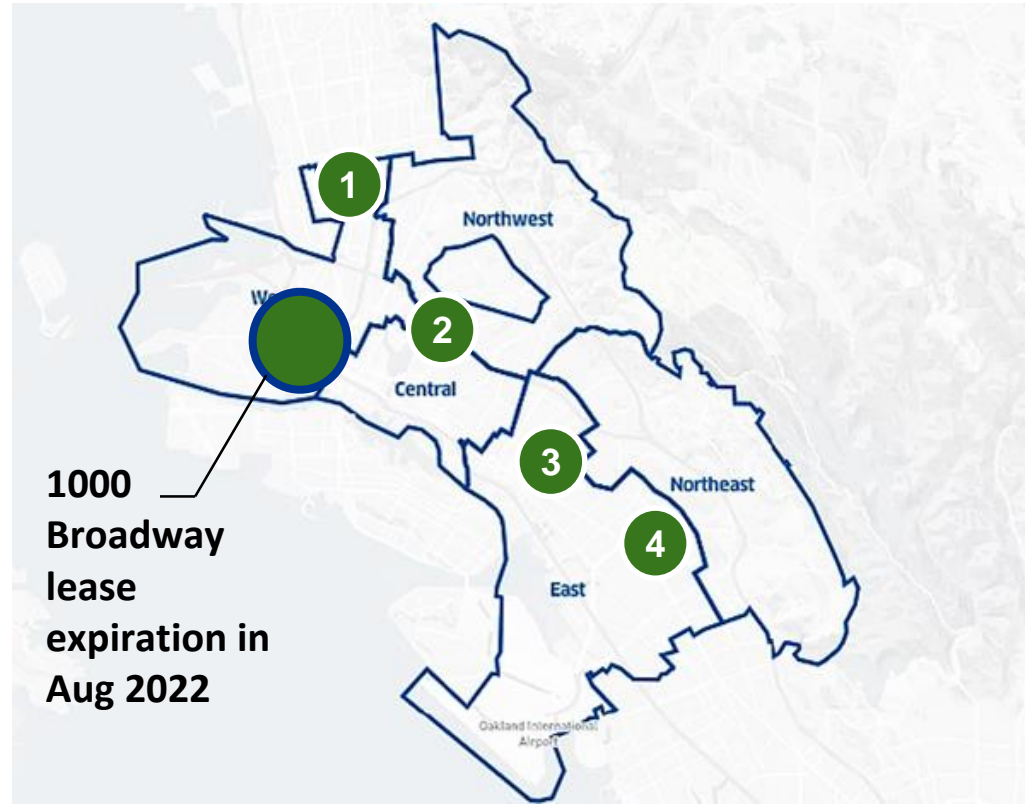
Outline

- Where We Are Now
- Scenario Options Recommended by Facilities Committee
- Decision-Making Timeline

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

Key OUSD sites will remain in use

- 1 Santa Fe**
Available capacity: 0
- 2 Lakeview**
Available capacity: 0
- 3 900, 955 High St**
Available capacity (at 900 High St only): 15
- 4 Frick**
Available capacity: ~30



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

The preferred long-term program model for Central Office is a hybrid workplace and collaboration hub



- **Minimize ownership** of space
- **Encourage team collaboration** for innovation
- **Increase diversity and number** of collaboration spaces
- Utilize **large, barrier-free spaces** for work and collaboration
- Incorporate **robust scheduling** technology and **IT resources**
- Introduce **workplace policy** to support remote working & virtual collaboration

Departments align into 6 clusters addressing functional & adjacency needs to maintain efficient workflows

- 1 Superintendent's cabinet, Legal & related departments
- 2 OUSD Business departments
- 3 RAD & ITS
- 4&5 School & family-facing departments
- 6 Chief Academic Officer & Strategic Resource Planning

2 16,600 sq. ft. 21-28 classrooms	4 9,000 sq.ft. 11-15 classrooms	1 7800 sq.ft. 10-13 classrooms
	3 6,800 sq.ft. 9-11 classrooms	6 5800 sq.ft. 7-8 classrooms

Distributing Central Office across school sites impacts Measure Y funds, General Fund, staff, and community

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

*Measure Y impact
(one-time)*

Data center
relocation (or)
renovation



No dedicated large
meeting rooms for Central
Office staff

**\$4.25M
upwards**

*Annual General
Fund impact*

1000 Broadway
lease renewal



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

**↑ Operational
costs**

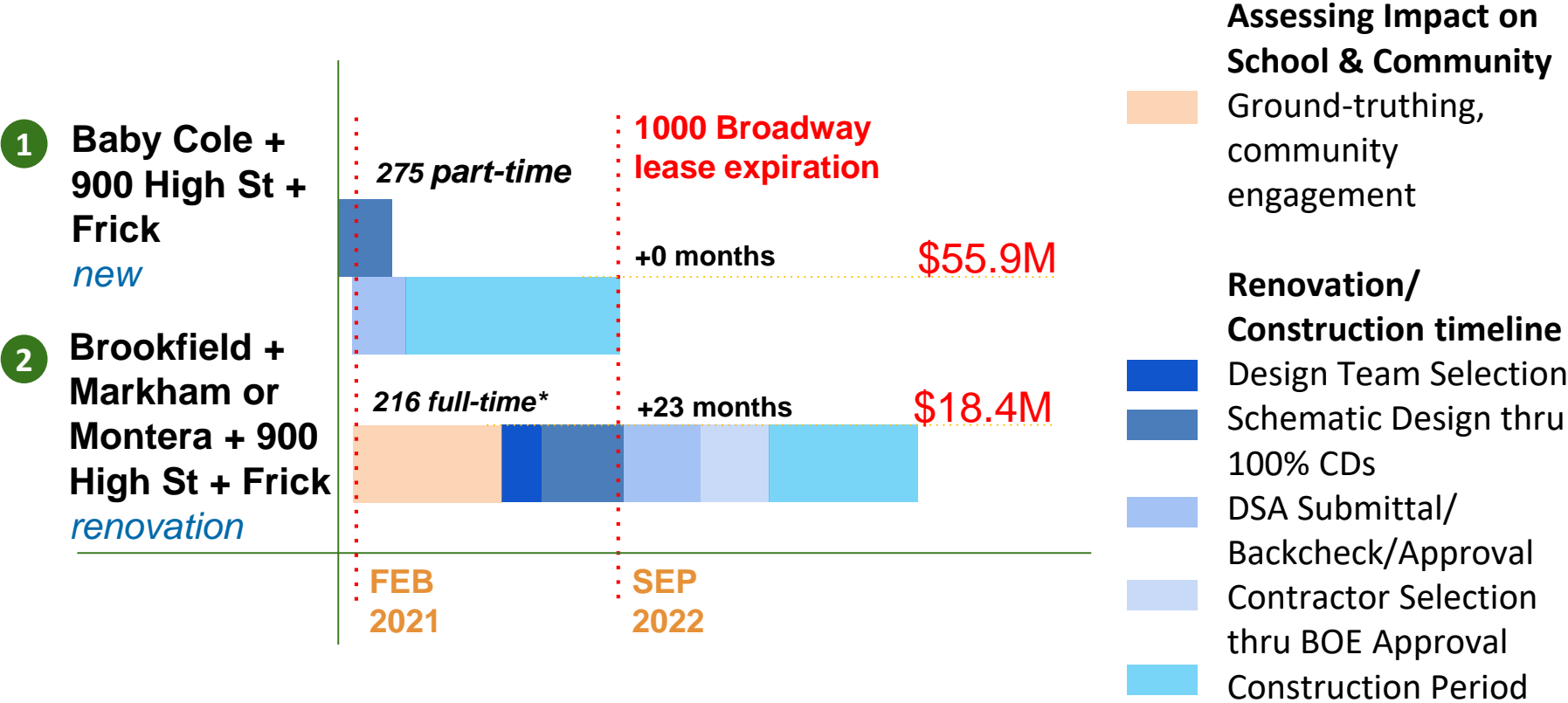
*Ongoing General
Fund impact*

Distributing Central
Office more and/or
hybrid work model



Extensive school
community engagement
to ensure transparency
and avoid confusion in
accessing services.

Facilities Committee Recommended Central Office Scenarios



The preferred long-term program model for Central Office is a hybrid workplace and collaboration hub

General Fund and Measure Y Impact



Schedule and Risk



Facility Conditions



Facility Size and Employee Capacity

Staff and Community Impact



Location and Access



Space Program and Configuration






School Site Impact







Image and Identity

Facilities Committee Recommended Central Office Scenarios

	Schedule 	Facility Conditions 	Facility Capacity 	Measure Y, Anticipated Impact <i>project cost</i>	General Fund, Anticipated Impact
Baby Cole+ 900 High St + Frick	Ready by 1000 Broadway lease expiration - Aug 2022	New construction	Fits 275 staff^ Hybrid work mode	\$55.9M	-
Brookfield+ Montera or Markham + 900 High St + Frick	Not ready by Aug 2022, Anticipated completion 2024 Q3	Renovation and data center relocation from Cole	Fits 275 on hybrid, space- sharing basis. 216 staff on full- time basis.	\$18.4M	\$5.75M

Facilities Committee Recommended Central Office Scenarios

	Location and Access 	Space Configuration 	School Site Impact 	Image and Identity 
Baby Cole+ 900 High St + Frick	Location in the west. Close to W Oakland BART and multiple bus lines. Free parking (70-80)	Collaboration hub. Potential revenue generation opportunity through complementary use partners on first floor.	No impact	Clear and welcoming
Brookfield + Montera or Markham + 900 High St + Frick	Public transit access and parking is limited at Brookfield.	Not optimized as a collaboration hub. No dedicated large meeting rooms for staff.	Limits future enrollment at school sites. Additional analysis required.	TBD

Ask of the Board

Discuss Facilities Committee recommendations and provides feedback in advance of final decision on April 14th



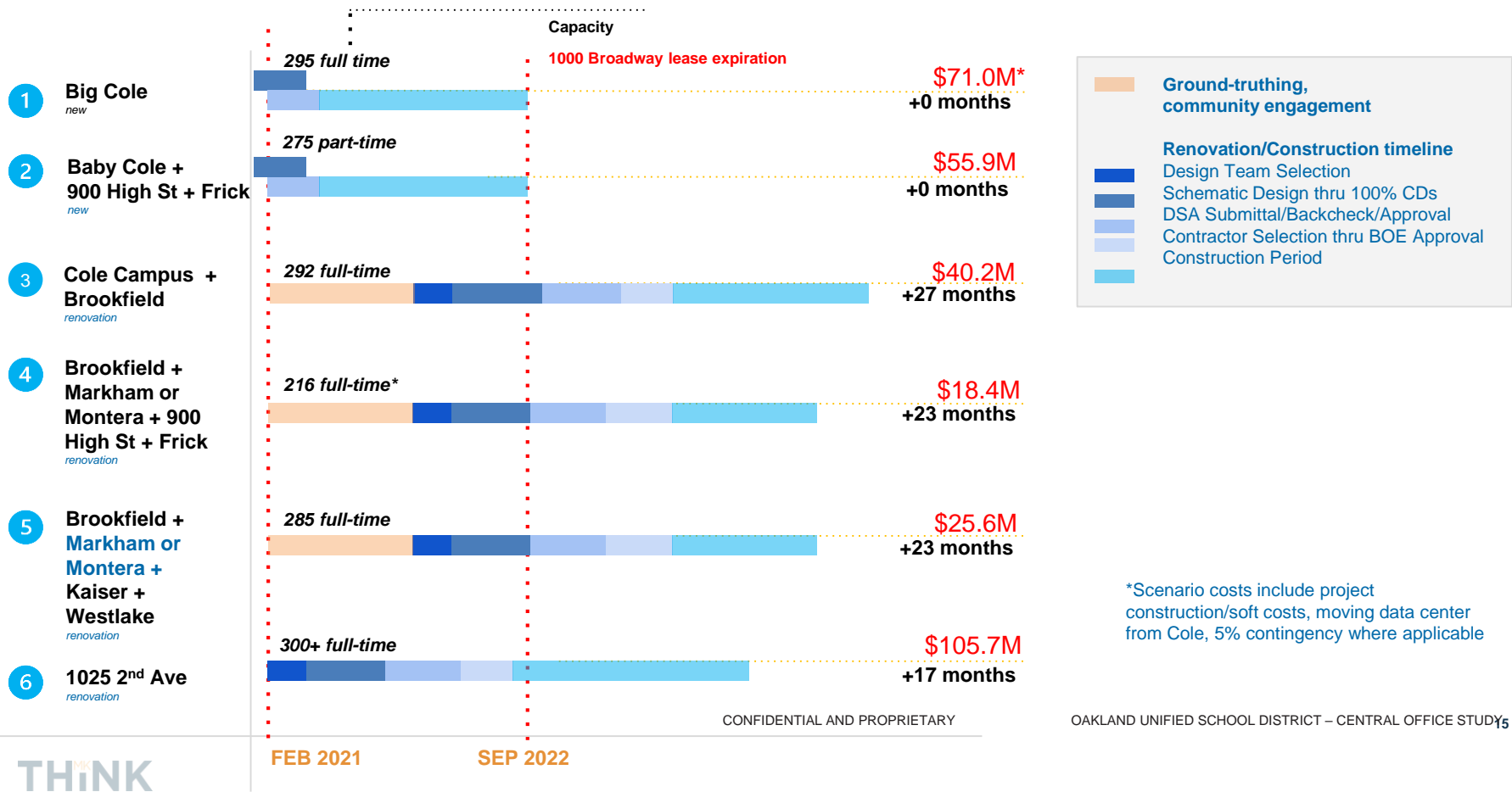
Additional Slides

Not part of presentation
For additional information and/or in
response to Board member questions




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	12* (37)	1/3/4/5/6 (1 only)	Met West program expansion, space availability TBD. 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)	School staff anticipate lower room availability and future enrollment growth
	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)	

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






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

SCENARIO OPTIONS	TOTAL CAPACITY	PROJECT COST	GENERAL FUND ANNUAL IMPACT (INTERIM LEASE COST FOR 1000 BROADWAY)	ANTICIPATED COMPLETION	NOTES
		 HIGHEST	 LOWEST	 READY BY LEASE EXPIRATION	
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^	\$51.1M ^t	+ \$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*	\$55.9M	\$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

*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: Healey Commercial OUSD Facilities real estate consultant

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	\$71.0M <small>Already spent (Measure J): \$3M</small>	-
Baby Cole + 900 High St + Frick	Ready by 1000 Broadway lease expiration, Aug 2022	New construction	Fits 275 staff^ Hybrid work mode 100 staff relocated to school sites per preference	\$55.9M <small>Already spent (Measure J): \$3M</small>	-
Cole Campus + Brookfield	Not ready by Aug 2022, Anticipated completion 2024 Q4	Renovation, Buildings require seismic upgrades	Fits 292 staff on full-time basis	\$40.2M	\$6.75M
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.	\$18.4M	\$5.75M
Brookfield + Montera or Markham + Kaiser + Westlake	Not ready by Aug 2022, Anticipated completion 2024 Q3	Renovation	Fits 285 on a full-time basis	\$25.6M	\$5.75M
1025 2nd Avenue	Not ready by Aug 2022, Anticipated completion 2024 Q1	Current plans include Significant renovation	Fits 300+ staff on single site	\$105.7M	\$4.25M

*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

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

THINK

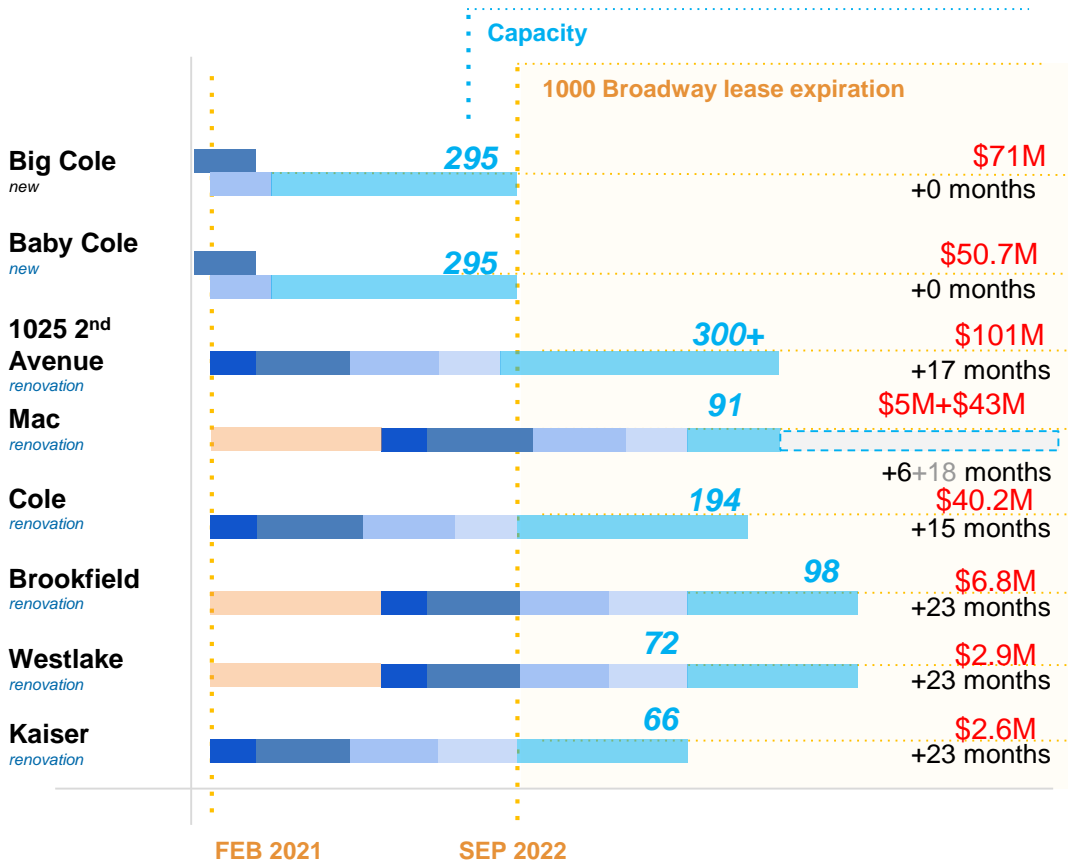
CONFIDENTIAL AND PROPRIETARY

OAKLAND UNIFIED SCHOOL DISTRICT – CENTRAL OFFICE STUDY 17

Scenario Evaluation Heat Map - Employee and Community Impact

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

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



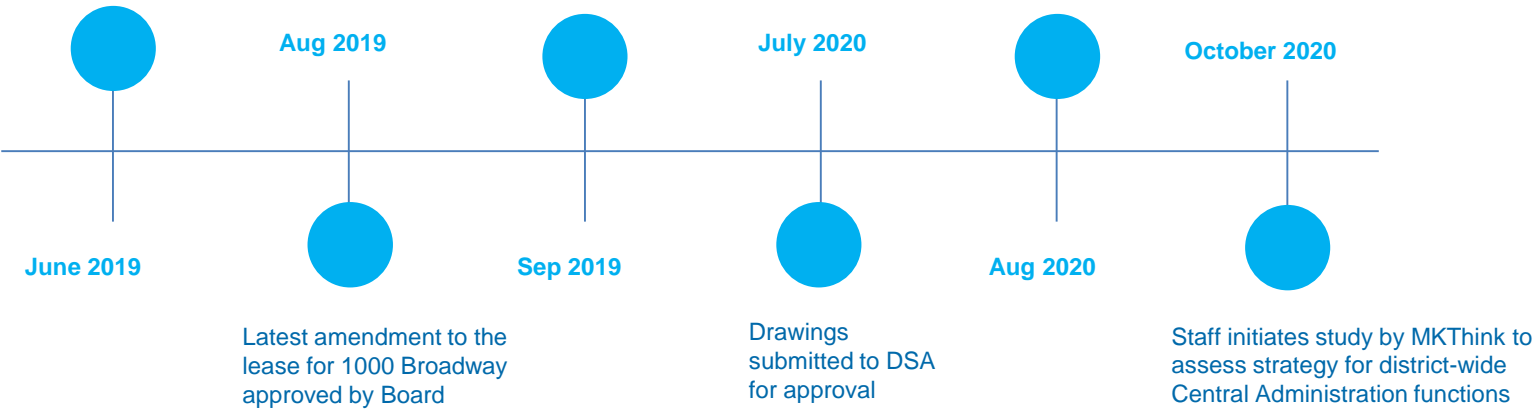
Renovation/Construction timeline

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	
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.

CONFIDENTIAL AND PROPRIETARY

OAKLAND UNIFIED SCHOOL DISTRICT – CENTRAL OFFICE STUDY 24

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

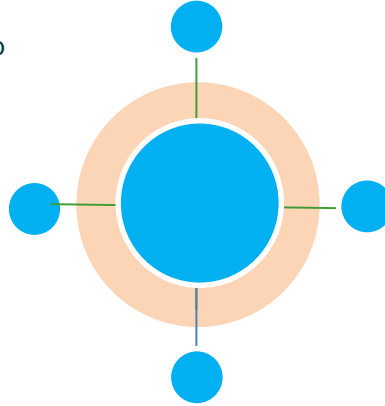
^Clusters recommended to be relocated at school sites based on departmental interviews

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

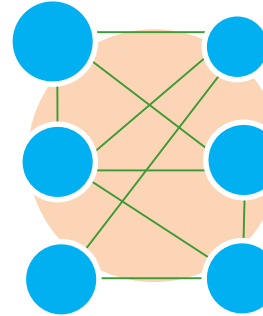
*** No preference indicated during interview.

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



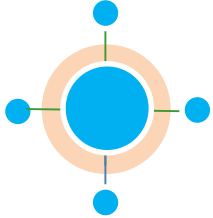
Hub & Spoke Model



Network Model

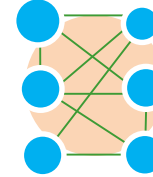
- No central mothership
- Administration functions are distributed according to regional fit, unique requirements and required clusters
- Lends itself to traditional, dedicated space assignments. Given smaller sizes and architectural constraints, space sharing and collaboration are difficult to achieve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



Quality Schools in Every Neighborhood!



**OAKLAND UNIFIED
SCHOOL DISTRICT**

Community Schools, Thriving Students

1000 Broadway, Suite 300, Oakland, CA 94607

www.ousd.org



@OUSDnews