



# Deferred Maintenance Program

**Building & Grounds**

**Facilities Committee Meeting**

**December 21, 2023**



**OAKLAND UNIFIED  
SCHOOL DISTRICT**

*Community Schools, Thriving Students*

## Our Vision

All OUSD students will find joy in their academic experience while graduating with the skills to ensure they are caring, competent, fully-informed, critical thinkers who are prepared for college, career, and community success.

## Our Mission

Oakland Unified School District (OUSD) will build a Full Service Community District focused on high academic achievement while serving the whole child, eliminating inequity, and providing each child with excellent teachers, every day.



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# AGENDA

1. Essential Questions
2. Schools, Enrollment, and Fast Facts
3. Overview of Deferred and Routine Maintenance
4. Routine Requested Maintenance Account (RRMA)
5. Average Age of Facility Buildings
6. RRMA Budget Expenditures
7. Preventative Maintenance Team
8. Five-Year Deferred Maintenance Plan
9. Next Steps

# Essential Questions

1. What is Deferred Maintenance and how is it related to Routine Maintenance?
2. What are our obligations and commitments related to Deferred Maintenance & Routine Maintenance?
3. What is the District's strategy to maintain quality facilities in the District?
4. What is the scale of need across 108 sites in Oakland?
5. What considerations should the Board use in determining a path forward?

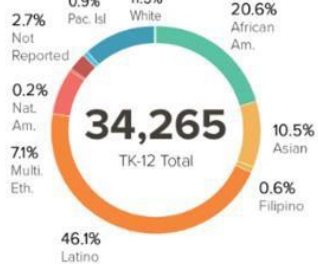




# Schools

## District-Run Schools School Year (SY) 2023-24

### STUDENTS BY ETHNICITY<sup>1</sup>



### SPECIAL EDUCATION<sup>2</sup>

15.2%

STUDENTS WITH DISABILITIES  
RECEIVING SPECIAL ED. SERVICES  
IN 2022-23

### STUDENTS<sup>3</sup>

34,265 Total in OUSD District-Run  
Schools & Programs



755 in TK, 17,011 in K-5,  
6,742 in 6-8, 9,632 in 9-12

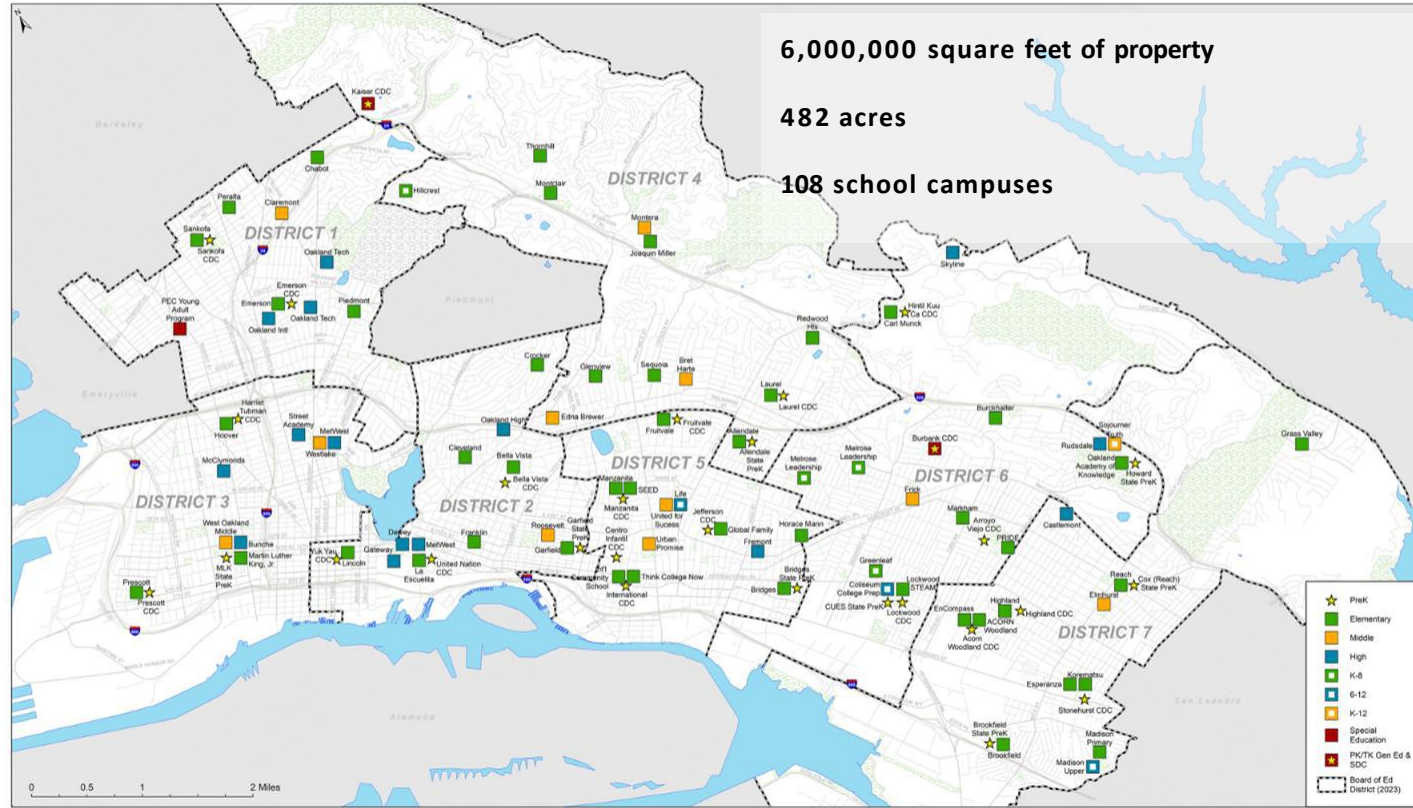
170 Foster &  
1,592 Homeless



**ALL SCHOOLS** (School and sites subject to change).



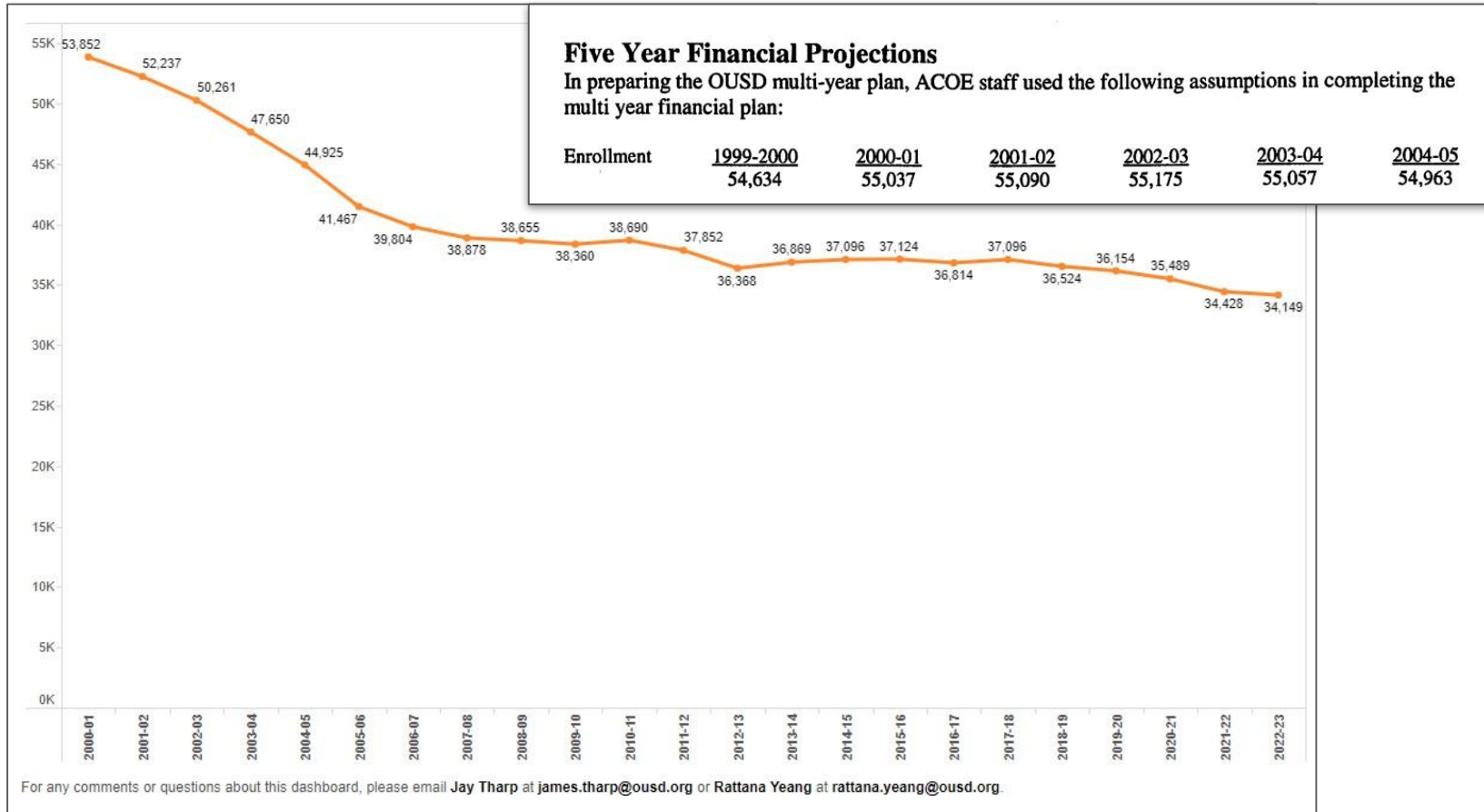
[www.ousddata.org](http://www.ousddata.org) To compare data across multiple years, visit our public dashboards!



<sup>1</sup>Sizes and locations subject to change

# Enrollment Historical Change (2000-2023)

*\* Total Enrollment of District and Charter Schools*



# OUSD Fast Facts

## Schools & Facilities

### Schools & Facilities

 **78**

**NUMBER OF DISTRICT-RUN  
SCHOOLS/PROGRAMS**

47 Elementary, 3 Grade K-8,  
11 Middle, 3 Grade 6-12, 7 High  
School, 6 High School Alt., 1  
Independent Study

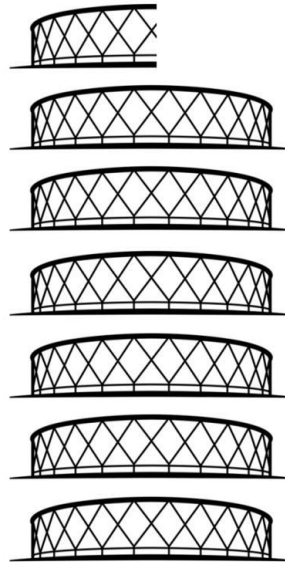
 **108**

**NUMBER OF OUSD  
FACILITIES/CAMPUSES**

73 Sites/Campuses with 78 TK-12  
District-Run Schools. 35 Sites with  
other uses: ECE, Administration,  
Warehouse, Charter, Vacant, etc.

### Building Square Footage

**6M Sq Ft**



*Equal to approximately 6.5  
Oracle Arenas*

### Land Parcel Ownership

**~482 Acres**

OUSD owned land parcels in  
Oakland



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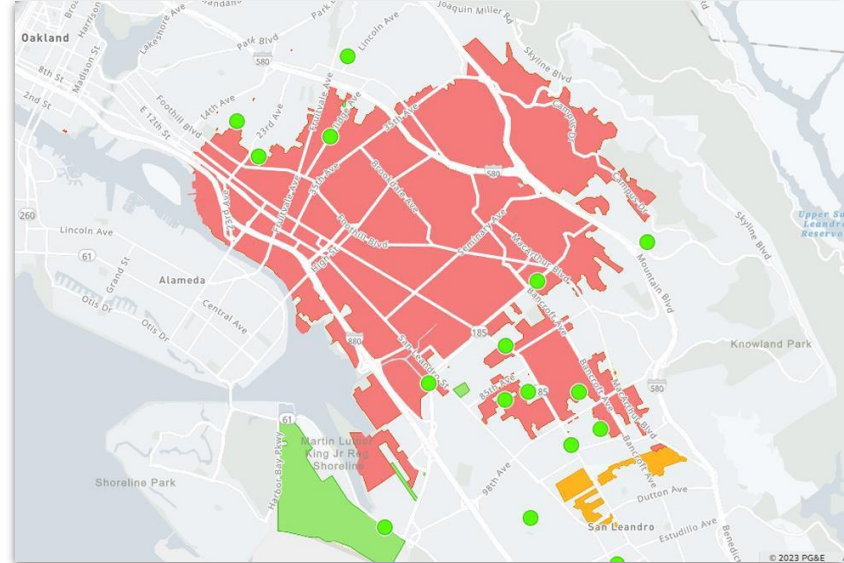


# Deferred Maintenance is not just an OUSD issue!



Deferred maintenance of streets leads to a deterioration of road surfaces, creating hazards like potholes and uneven pavements. This not only affects the comfort and safety of drivers and pedestrians but also can lead to increased vehicle maintenance costs and accidents.

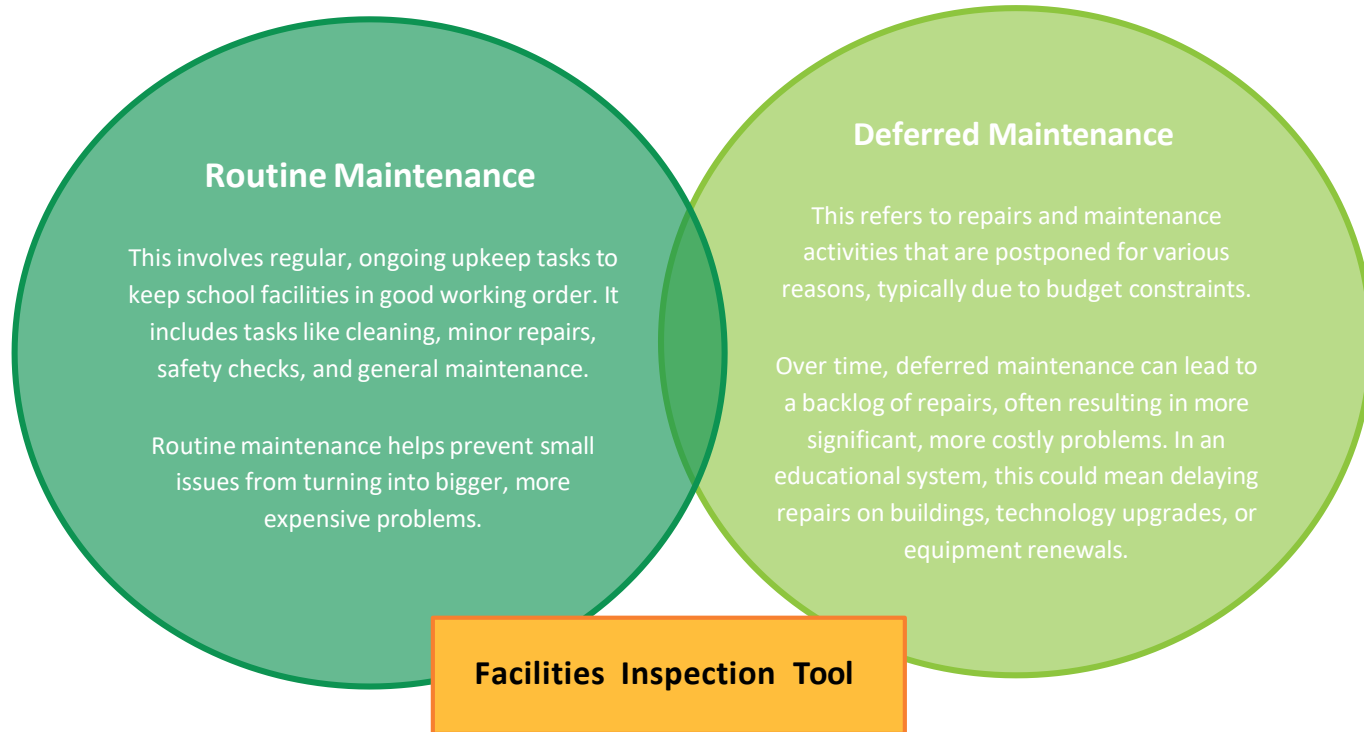
Additionally, poorly maintained streets can impact emergency response times and overall urban mobility.



Deferred maintenance of the electrical grid and streets can have significant impacts on communities and their daily functioning. For the electrical grid, deferred maintenance can lead to increased outages, reduced efficiency, and even safety hazards like fires. Over time, this neglect can result in the need for more extensive and costly repairs, as well as a higher risk of catastrophic failures, particularly under stress from extreme weather or increased demand.



# Routine Vs. Deferred Maintenance



The key connection between deferred and routine maintenance is the impact on the school's physical environment and, consequently, on the quality of education. **Regular routine maintenance helps to avoid the accumulation of issues that would require larger-scale deferred maintenance.** When routine maintenance is neglected, it often leads to a build-up of deferred maintenance tasks, leading to more significant disruptions and higher costs in the long run.

# Facility Inspection Tool Tracks the Site Condition

## PART III: CATEGORY TOTALS AND RANKING (round all calculations to two decimal places)

TOTAL NUMBER OF AREAS EVALUATED  ↓  40	CATEGORY TOTALS	A. SYSTEMS			B. INTERIOR	C. CLEANLINESS		D. ELECTRICAL	E. RESTROOMS/FOUNTAINS		F. SAFETY		G. STRUCTURAL		H. EXTERNAL		
		GAS LEAKS	MECH/HVAC	SEWER	INTERIOR SURFACES	OVERALL CLEANLINESS	PEST/VERMIN INFESTATION	ELECTRICAL	RESTROOMS	SINKS/ FOUNTAINS	FIRE SAFETY	HAZARDOUS MATERIALS	STRUCTURAL DAMAGE	ROOFS	PLAYGROUND/ SCHOOL GROUNDS	WINDOWS/DOORS/ GATES/FENCES	
		Number of "✓"'s:	40	38	40	38	40	40	31	38	39	40	40	40	40	40	37
		Number of "D"'s:	0	2	0	2	0	0	8	2	1	0	0	0	0	0	3
		Number of "X"'s:	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
Number of N/A's:		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Percent of System in Good Repair Number of "✓"'s divided by (Total Areas - "NA"s)*		100.00%	95.00%	100.00%	95.00%	100.00%	100.00%	X	95.00%	97.50%	100.00%	100.00%	100.00%	100.00%	100.00%	92.50%	
Total Percent per Category (average of above)*		98.33%			95.00%	100.00%		0.00%	96.25%		100.00%		100.00%		96.25%		
Rank (Circle one) GOOD = 90%-100% FAIR = 75%-89.99% POOR = 0%-74.99%		GOOD			GOOD	GOOD		POOR	GOOD		GOOD		GOOD		GOOD		

\*Note: An extreme deficiency in any area automatically results in a "poor" ranking for that category and a zero for "Total Percent per Category".

OVERALL RATING:	DETERMINE AVERAGE PERCENTAGE OF 8 CATEGORIES ABOVE	→	85.73%	SCHOOL RATING**	→	FAIR
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\*\*For School Rating, apply the Percentage Range below to the average percentage determined above, taking into account the rating Description below.

PERCENTAGE	DESCRIPTION	RATING
99%-100%	The school meets most or all standards of good repair. Deficiencies noted, if any, are not significant and/or impact a very small area of the school.	EXEMPLARY
90%-98.99%	The school is maintained in good repair with a number of non-critical deficiencies noted. These deficiencies are isolated, and/or resulting from minor wear and tear, and/or in the process of being mitigated.	GOOD
75%-89.99%	The school is not in good repair. Some deficiencies noted are critical and/or widespread. Repairs and/or additional maintenance are necessary in several areas of the school site.	FAIR
0%-74.99%	The school facilities are in poor condition. Deficiencies of various degrees have been noted throughout the site. Major repairs and maintenance are necessary throughout the campus.	POOR

COMMENTS AND RATING EXPLANATION:

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SOURCE <https://www.dgs.ca.gov/-/media/Divisions/OPSC/Forms/Facility-Inspection-Tool---SAB-Approved-04-27-2022.pdf>

# Deferred Maintenance Priorities



## Deferred Maintenance Projects

*Students learning, playing, growing, connecting, **THRIVING** at all campuses.*

**Joy:** Play Structures, Exterior/Interior Paint, Bleachers, Fields, Gardens/Trees & Irrigation, Signage

**Safety:** Fencing, Blinds, Locks, Windows, Video Cameras, Door Entry Systems, Phones, Intercoms

**Structures:** Flooring, Roofing, Asphalt, Accessibility

**Systems:** HVAC, Cafeteria/ Kitchens, Sewers, Electrical, Plumbing

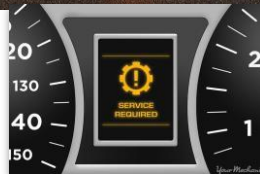


# Routine Maintenance vs. Deferred Maintenance

	Routine	Deferred
<b>Funding Source</b>	General Fund	General Fund
<b>Definition</b>	Make all necessary repairs, renewals, and replacements to ensure that a project is at all times maintained in good repair, working order, and condition. <sup>2</sup>	Major repair or replacement of existing school building components so that the educational process may safely continue. <sup>1</sup>
<b>Examples</b>	<ul style="list-style-type: none"> <li>● Repairing burst pipes/leaks</li> <li>● Repair leaky roof impacting classroom</li> <li>● Repair cracks in asphalt</li> <li>● Repairs of lighting and HVAC</li> </ul>	<ul style="list-style-type: none"> <li>● Building Pipe Replacement</li> <li>● Roof replacements</li> <li>● Asphalt replacement</li> <li>● Electrical upgrades</li> </ul>
<b>Required Funding / Standard of Funding in California Districts</b>	<b>Minimum 3%</b> or greater of <b>General Fund Expenditures</b>	None. Was folded into the Local Control Funding Formula (LCFF) allocations to provide <b>autonomy</b> and flexibility for school Districts to make decisions on funding.

1. [Deferred Maintenance Program Handbook: Office of Public School Construction.](#)
2. [Routine Restricted Maintenance Account Deposits: Office of Public School Construction.](#)

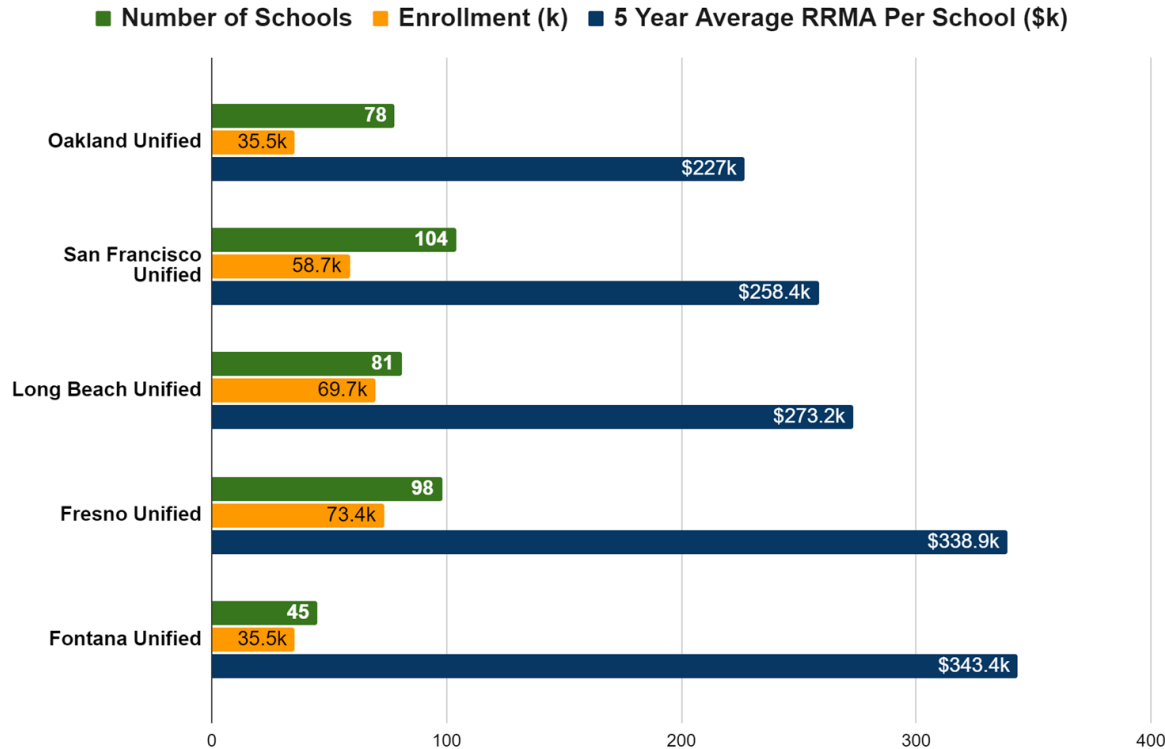
# Routine Maintenance and Vehicles



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# Routine Requested Maintenance Account (RRMA)

## *Costs Compared to Other Districts*



**OUSD**  
underinvesting in  
Facilities

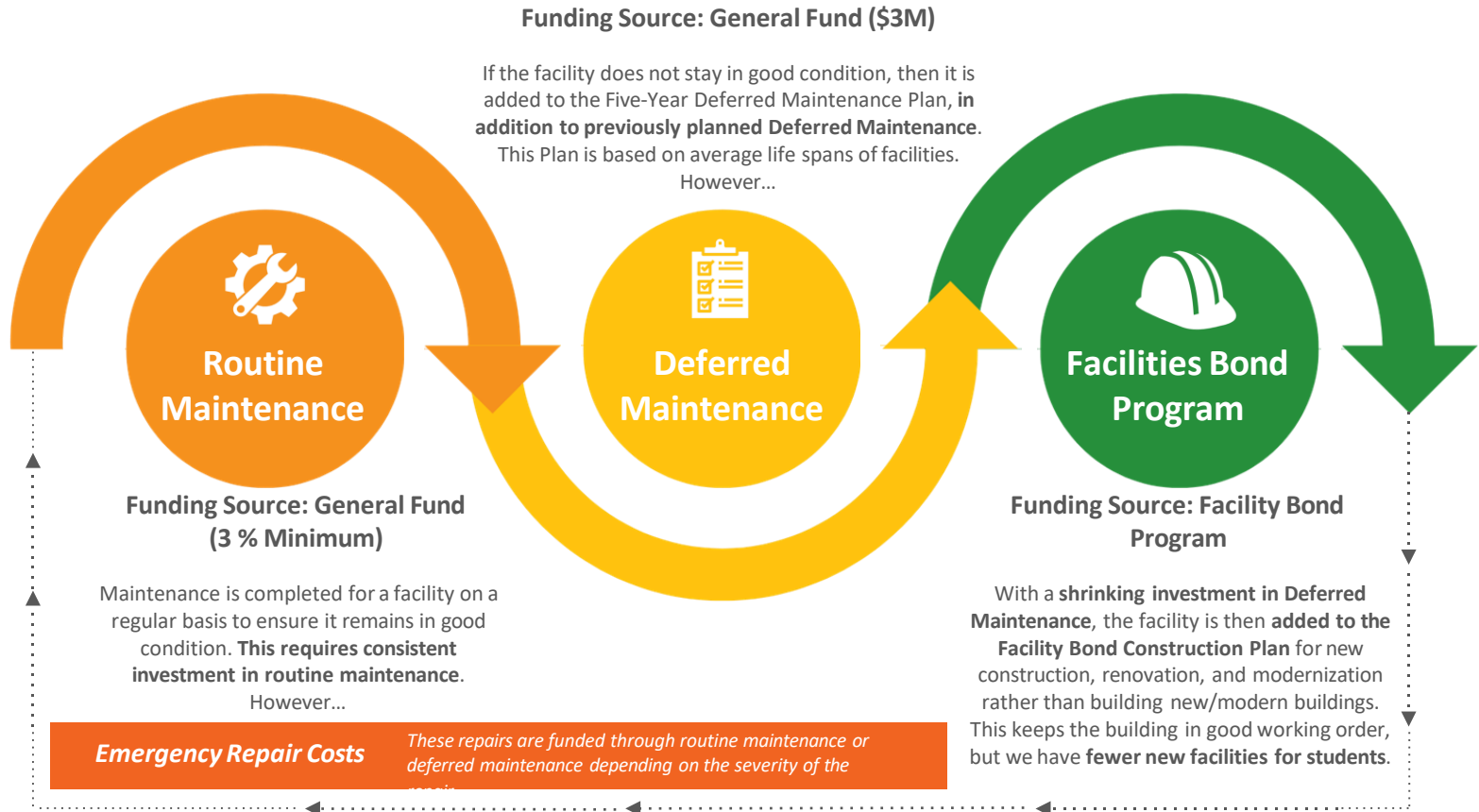


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# Limited Routine Maintenance

## *Cascading Impact*



# Fremont High School *Facilities Project and Life cycle*



***Proactively maintaining a new building is more cost effective in the long run.***

Taking care of minor problems quickly usually costs less than handling major repairs or replacements that could become necessary if maintenance is postponed, ensuring a safe and healthy school environment for students.

# OUSD is a Historical District in the State

School Name	Street_Address	Year_Opened
Edna Brewer Middle School	3748 13th Avenue	1913
Oakland Technical High School	4351 Broadway	1913
United for Success/ LIFE Academy (Simmons)	2101 35th Avenue	1922
Elmhurst Community Prep / Alliance (Elmhurst Campus)	1800 98th Street	1923
Roosevelt Middle School	1926 19th Avenue	1923
Crocker Highlands Elementary School	525 Midcrest Road	1925
East Oakland Pride (Webster ES)	8000 Birch Street	1926
Sequoia Elementary School	3730 Lincoln Avenue	1926
Laurel Elementary School	3750 Brown Avenue	1927
Street Academy	417 29th Street	1927
Castlemont High School / LPS Oakland R&D	8601 MacArthur	1928
Oakland High School	1023 MacArthur	1928
Westlake Middle School	2629 Harrison Street	1928
Fremont High School	4610 Foothill Boulevard	1931
Anthony Chabot Elementary School	6686 Chabot Road	1935
Coliseum College Prep (Havenscourt)	1390 66th Avenue	1935
Melrose Leadership Acad.(Maxwell Park)	4730 Fleming Avenue	1936

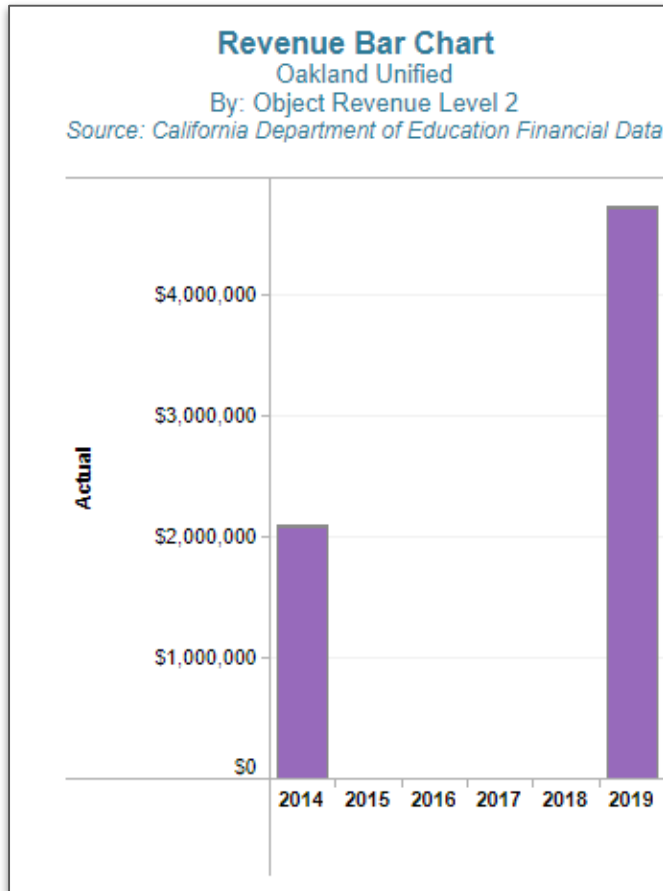
The **17** oldest schools in OUSD.

The Median school is Urban Promise Academy that was built in **1949**.

*Notes: The schools listed on this table may have had partial facilities work. The schools have been identified on the year they were built.*



# Budget Solutions Solved with Deferred Maintenance



- Deferred Maintenance (DM) was eliminated for 4-years to provide the district financial solvency in the General Fund (01) from 2015-16 to 2018-19.
- In February of 2019- 2020, the Board approved funding Deferred Maintenance Budget at \$7M per year for 5 years totalling a \$35M commitment to DM.
- The District could only fund the DM Program at \$5M a year based on district budget constraints.
- The Board later reduced the funding to \$3M to provide budget solutions for the Blueprint Cohort 3 savings.
- In FY 2022-23 and 2023-24 the Board approved \$3M to fund districtwide DM projects

# 108 Facilities to Maintain Across the District

Structure/System	Oakland's Replacement Schedule	School's Standard Replacement Schedule	Average Cost of one project	# Sites to Replace Each Year (110 sites ÷ Avg Lifespan)	Total Cost Needed Each Year
Flooring	15		\$100,000	8	\$800,000
Roofing	20		\$1,000,000	6	\$6,000,000
Asphalt	20		\$600,000	6	\$3,600,000
Accessibility	30		\$30,000	4	\$120,000
HVAC	30		\$500,000	4	\$2,000,000
Cafeteria/ Kitchens	20		\$500,000	6	\$3,000,000
Sewers	80		\$300,000	1	\$300,000
Electrical	30		\$400,000	4	\$1,600,000
Plumbing	50		\$200,000	2	\$400,000
Fencing	30		\$30,000	4	\$120,000
Blinds	30		\$50,000	4	\$200,000
Locks	50		\$50,000	2	\$100,000
Windows	80		\$50,000	1	\$50,000
Video Cameras	20		\$100,000	6	\$600,000
Door Entry Systems	20		\$50,000	6	\$300,000
Phones	30		\$250,000	4	\$1,000,000
Intercoms	30		\$250,000	4	\$1,000,000
Play Structures	20		\$10,000	6	\$60,000
Exterior Paint	7		\$350,000	16	\$5,600,000
Interior Paint	10		\$700,000	11	\$7,700,000
Bleachers	20		\$50,000	6	\$300,000
Fields	15		\$50,000	7	\$350,000
Gardens/Trees & Irrigation	30		\$30,000	4	\$120,000
Signage	15		\$10,000	7	\$70,000
Alarms	15		\$1,000,000	7	\$7,000,000



**\$3.4 Billion in 2020**

**\$42.4 M**  
annual budget needed  
at this time annual  
Deferred Maintenance.



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# Asphalt Replacement *Brookfield Elementary School*

*Approximate Project Cost: \$808,000\**



\* Pending change orders.



# Exterior Painting *Street Academy High School*

*Total Project Cost: \$142,000*



# Roof Replacement *Skyline High School*

*Total Project Cost: \$258,145*



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# Emergency Sewer Replacement *Skyline High School*

*Emergency Replacement Project Cost: \$58,730*

*Diagnostic Camera Assessment: \$100,000*

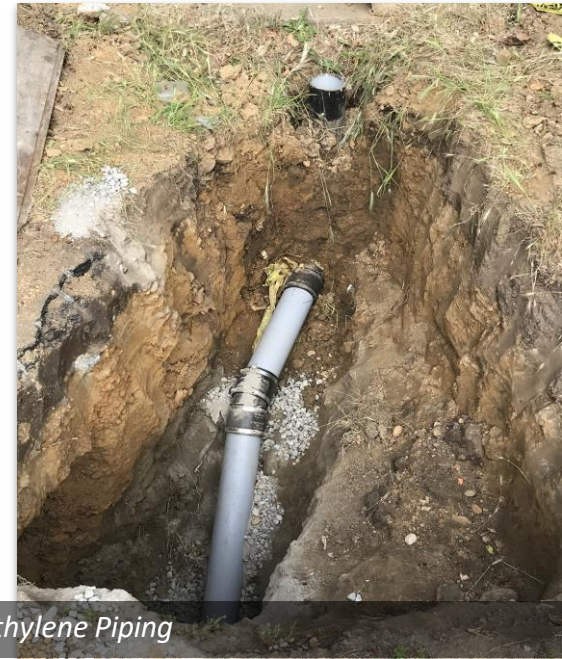
*Project Cost: \$575,000*



*Before - Clay Piping*



*After - Replaced with High Density Polyethylene Piping*



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# Emergency Main Water Line Repairs *Bret Harte Middle*

*Emergency Project Cost: \$299,000*

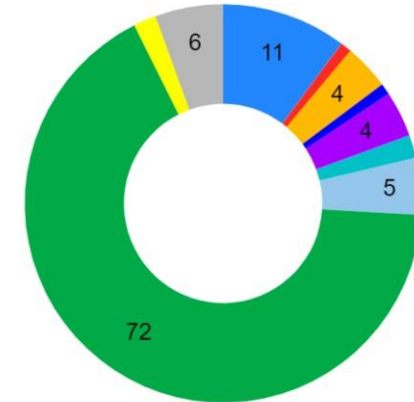


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# Staff Ratio for Number of Facilities Served

Craft	OUSD Ratio Staff per # of Site	Other District Ratio
Gardening	1 per 7.3 sites	1 per 2.1 sites
Painter	1 per 9.2 sites	TBD
Carpentry	1 per 9.2 sites	TBD
Plumbing	1 per 11 sites	TBD
Electrical	1 per 12.2 sites	TBD
Roofer	1 per 27.5 sites	TBD
Glazier	1 per 55 sites	TBD

## OUSD Owned Sites (108): Tenancy



- Charter Lease
- Charter/Ground Lease
- Charter/Joint Use Lease
- Charter/Joint Use/Ground Lease
- Ground Lease
- Ground Lease/Surplus
- Joint Use Lease
- OUSD
- OUSD/Part Vacant
- Vacant

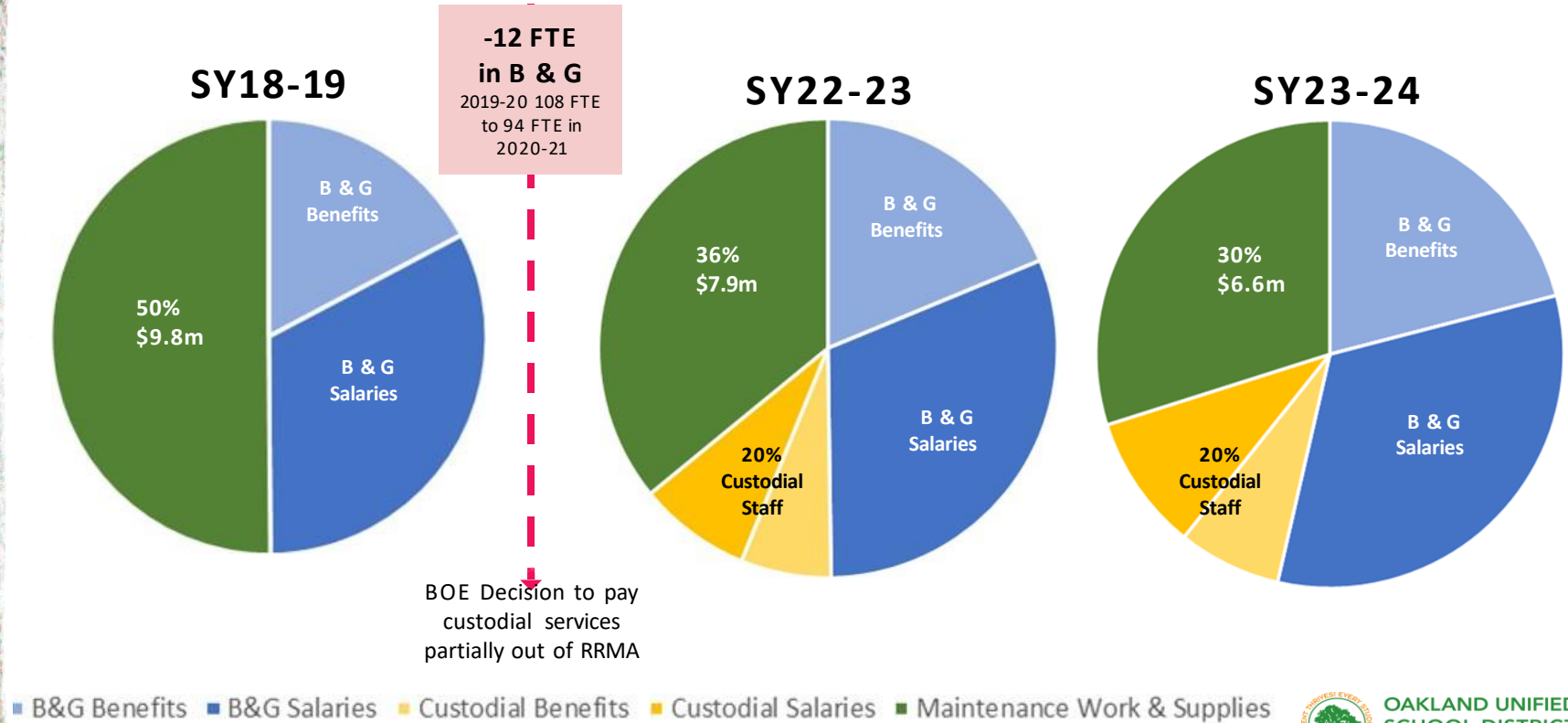
School District	Enrollment	Schools	Total Staff	Schools Per Grounds Staff
OUSD	34,428	78	12	6.50
<a href="#">Twin Rivers</a>	21,719	40	22	1.82
San Bernardino	46,509	72	32	2.25
<a href="#">Fontana</a>	35,101	44	24	1.83
Fremont Unified	33,471	40	17	2.35
			Average	2.06

*Note: Ratios of gardeners, plumbers, electricians, roofers, glaziers per number of buildings as compared to other district standards*



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# How Are We Spending the 3% RRMA Budget Expenditures Over Time



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# Preventative Maintenance Team

**FTE reduction required department to adjust staffing from a preventative maintenance program to a reactive maintenance program by tickets.**

**Theory of Action:** If we implement regularly scheduled maintenance checks, tasks and replacements, then we will identify and address potential issues before they become major problems for school sites.

## **The Buildings and Grounds Preventive Maintenance**

Team proactively maintains school facilities and equipment, ensuring longevity and optimal performance.

The PM Team's responsibilities include checking and repairing plumbing, electrical work, carpentry, inspecting building structures, and conducting routine safety inspections.

This active approach helps minimize disruptions to daily operations, reduce the need for emergency repairs, lower overall maintenance costs, and create a safe and conducive learning environment for both students and staff.

It is worth noting that this proactive maintenance also assists the District in complying with the **State of California's William inspections**.

## **The Preventive Maintenance Team consisted of:**

- 1 Manager
- 2 Electricians
- 1 Plumber
- 2 Carpenters
- 2 Painters

and supported by other Buildings and Grounds trades as needed.

# Potential Five-Year Deferred Maintenance Plan

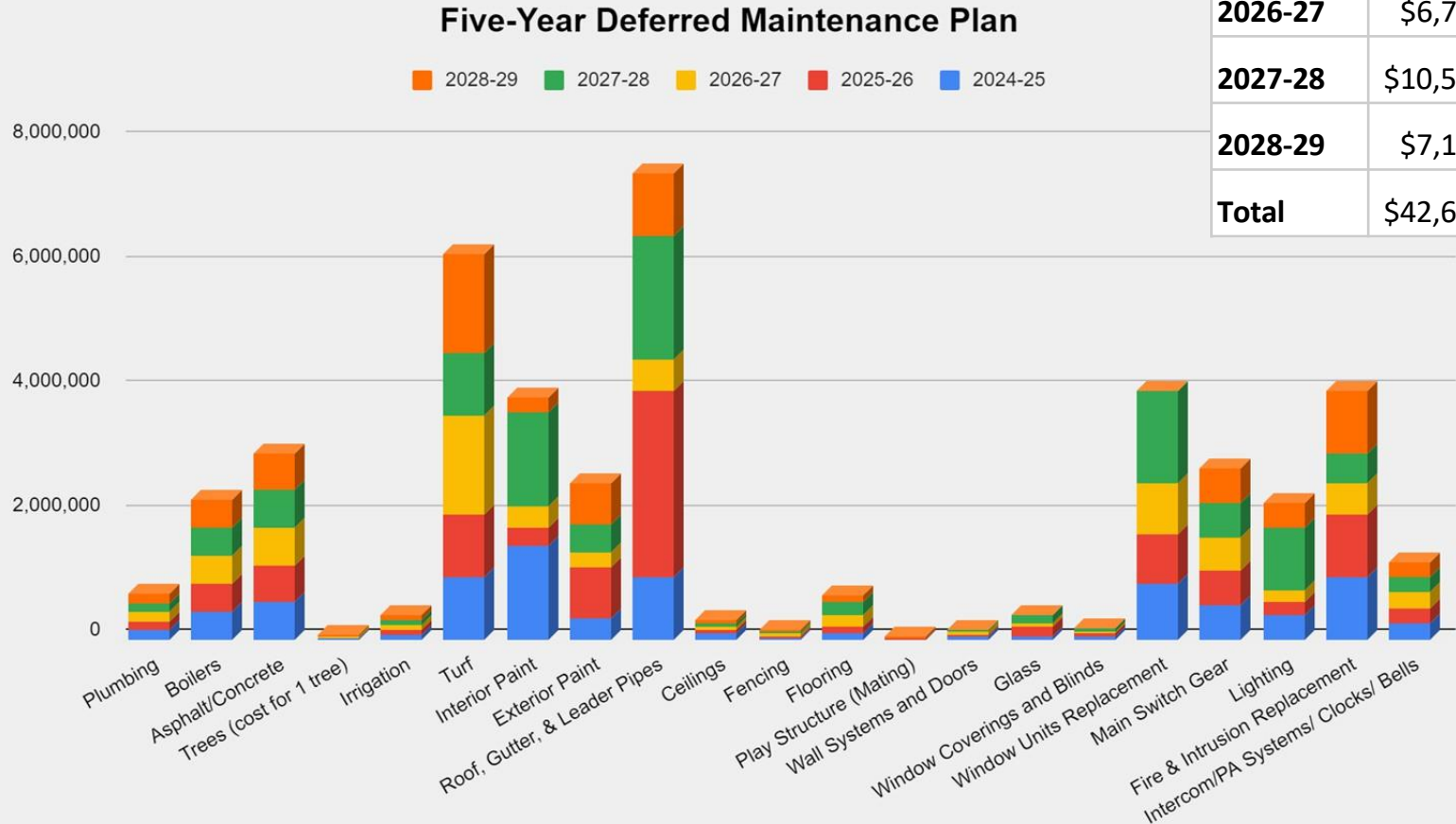
Project Category	Number of Projects	1st Year 2024-25	2nd Year 2025-26	3rd Year 2026-27	4th Year 2027-28	5th Year 2028-29	Total Estimate Cost per Project Category
Plumbing	5	145,000	145,000	145,000	145,000	145,000	725,000.00
Boilers	5	450,000.00	450,000.00	450,000.00	450,000.00	450,000.00	2,250,000.00
Asphalt/Concrete	5	600,000.00	600,000.00	600,000.00	600,000.00	600,000.00	3,000,000.00
Tree Removal (cost for 1 tree)	5	15,000	15,000	15,000	15,000	15,000	75,000.00
Irrigation	5	78,000	78,000	78,000	78,000	78,000	390,000.00
Turf	5	1,000,000	1,000,000	1,600,000	1,000,000	1,600,000	6,200,000.00
Interior Paint	5	1,500,000	300,000	350,000	1,500,000	250,000	3,900,000.00
Exterior Paint	5	350,000	800,000	250,000	450,000	650,000	2,500,000.00
Roof, Gutter, & Leader Pipes	5	1,000,000	3,000,000	500,000	2,000,000	1,000,000	7,500,000.00
Ceilings	5	100,000	50,000	50,000	50,000	50,000	300,000.00
Fencing	5	30,000	30,000	30,000	30,000	30,000	150,000.00
Flooring	5	100,000	100,000	200,000	200,000	100,000	700,000.00
Play Structure (Matting)	5	7,000	7,000	7,000	7,000	7,000	35,000.00
Wall Systems and Doors	4	40,000	40,000	40,000	40,000		160,000.00
Glass	4	50,000	150,000	50,000	150,000		400,000.00
Window Coverings and Blinds	4	50,000	40,000	40,000	40,000		170,000.00
Window Units Replacement	4	900,000	800,000	800,000	1,500,000		4,000,000.00
Main Switch Gear	3	550,000	550,000	550,000	550,000	550,000	2,750,000.00
Lighting	5	400,000	200,000	200,000	1,000,000	400,000	2,200,000.00
Fire & Intrusion Replacement	5	1,000,000	1,000,000	500,000	500,000	1,000,000	4,000,000.00
Intercom/PA Systems/ Clocks/ Bells	5	250,000	250,000	250,000	250,000	250,000	1,250,000.00
<b>TOTAL NUMBER OF PROJECTS FOR 5 YEARS:</b>	<b>99</b>	<b>8,615,000.00</b>	<b>9,605,000.00</b>	<b>6,705,000.00</b>	<b>10,555,000.00</b>	<b>7,175,000.00</b>	<b>42,655,000.00</b>
<b>GRAND TOTAL FOR 5 YEARS:</b>	<b>85,310,000.00</b>						



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# Five-Year Deferred Maintenance Plan

<b>2024-25</b>	\$8,615,000
<b>2025-26</b>	\$9,605,000
<b>2026-27</b>	\$6,705,000
<b>2027-28</b>	\$10,555,000
<b>2028-29</b>	\$7,175,000
<b>Total</b>	<b>\$42,655,000</b>





# Next Steps

Upcoming presentations to the Facilities Committee (yet to be scheduled):

1. Deferred Maintenance Plan Update
2. January: Living School Yards, Playgrounds and Facilities Assessments
3. February: System Change to Address to Align to District and State Goals
  - a. Electrification
  - b. Status of Boilers
  - c. LED Lighting
4. March: Asset Management 101



# THANK YOU

## Any Questions?

Additionally, for more information, please reach out:

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Chief Systems & Services Officer

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Director of Buildings & Grounds

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[www.ousd.org](http://www.ousd.org)



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