



# Bond Accountability Committee Meeting

October 19, 2016



## Agenda

- **Welcome & Introductions** 5:30pm
- **Public Comments** 5:35pm
- **Program Update** 5:45pm
- **BAC Discussion** 7:00pm
- **Wrap-Up** 7:20pm
- **Adjourn** 7:30pm



# Public Comments





# Program Update

## Balanced Scorecard – Overall Perspective

### Narrative Comments:

1. We are very proud to be apart of the team that opened up PPS's first major high school construction project in 50 years. Though not without its challenges, Roosevelt students are now learning and teachers are teaching in modern learning environments.

2. Franklin and Faubion both continues make significant progress building new facilities and modernizing the existing.

3. The Grant team is hard at working moving the high school design through Design Development, with construction starting in June 2017.

4. Another successful summer of improvement projects delivered science lab improvements, roof replacements, accessibility upgrades, incremental seismic improvements and work continues on 2 new elevators.

Color Key	
	Good
	Concerns
	Difficulty



Perspective	Perform
Budget	
Schedule	
Stakeholders	
Equity	
Average	

### 2012 Bond Projects

Grant HS	Roosevelt HS	Franklin HS	Faubion K8	Improvements 2015	Improvements 2016	Improvements 2017	Marshall Campus	Tubman			Program Contingency	Program Mgmt
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Overall Project Performance

Perspective Budget

Perspective Schedule

Perspective Stakeholders

Perspective Equity



# Program Update

## Balanced Scorecard – Stakeholder Perspective

**Narrative Comments:**

1. Feedback continues to be largely positive.

Color Key	
	Good
	Concerns
	Difficulty

Stakeholder Perspective

Strategic Obj.	Perform
A	
B	
C	
Average	

2012 Bond Projects

Grant HS	Roosevelt HS	Franklin HS	Faubion K8	Improvements 2015	Improvements 2016	Improvements 2017	Marshall Campus	Tubman				

Strategic Objectives	Performance Measures	Performance Targets
<b>Objective A</b> Meets Educational Needs	1 Project Scope Meets Educational Needs	Green: Rating of ≥ 4.0 (1 - 5 scale)
	2 Design Meets Educational Needs	Yellow: 3.0 - 4.0
	3 Construction Meets Educational Needs	Red: < 3.0
<b>Objective B</b> Meets Maintenance / Facility Needs	4 Project Scope Meets Maint. / Facility Needs	Green: Rating of ≥ 4.0 (1 - 5 scale)
	5 Design Meets Maint. / Facility Needs	Yellow: 3.0 - 4.0
	6 Construction Meets Maint. / Facility Needs	Red: < 3.0
<b>Objective C</b> Design Advisory Group (DAG) Needs	7 Master Planning: Scope Meets DAG Needs	Green: Rating of ≥ 4.0 (1 - 5 scale)
	8 Design Meets DAG Needs	Yellow: 3.0 - 4.0
	9 Construction Meets DAG Needs	Red: < 3.0



# Program Update

## Balanced Scorecard – Equity Perspective

**Narrative Comments:**

- OSM has transitioned to the district wide business equity tracking system (B2G), total certified business tracking for OSM is 13.75%.
- Workforce equity continues to be a positive story. Overall the program is holding steady at about 23% with over 120,000 apprentice hours (15,000 working days) worked to date.
- OSM has already exceeded all student participation goals (with about 1,000 students participating excluding the largest events) and still more activities are planned.

Color Key	
	Good
	Concerns
	Difficulty

Equity Perspective

Strategic Obj.	Perform
A	
B	
C	
Average	

2012 Bond Projects

Grant HS	Roosevelt HS	Franklin HS	Faubion K8	Improvements 2015	Improvements 2016	Improvements 2017	Marshall Campus	Tubman						Program Mgmt

Strategic Objectives	Performance Measures	Performance Targets
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Objective A Meets Aspirational MWESB	1	Project objectives established	Green: MWESB >18% Yellow: MWESB >10% Red: MWESB <10%
	2	Consultants - % of payments made to MWESB owned	
	3	Contractors - % of payments made to MWESB owned	

Objective B Approachable trade participation	4	Project objectives established >\$200k contracts	Green: participation >20% Yellow: participation >10% Red: participation <10%
	5	Contractors % of labor hours applicable trade	

Objective C Meets student participation	6	Project objectives established >\$100k contracts	Per AD
	7	Tier 1 - Group Activities EG: career fairs, guest speakers	
	8	Tier 2 - 1-on-1, Short-Term Activities EG: job shadows, mock interviews	
	9	Tier 3 - 1-on-1, Long-Term Activities EG: internships	

2013	2014	2015	2016	2017	2018	2019	2020

October 2016

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# Program Update

## Balanced Scorecard – Budget Perspective

**Narrative Comments:**

- IP2017 continues to move through design. As noted last month IP2017 has proceeded without the benefit of additional escalation (provided to all projects to date). Lack of escalation funding and historical cost data are causing this project to project well over budget. Unless additional funding can be provided, scope decreases are likely necessary.
- Faubion continues to be a great success story. Overall contingencies are still tight but the project team has managed the work very well and continues to forecast under budget.
- Additional program contingency has been transferred to Franklin. FHS now forecasts under budget by approximately \$600k.
- After a very busy summer Roosevelt is finishing up punchlist on Phase 1 of construction while working in earnest on Phase 2. Unforeseen conditions are expected as selective demo continues in the 1921 building.
- Grant is proceeding through the Design Development phase and working to keep design within the specified budget.

**Budget Perspective**

Color Key	
	Good
	Concerns
	Difficulty

Strategic Obj.	Perform
A	
B	
C	
D	
Average	

**2012 Bond Projects**

Grant HS	Roosevelt HS	Franklin HS	Faubion K8	Improvements 2015	Improvements 2016	Improvements 2017	Marshall Campus	Tubman			Program Contingency	Program Mgmt

Objective A Project Budget and Scope	1	Initial Cost Estimate of Approved Scope	≥ 10% Contingency Available
	2	Master Plan	Within Budgeted Amount

Objective B Planning & Design Costs within Budget	3	Projected Total P & D Costs	Within Budgeted Amount
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Objective C Construction Costs within Budget	4	Construction Cost Award Price or GMP	Within Budgeted Amount
	5	Construction Cost Current Estimate thru 50% complete	>5% project level contingency

Objective D Project within Budget	6	Total Project Costs Within Budgeted Amount	Within Budgeted Amount
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October 2016

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# Program Update

## OSM Project Management Cost Report

Resources	July	Changes	Current
GO Bond	482,000,000		482,000,000
Bond Sale Premium	47,081,952		47,081,952
Earned Interest	605,374		605,374
Concordia University	15,539,710	-29,710	15,510,000
State Rehabilitation Grant Program (SRGP)	2,832,390	333,621	3,166,011
SRGP Match (Fund 405)	85,068		85,068
Senate Bill 1149	1,606,015		1,606,015
Facilities & Asset Management (FAM)	219,817		219,817
Energy Trust	56,080		56,080
Debt Savings (Fund 405)	783,880		783,880
Verizon Roof Design	7,478		7,478
Great Field Funds	65,517		65,517
Partner Contributions	90,000	93,000	183,000
	<b>550,973,281</b>	<b>396,911</b>	<b>551,370,192</b>

### Notable Resources Changes

- **State Rehabilitation Grant Program Award**
- **FHS Booster Donations**
- **Oregon Sport Authority Donation**
- **Correction to Concordia Partnership Funding**



# Program Update

## OSM Project Management Cost Report

Project Name	Prior Meeting		Delta
	Budget	Current Budget	
Franklin HS Modernization	106,660,859	112,736,859	6,076,000
Grant HS Modernization	116,894,081	116,894,081	-
Roosevelt HS Modernization	96,642,431	98,838,790	2,196,359
Faubion Replacement	48,870,128	49,211,939	341,811
Improvement Project 2013	11,963,139	11,963,139	-
Improvement Project 2014	18,106,799	17,811,788	(295,011)
Improvement Project 2015	13,623,142	13,623,142	-
Improvement Project 2015 - Maplewood	1,518,698	1,518,698	-
Improvement Project 2015 - SCI	2,542,153	2,057,686	(484,467)
Improvement Project 2016	16,240,783	16,240,783	-
Improvement Project 2017	10,225,934	10,232,864	6,930
Improvement Project 2018	642,311	1,969,002	1,326,691
Improvement Project 2019	273,995	273,995	-
Master Planning - Benson HS	500,000	500,000	-
Master Planning - Cleveland HS	-	-	-
Master Planning - Jefferson HS	-	-	-
Master Planning - Lincoln HS	400,000	400,000	-
Master Planning - Madison HS	400,000	400,000	-
Master Planning - Wilson HS	-	-	-
Marshall Swing Site - Bond 2012	4,609,080	4,609,080	-
Tubman Swing Site - Bond 2012	2,335,000	1,963,479	(371,521)
Swing Sites & Transportation	-	-	-
Educational Specification	275,168	275,168	-
Debt Repayment	45,000,000	45,000,000	-
2012 Bond Program	53,249,583	44,832,700	(8,416,883)
	<b>550,973,284</b>	<b>551,353,194</b>	<b>379,910</b>

### Notable Budget Changes

- **Transferred \$6M from program contingency (BOE Reserve) to FHS**
- **Transferred \$2.2M from program contingency to RHS**
- **Transferred IP2014 and IP2015-SCI budget savings**
- **Transferred Benson IP scope of work from IP2017 to IP2018**
- **Added fall protection budget to IP2017**



# Program Update

## OSM Project Management Cost Report

### Project Cost Summary Report for 2012 Capital Improvement Bond Program

Capital Program Start Date: Nov 2012

Report Run Date: 10.01.2016

Capital Program End Date: Nov 2020

Project Name	Original Budget A	Approved Budget Changes B	Current Budget C (B + C)	Current Commitments D	Estimate At Completion E	Forecasted Over/(Under) F (E - C)	Actuals Approved G	Estimated Final Project Cost H	Estimated Over/(Under) Budget I (H-C)
Franklin HS Modernization	81,585,655	31,168,204	112,753,859	106,073,419	112,082,452	(671,407)	61,109,072	112,753,859	-
Grant HS Modernization	88,336,829	28,557,252	116,894,081	10,155,204	105,295,176	(11,598,905)	2,942,939	116,894,081	-
Roosevelt HS Modernization	68,418,695	30,420,095	98,838,790	91,602,970	96,835,070	(2,003,720)	59,210,212	98,838,790	-
Faubion Replacement	27,035,537	22,176,402	49,211,939	44,552,248	47,420,834	(1,791,105)	20,702,140	48,500,000	(711,939)
Improvement Project 2013	9,467,471	2,495,668	11,963,139	11,963,139	11,963,139	-	11,963,139	11,963,139	-
Improvement Project 2014	13,620,121	4,191,667	17,811,788	17,811,788	17,811,788	-	17,811,788	17,811,788	-
Improvement Project 2015	13,521,066	102,076	13,623,142	13,638,638	13,473,361	(149,781)	13,470,462	13,473,361	(149,781)
Improvement Project 2015 - Maplewood	-	1,518,698	1,518,698	1,518,698	1,518,698	-	1,518,698	1,518,698	-
Improvement Project 2015 - SCI	-	2,057,687	2,057,687	2,057,686	2,057,686	(1)	2,057,686	2,057,686	(1)
Improvement Project 2016	15,274,437	966,346	16,240,783	15,741,161	15,938,007	(302,776)	12,076,373	16,240,783	-
Improvement Project 2017	6,796,707	3,436,157	10,232,864	2,420,362	20,247,755	10,014,891	375,156	10,232,864	-
Improvement Project 2018	9,062,119	(7,093,117)	1,969,002	-	1,673,652	(295,350)	-	1,969,002	-
Improvement Project 2019	-	273,995	273,995	-	232,896	(41,099)	-	273,995	-
Master Planning - Benson HS	191,667	308,333	500,000	400,038	425,231	(74,769)	398,642	500,000	-
Master Planning - Cleveland HS	191,667	(191,667)	-	-	-	-	-	-	-
Master Planning - Jefferson HS	191,667	(191,667)	-	-	-	-	-	-	-
Master Planning - Lincoln HS	191,667	208,333	400,000	373,374	397,459	(2,541)	356,910	400,000	-
Master Planning - Madison HS	191,667	208,333	400,000	324,080	400,000	-	324,070	400,000	-
Master Planning - Wilson HS	191,667	(191,667)	-	-	-	-	-	-	-
Marshall Swing Site - Bond 2012	-	4,609,080	4,609,080	4,180,398	4,501,017	(108,063)	4,042,508	4,501,017	(108,063)
Tubman Swing Site - Bond 2012	-	1,963,479	1,963,479	1,164,776	1,963,704	225	1,107,509	1,963,479	-
Swing Sites & Transportation	9,550,000	(9,550,000)	-	-	-	-	-	-	-
Educational Specification	-	275,168	275,168	275,168	275,168	-	275,168	275,168	-
Debt Repayment	45,000,000	-	45,000,000	45,000,000	45,000,000	-	45,000,000	45,000,000	-
2012 Bond Program	93,181,361	(47,226,610)	44,832,701	25,104,963	38,454,543	(6,378,158)	16,666,592	44,832,701	-
	<b>482,000,000</b>	<b>70,492,245</b>	<b>551,370,195</b>	<b>394,358,112</b>	<b>537,967,635</b>	<b>(13,402,560)</b>	<b>271,409,064</b>	<b>550,400,411</b>	<b>(969,784)</b>



# Program Update

## Balanced Scorecard – Schedule Perspective

### Narrative Comments:

- Roosevelt completed a very busy summer and opened Phase #1 for students on time. Some finish work still continues in occupied spaces however modernized spaces are being used.
- Franklin High School continues at a furious pace with many challenges still on the horizon, but on schedule to occupy Fall 2017.
- Faubion continues to be on schedule and proceeding very well.
- The Grant HS team has worked hard over the summer to reconcile the architect and contractor cost estimates. This effort has put the design schedule back a few weeks, but the team is working on a recovery schedule to make up the time before construction is scheduled to start.
- IP2016 saw all facilities open on time, though work does still continue at several sites. IP2017 is nearing completion of Schematic Design.

Color Key	
Good	Good
Concerns	Concerns
Difficulty	Difficulty



Strategic Obj.	Perform
A	Good
B	Concerns
C	Good
D	Good
Average	Good

### 2012 Bond Projects

Grant HS	Roosevelt HS	Franklin HS	Faubion K8	Improvements 2015	Improvements 2016	Improvements 2017	Marshall Campus	Tubman				
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Yellow	Yellow	Yellow	Green	Green	Yellow	Green	Green	Green				
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Strategic Objectives	Performance Measures	Performance Targets
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Objective A Establish Schedule Target & Strategy	1	Occupancy Date Goal Established	
	2	Project Execution Strategy Developed	
	3	Overall Project Schedule Established	

Green	Green	Green	Green	Green	Green	Green	Green	Green				
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Objective B Planning, Permitting & Design Phases on Schedule	4	Design Contract Award	Green = < 0 weeks impact on scheduled design completion date. Yellow = 0 - 4 weeks Red > 4 weeks
	5	Schematic Design Completed	
	6	Design Development Completed	
	7	Land Use Permit Approved	
	9	Building Permit Approved	

Red	Red	Red	Green	Green	Green	Red	Yellow	Green	Green			
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Objective C Construction on Schedule	10	Prime Contract Notice to Proceed	Green = < 0 weeks impact on scheduled construction completion date. Yellow = 0 - 4 weeks; Red > 4 weeks
	11	Construction Started	
	12	Substantial Completion Date	

Red	Green	Green	Green	Green	Green	Red		Green	Green			
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Objective D Meet Occupancy/Completion Schedule Target	13	FF&E Ordered	Same as Objective C
	14	FF&E Delivered and Installed	
	15	Projected Occupancy Date	

	Green	Green		Green	Green			Green	Green			
Projected Occupancy Dates												
09/19	09/17	09/17	09/17	09/15	09/16		12/14	08/15				



## Program Update

### Project Updates

- Franklin High School
- Roosevelt High School
- Grant High School
- Faubion PK-8
- Tubman Campus
- IP2015
- IP2016
- IP2017
- Master Planning



## Project Description

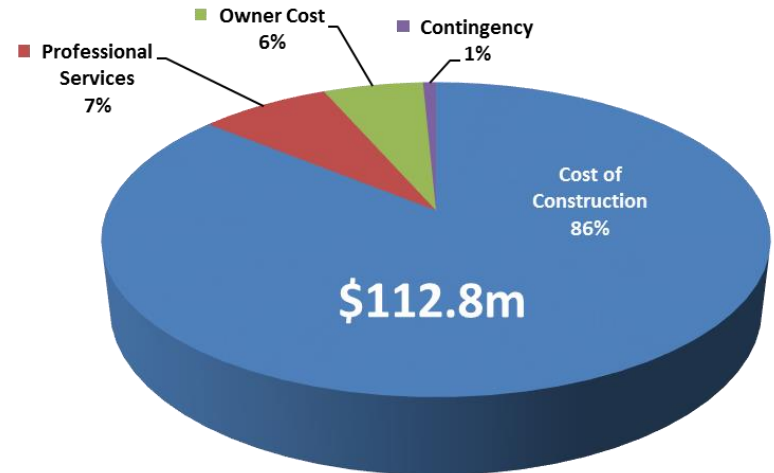
**Brief Project Description:** Full campus modernization to accommodate a student capacity of 1,700 and a core capacity of 1,700 students based on a master planning process that included stakeholder input. All campus functions have been relocated to the Marshall Campus.

**Current Project Phase:** Construction  
**Construction Start:** Summer of 2015  
**Construction Duration:** 25.5 Months  
**Scheduled Completion:** Summer of 2017  
**Design Firm:** DOWA-IBI Group  
**Contractor:** Skanska

## Comments

1. The budget adjustment of \$6m has provided a significant capability to ensure quality and completion by overcoming continuing unforeseen issues
2. Only one day off the critical path
3. Physical Education Facility substantially complete the end of Jan 2017
4. Main educational campus substantially complete at the end of May 2017
5. Plan to be student ready no later than 1 Aug 2017
6. SAFETY:
  - Recordable Accidents: 5
  - Reportable Accidents: 0

## Projected Budget Breakout



## Photos



**Historic Modernization Interior**



# SKANSKA

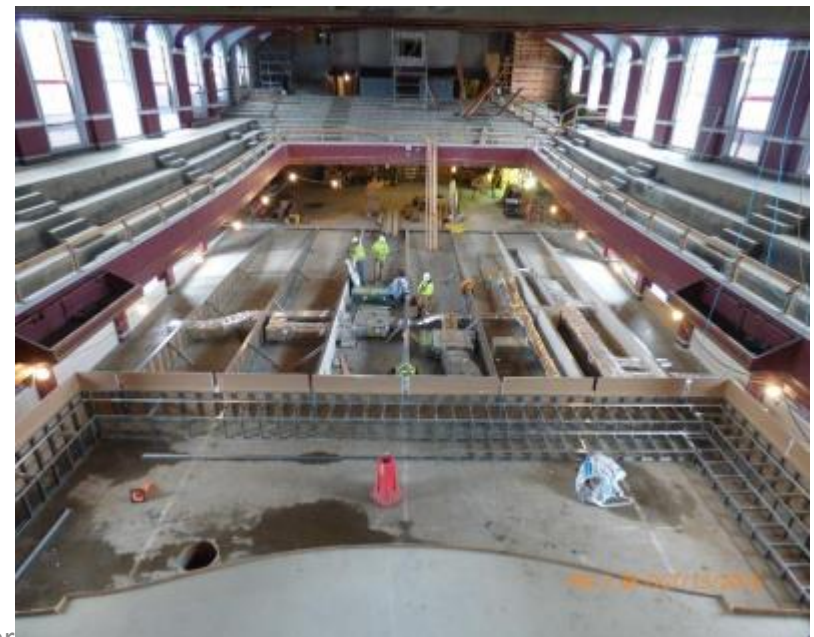
## September 3, 2016



October 2016



**Auditorium Work – Inside and Outside**



**Historic Classrooms Taking Shape**

October 2016

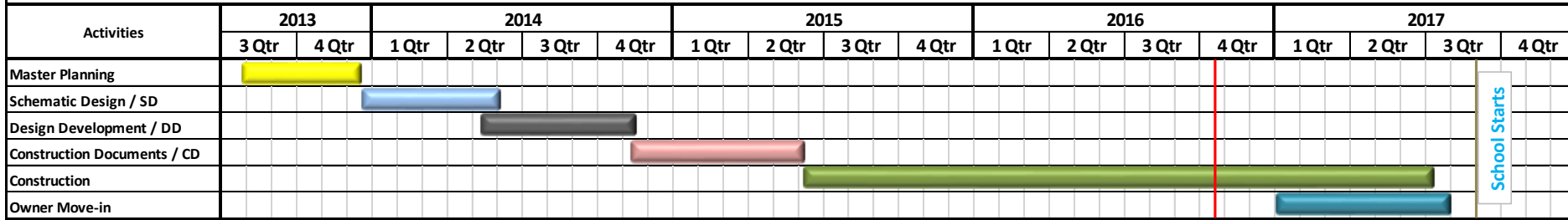
**Old Auditorium / Modernized Media Center**





## Schedule

### Summary Schedule



School Starts

### Significant Schedule Milestone Assessment

Significant Milestone Activity Name	Baseline		Schedule Update				Actual					
	Start	Finish	Start	Start Delta from PDB *	Finish	Finish Delta from PDB*	Start	Start Delta from PDB*	Start Delta from Update*	Finish	Finish Delta from PDB*	Finish Delta from Update*
Issue Building Permit (BP #3)	10-May-15	10-May-15	17-Aug-15	99	17-Aug-15	99	3-Sep-15	116	17	3-Sep-15	116	17
S1 - Performing Arts Center	29-Jun-15	17-Mar-17	29-Jun-15	0	24-May-17	68	29-Jun-15	0	0			
S2 - STEM/CTE	29-Jun-15	30-Nov-16	29-Jun-15	0	28-Apr-17	149	29-Jun-15	0	0			
S3 - West Wing Classroom Renovations	31-Jul-15	23-Nov-16	31-Jul-15	0	2-May-17	160	31-Jul-15	0	0			
S4 - Main Building Renovations	4-Sep-15	29-Dec-16	4-Sep-15	0	3-May-17	125	4-Sep-15	0	0			
S5 - Student Commons	9-Jul-15	16-Feb-17	9-Jul-15	0	18-May-17	91	9-Jul-15	0	0			
S6 - East Wing Renovations	21-Sep-15	2-Dec-16	21-Sep-15	0	26-May-17	175	19-Aug-15	-33	-33			
S7 - Athletic Bldg	22-Jul-15	3-Jan-17	22-Jul-15	0	25-Jan-17	22	22-Jul-15	0	0			
S8 - Grandstand & Concessions	28-Jul-16	2-Dec-16	28-Jun-16	-30	25-Jan-17	54	22-Aug-16	25	55			
Athletic Field Construction	17-Nov-15	11-Jul-17	9-Jan-17	419	7-Jul-17	-4						
Owner Move In	21-Mar-17	23-Aug-17	3-Jan-17	-77	31-Jul-17	-23						
Substantial Completion Building	17-Mar-17	17-Mar-17	26-May-17	70	26-May-17	70						
Substantial Completion Site	19-Jul-17	19-Jul-17	7-Jul-17	-12	7-Jul-17	-12						

Changed Schedule Dates

Activity has reached some or all completion dates

\* Calendar Days

#### Construction Status

**Percent Complete Planned: 63%**

**Percent Complete Actual: 63%**

**Percent Construction Time Used: 63%**



## Project Description

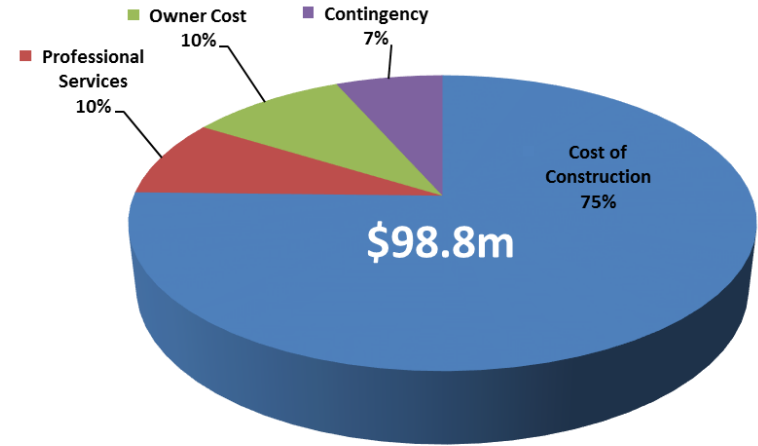
**Brief Project Description:** Full campus modernization to accommodate a student capacity of 1,350 and a core capacity of 1,700 based on master planning and schematic design processes that included stakeholder input. All students are to be housed on site during the phased project construction.

**Current Project Phase:** Construction  
**Construction Start:** Spring of 2015  
**Construction Duration:** 31.1 Months  
**Scheduled Building Completion:** Summer of 2017  
**Design Firm:** Bassetti Architects  
**Contractor:** Lease Crutcher Lewis

## Comments

1. The project continues to deal with the fall-out of delivering Phase 1 with the compressed schedule and resulting overtime worked
2. The challenges with Phase II is becoming more and more clearer as the 1921 Bldg. has been largely abated and is close to 80% complete on demolition.
3. On schedule to deliver Phase 1B at the end of the 2016 Winter Break
4. SAFETY:
  - Recordable Accidents: 0
  - Reportable Accidents: 0

## Projected Budget Breakout



## Photos



**Kitchen Area in Progress**



## September 3, 2016



October 2016



**Commons Area in Progress**



**Journalism West Classroom in Progress**



**Permanent Drying in of Commons**



**Shoring in Historic Building**

October 2016



## Schedule

### Summary Schedule

Activities	2013		2014				2015				2016				2017							
	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr				
Master Planning																						
Schematic Design / SD																						
Design Development / DD																						
Construction Documents / CD																						
Construction									Phase 1					Phase 2					Phase 3			
Owner Move-in																						

### Significant Schedule Milestone Assessment

Significant Milestone Activity Name	PD Baseline		Schedule Update				Actual					
	Start	Finish	Start	Start Delta from PDB*	Finish	Finish Delta from PDB*	Start	Start Delta from PDB*	Start Delta from Update*	Finish	Finish Delta from PDB*	Finish Delta from Update*
P1 - North Library Demolition	26-Jun-15	27-Jul-15	30-Mar-15	-88	13-Aug-15	17	22-Jun-15	-4	84	10-Jul-15	-17	-34
P1 - Gym Demolition	10-Apr-15	17-Jul-15	30-Mar-15	-11	13-Aug-15	27	17-Apr-15	7	18	18-Aug-15	32	5
P1 - Boiler Room Demolition	16-Jul-15	13-Aug-15	30-Mar-15	-108	13-Aug-15	0	12-Aug-15	27	135	8-Sep-15	26	26
Issue Final Building Permit - BP #2	----	23-Jan-15	29-May-15	----	21-Aug-15	210	29-May-15	----	0	14-Dec-15	325	115
P1 - Media Center / Library	28-Aug-15	27-Jun-16	29-Jun-15	-60	19-Sep-16	84	2-Jul-15	-57	3	29-Oct-16	124	40
P1 - Gym Construction	29-Jun-15	11-Aug-16	6-Jul-15	7	5-Aug-16	-6	19-Aug-15	51	44	29-Oct-16	79	85
P1 - Owner Move In	21-Mar-17	----	1-Aug-16	-232	28-Aug-16	----	1-Aug-16	-232	0	28-Aug-16	----	0
P1B - Performing Arts / Commons	10-Aug-15	12-Aug-16	28-Sep-15	49	14-Dec-16	124	28-Sep-15	49	0			
P1B - Owner Move In	----	----	31-Oct-16	----	30-Dec-16	----						
P2 - 1921 Building Construction	7-Sep-16	17-Aug-17	10-Jun-16	-89	17-Aug-17	0	10-Jun-16	-89	0			
P2 - Owner Move In	----	23-Aug-17	19-Jul-17	----	18-Aug-17	-5						
P3 - Sitework Construction	13-Jun-17	2-Nov-17	1-May-17	-43	3-Nov-17	1						

Changed Schedule Dates

Activity has reached some or all completion dates

\* Calendar Days

#### Construction Status

Percent Complete Planned: **75%**

Percent Complete Actual: **72%**

Percent Construction Time Used: **57%**

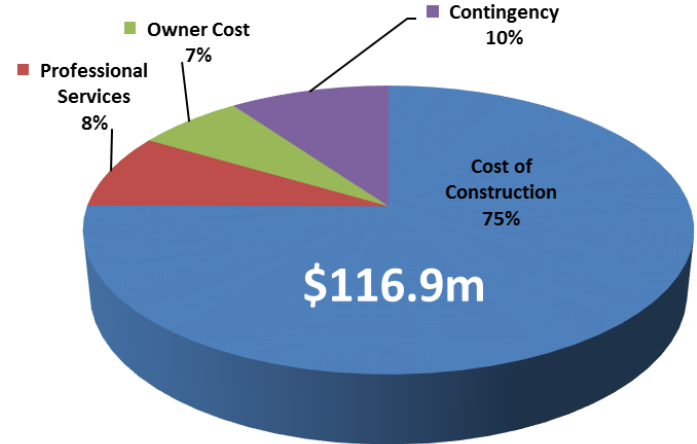


## Project Description

**Brief Project Description:** Full campus modernization to accommodate a student capacity of 1,700 and a core capacity of 1,700 students based on a master planning process that includes stakeholder input. All campus functions are to be relocated to the Marshall Campus during construction.

**Current Project Phase:** Design Development  
**Construction Start:** Summer of 2017  
**Construction Duration:** 21.4 Months  
**Scheduled Completion:** Summer of 2019  
**Design Firm:** Mahlum  
**Contractor:** Anderson - Colas

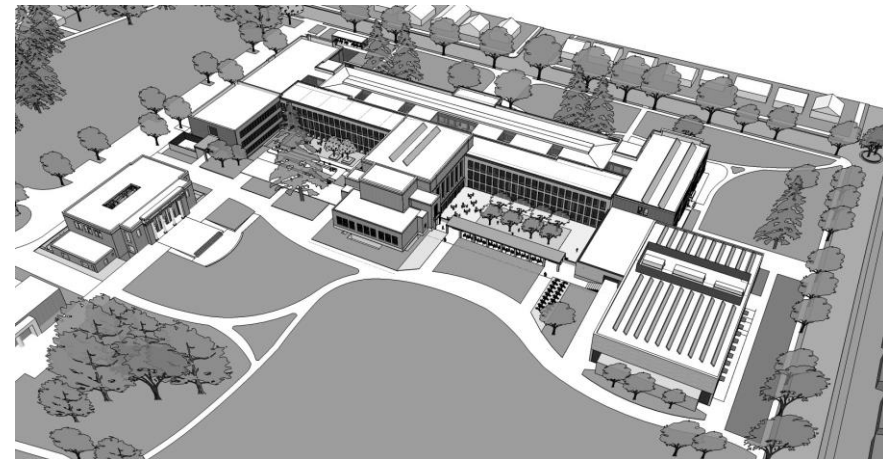
## Projected Budget Breakout



## Comments

1. Design continues to progress.
2. DAG meetings continue.
3. Land Use Early submittal is being submitted on 10/28/16.
4. Commissioning Contract has been executed with Glumac.

## Photos

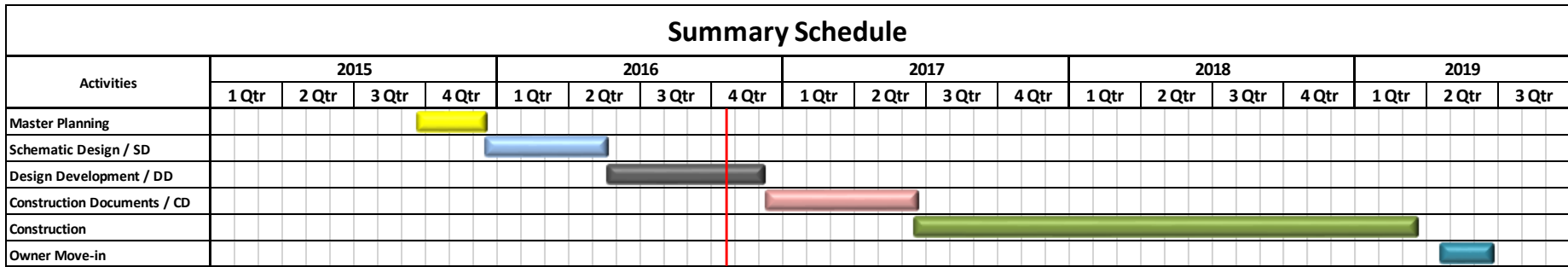


**Design Rendering**



## Schedule

### Summary Schedule



### Significant Schedule Milestone Assessment

Significant Milestone Activity Name	Project Director Baseline (PDB)		Schedule Update				Actual					
	Start	Finish	Start	Start Delta from PDB*	Finish	Finish Delta from PDB*	Start	Start Delta from PDB*	Start Delta from Update*	Finish	Finish Delta from PDB*	Finish Delta from Update*
Prepare, Release Design Firm RFP	16-Mar-15	10-Apr-15	4-Feb-15	-40	31-Mar-15	-10	28-Jan-15	-47	-7	29-Jun-15	80	90
Design Notice to Proceed	1-Jul-15	1-Jul-15	19-Aug-15	49	19-Aug-15	49	23-Sep-15	84	35	23-Sep-15	84	35
Master Planning	1-Jul-15	9-Oct-15	19-Aug-15	49	15-Dec-15	67	23-Sep-15	84	35	15-Dec-15	67	0
Master Plan Approved by PPS BOE	9-Oct-15	9-Oct-15	16-Dec-15	68	16-Dec-15	68	15-Dec-15	67	-1	15-Dec-15	67	-1
Schematic Design	10-Oct-15	4-Apr-16	16-Dec-15	67	20-May-16	46	16-Dec-15	67	0	20-May-16	46	0
Request Proposals by CM/GC	6-Nov-15	14-Dec-15	16-Feb-16	102	30-Mar-16	107	3-Mar-16	118	16	6-Apr-16	114	7
CM/GC Notice To Proceed (Precon)	4-Feb-16	4-Feb-16	3-May-16	89	3-May-16	89	26-May-16	112	23	26-May-16	112	23
Design Development	5-May-16	10-Sep-16	20-May-16	15	7-Dec-16	88	21-May-16	16	1			
Construction Documents	11-Sep-16	1-May-17	7-Dec-16	87	13-Jun-17	43						
Sign GMP	7-Oct-16	7-Oct-16	5-May-17	210	5-May-17	210						
Building Permit	11-Mar-17	9-Jun-17	14-Jun-17	95	3-Oct-17	116						
CM/GC Mobilize to site	15-Jun-17	15-Jun-17	15-Jun-17	0	15-Jun-17	0						
Substantial Completion	20-Mar-19	20-Mar-19	20-Mar-19	0	20-Mar-19	0						
Owner Move In	2-May-19	20-Jun-19	23-Apr-19	-9	20-Jun-19	0						

**Changed Schedule Dates**

Activity has reached some or all completion dates

\* Calendar Days

Master Plan	2.8 months
Activity Durations	
SDs	5.2 months
DDs	6.7 months
CDs	6.3 months
Total Design	18.1 months
Construction	21.4 months



## Project Description

**Brief Project Description:** In direct partnership with Concordia University for a full campus replacement, this project will be constructed based on a master planning process that included stakeholder input. All campus functions are to be relocated during construction.

**Current Project Phase:** Construction

**Construction Start:** 1<sup>st</sup> Qtr 2015

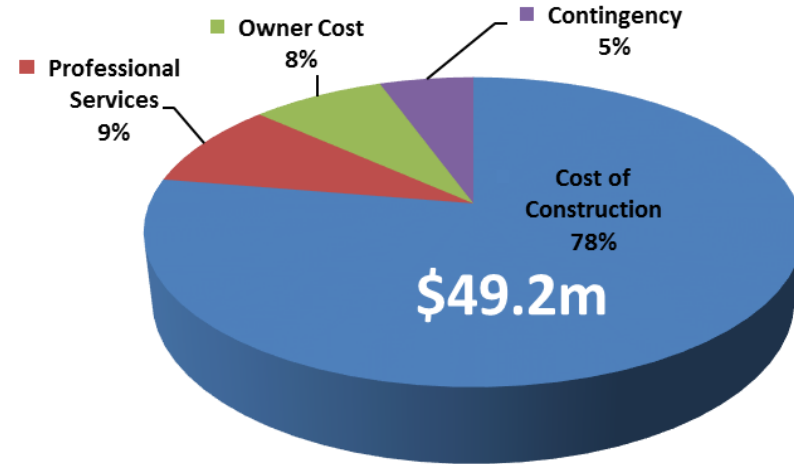
**Construction Duration:** 16.8 Months

**Scheduled Completion:** Summer of 2017

**Design Firm:** BORA

**Contractor:** Todd Construction

## Projected Budget Breakout



## Comments

- We are currently tracking under 2.5% for contingency used.**
- Contractor to make up a 10 day delay for the delivery of masonry.**
- The 60% PBOT off site work has been approved. Design team is proceeding with the 90% submittal and vellums for final approval.**
- Water service installation has been completed by the water bureau.**
- SAFETY:**
  - Recordable Accidents: 0**
  - Reportable Accidents: 0**

## Photos



Exterior Windows – East side Sector A





September 28, 2016



October 2016



**New Bus Drop Off and Parking Area**



**Exterior Walls Ongoing**



**Interior Wall Framing Prep**

October 2016



## Schedule

### Summary Schedule

Activities	2013		2014				2015				2016				2017			
	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr	1 Qtr	2 Qtr	3 Qtr	4 Qtr
Master Planning																		
Schematic Design / SD																		
Design Development / DD																		
Construction Documents / CD																		
Construction																		
Owner Move-in																		

### Significant Schedule Milestone Assessment

Significant Milestone Activity Name	Baseline (BL)		Schedule Update				Actual					
	Start	Finish	Start	Start	Finish	Finish	Start	Start	Start	Finish	Finish	Finish
				Delta from BL*				Delta from BL*				
Land & Building Permits	6-Jan-15	25-Mar-16	27-May-14	-224	19-Feb-16	-35	27-May-14	-224	0	23-Feb-16	-31	4
GC Notice To Proceed	29-Jan-16	29-Jan-16	16-Dec-15	-44	16-Dec-15	-44	14-Jan-16	-15	29	14-Jan-16	-15	29
GC Mobilize to site	13-Jun-16	13-Jun-16	17-Dec-15	-179	17-Dec-15	-179	15-Jan-16	-150	29	15-Jan-16	-150	29
Site Preparation and Demolition	15-Jan-16	22-Mar-16	15-Jan-16	0	22-Mar-16	0	15-Jan-16	0	0	16-Mar-16	-6	-6
Underground, Foundation, SOG	26-Jan-16	6-Jun-16	26-Jan-16	0	21-Jul-16	45	25-Jan-16	-1	-1	7-Jun-16	1	-44
Structure, Roof and Exterior	13-May-16	27-Mar-17	20-May-16	7	20-Apr-17	24	18-Apr-16	-25	-32			
Interior Rough In and Framing	25-Jul-16	9-Dec-16	23-Sep-16	60	6-Dec-16	-3	26-Jul-16	1	-59			
Interior Build-out	22-Aug-16	3-Feb-17	14-Nov-16	84	6-Mar-17	31						
Area Complete, Ready for Turn over	20-Dec-16	14-Mar-17	13-Mar-17	83	4-May-17	51						
Substantial Completion	25-Apr-17	25-Apr-17	2-Jun-17	38	2-Jun-17	38						
Owner Move In	8-Jun-17	10-Aug-17	7-Jun-17	-1	31-Jul-17	-10						

**Changed Schedule Dates**  
Activity has reached some or all dates

\* Calendar Days

Construction Status	
Percent Complete Planned:	51%
Percent Complete Actual:	51%
Percent Construction Time Used:	56%

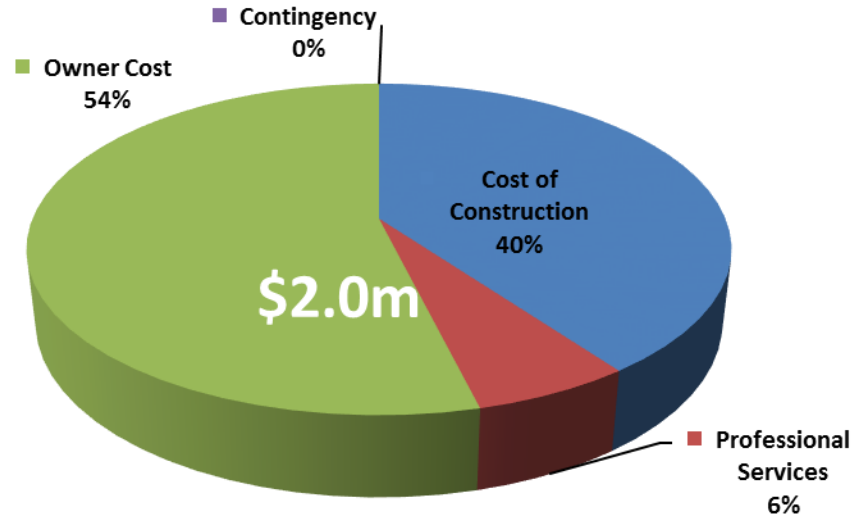


## Project Description

**Brief Project Description:** Campus improvements to facilitate the occupancy by the Faubion PK-8 campus. Improvements are focused on accessibility, safety, and program adjustments for PK-8 users.

**Current Project Phase:** Closeout  
**Construction Start:** May 2015  
**Construction Duration:** 2.2 Months  
**Construction Completion:** August 2015  
**Design Firm:** BOORA Architects Inc.  
**Contractor:** 2KG Contractors Inc.; McDonald + Wetle

## Projected Budget Breakout



## Comments

1. Project is turned over and primarily closed out.
2. Need to finalize close out by moving the budget balance to Program Contingency
3. SAFETY:
  - Recordable Accidents: 0
  - Reportable Accidents: 0

## Photos





### Project Description

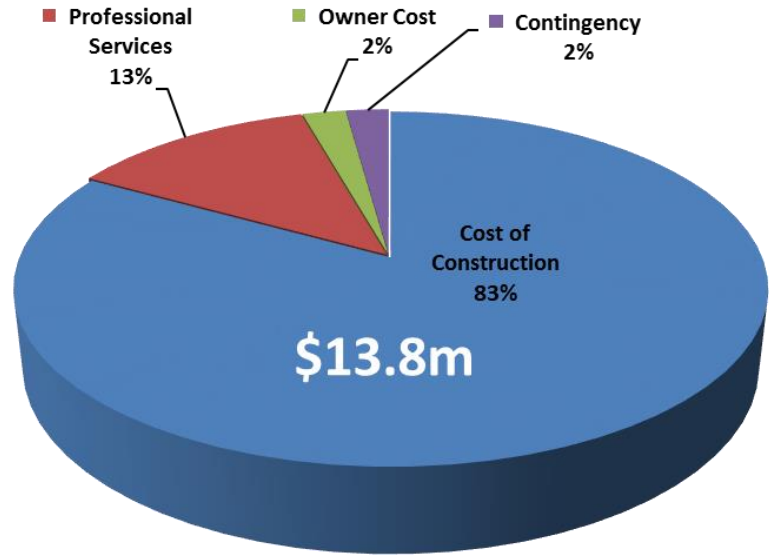
**Project Description:** A multiple site project with multiple construction areas

**Current Project Phase:** Closeout

**Completion:** 6 May 16

**Construction Duration:** 65 Calendar Days for Summer Work

### Projected Budget Breakout



Design Firm	School	Roof Replacement / Seismic Bracing	Seismic Improvements	Accessibility	Science Classrooms Improvements	Construction Package
Oh Planning	Ainsworth (K-5)	X		X*		1
	Woodlawn (PK-8)			X*		
	Hayhurst (K-5)	X			X	2
	Stephenson (K-5)	X				
Oh Planning	Creative Science / Clark (K-8)	X			X	3
	Llewellyn (K-5)		X			
	Buckman (K-5)	X		X		4
	Sabin (PK-8)	X		X	X	

X\* = Includes Elevator

### Comments

1. Still in the closeout process
2. More than \$250,000 is still expected to be returned to the program contingency.
3. Many lessons learned have been captured
4. SAFETY:
  - Recordable Accidents: 1
  - Reportable Accidents: 0

### Photos





## Project Description

**Project Description:** A 7 site project with multiple construction areas

**Current Project Phase:** Construction

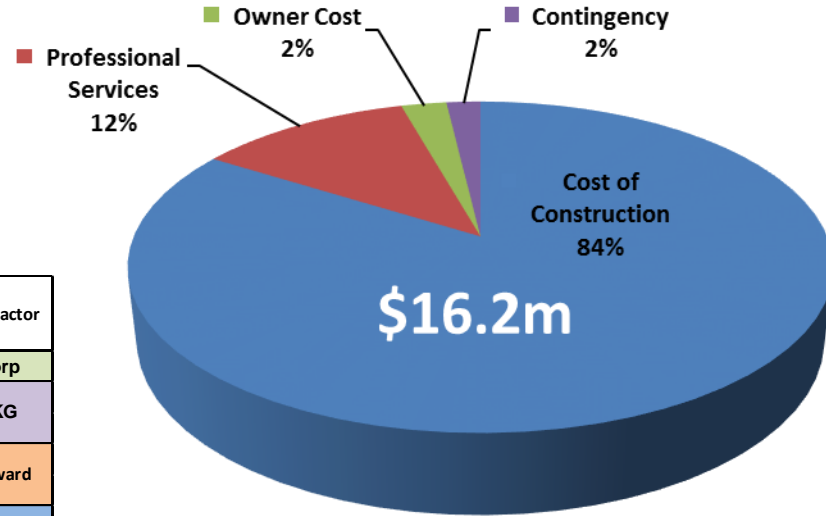
**Scheduled Completion:** August 2016 (Elevators Dec 2017)

**Construction Duration:** 72 Calendar Days for Summer Work

**Design Firm:** Oh Planning & BBL

**Contractor:** Corp, 2KG, Skyward

## Projected Budget Breakout



Design Firm	School	Roof Replacement / Seismic Bracing	Seismic Improvements	Accessibility	Science Classrooms Improvements	Windows	Contractor
OHPD	Cleveland (9-12)	X		X			Corp
OHPD	Cesar Chavez (K-8)			X*	X		2KG
OHPD	Scott (K-8)			X*	X		
BBL	MLC (K-12)		X	X	X		Skyward
BBL	Sellwood (6-8)	X			X		
BBL	Abernethy (K-5)	X	X				2KG
BBL	Jefferson (9-12)		X	X			

## Comments

- All schools opened on time.
- Minor work continues on the Cleveland Roof which will be done by the end of October.
- Elevator work at Chavez and Scott will be completed next year per the schedule.
- SAFETY:**
  - Recordable Accidents: 0
  - Reportable Accidents: 0

## Photos



Sellwood MS New Chimney Stack



**Abernethy 29,000 SF of New Roofing**



**MLC 2 New Science Classroom Upgrades**



AM 9:38 AUG/11/2016



PM 12:58 AUG/29/2016

October 2016

**Chavez – During and After Framing Around New Elevator Shaft**



## Schedule

### Summary Schedule

Activities	2015												2016											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Planning & Project Assessments																								
Design and Permits																								
Construction Bidding																								
Construction and Move in																								

### Significant Schedule Milestone Assessment

Significant Milestone Activity Name	Baseline (BL)		Schedule Update				Actual					
	Start	Finish	Start	Start Delta from BL*	Finish	Finish Delta from BL*	Start	Start Delta from BL*	Start Delta from Update	Finish	Finish Delta from BL*	Finish Delta from Update
Release Design Firm RFP	9-Feb-15	17-Mar-15	9-Feb-15	0	17-Mar-15	0	9-Feb-15	0	0	17-Mar-15	0	0
Design Notice to Proceed	15-May-15	15-May-15	12-Jun-15	28	12-Jun-15	28	23-Jun-15	39	11	23-Jun-15	39	11
Project Assessment	15-May-15	2-Jul-15	15-May-15	0	15-Sep-15	75	23-Jun-15	39	39	15-Sep-15	75	0
Schematic Design / SD	3-Jul-15	26-Aug-15	21-Jul-15	18	15-Oct-15	50	21-Jul-15	18	0	18-Nov-15	84	34
Design Development / DD	27-Aug-15	25-Oct-15	15-Sep-15	19	25-Nov-15	31	15-Sep-15	19	0	8-Jan-16	75	44
Construction Documents / CD	26-Oct-15	18-Jan-16	15-Nov-15	20	16-Feb-16	29	9-Jan-16	75	55	17-Mar-16	59	30
Permit submittal and review	30-Jan-16	29-May-16	17-Feb-16	18	31-May-16	2	14-Mar-16	44	26	15-Jun-16	17	15
Request GC ITBs	1-Feb-16	21-Feb-16	15-Mar-16	43	27-Apr-16	66	9-Mar-16	37	-6	27-Apr-16	66	0
Review GC ITBs	22-Feb-16	11-Mar-16	12-Apr-16	50	28-Apr-16	48	6-Apr-16	44	-6	19-May-16	69	21
GC Notice To Proceed	25-Mar-16	25-Mar-16	4-May-16	40	1-Jun-16	68	19-May-16	55	15	19-May-16	55	-13
Substantial Completion	25-Aug-16	25-Aug-16	20-Aug-16	-5	20-Aug-16	-5	19-Aug-16	-6	-1			
Elevator Substantial Completion	30-Apr-17	30-Apr-17	28-Feb-17	-61	22-Dec-17	236						

Changed Schedule Dates

Activity has reached some or all completion dates

October 2016

\* Calendar Days





## Project Description

**Project Description:** A multiple site project with multiple construction areas

**Current Project Phase:** Design Development

**Scheduled Completion:** August 2017

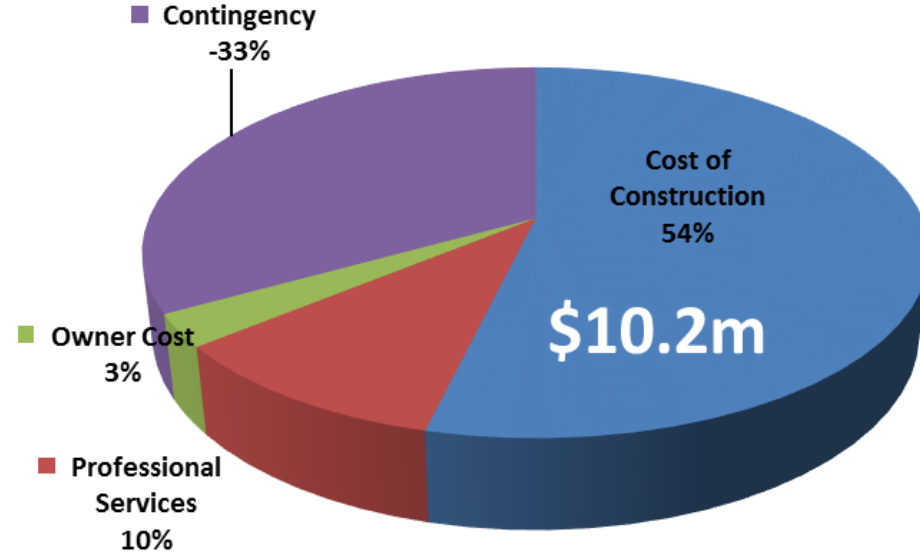
**Construction Duration:** 77 Calendar Days for Summer Work

**Design Firm:** Oh Planning & Design

**Contractor:** TBD

Design Firm	School	Science Classrooms Improvements	Roof Fall Protection	SRGP Funded Upgrades	Window Restoration	Bid Package
Oh Planning	Beaumont (6-8)	X				1
Oh Planning	Fernwood – Beverly Cleary (2-8)	X				
Oh Planning	Jackson (6-8)	X				
Oh Planning	Sunnyside (K-8)	X				
Oh Planning	Vestal (K-8)	X				
Oh Planning	Winterhaven (K-8)	X				
Oh Planning	Lewis (K-5)			X		2
Oh Planning	Grout (K-5)				X	
Oh Planning	Hayhurst (K-5)				X	
Oh Planning	Abernethy (K-5)		X			3
Oh Planning	Buckman (K-5)		X			
Oh Planning	Cleveland (9-12)		X			
Oh Planning	Creative Science / Clark (K-8)		X			
Oh Planning	Ainsworth (K-5)		X			4
Oh Planning	Maplewood (K-5)		X			
Oh Planning	Sellwood (6-8)		X			
Oh Planning	Stephenson (K-5)		X			

## Projected Budget Breakout



## Comments

1. The scope has recently been adjusted to be within budget and provide some budget back to program contingency but the budget has not yet been adjusted to reflect the changes.
2. Construction procurement strategy is presented in the above matrix.

## Photos



LEWIS ELEMENTARY SCHOOL



## Schedule

### Summary Schedule

Activities	2016												2017												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Planning & Project Assessments																									
Design and Permits																									
Construction Bidding																									
Construction and Move in																									

### Significant Schedule Milestone Assessment

Significant Milestone Activity Name	Baseline (BL)		Schedule Update				Actual					
	Start	Finish	Start	Start Delta from BL*	Finish	Finish Delta from BL*	Start	Start Delta from BL*	Start Delta from Update	Finish	Finish Delta from BL*	Finish Delta from Update
Release Design Firm RFP	14-Mar-16	25-Apr-16	14-Mar-16	0	25-Apr-16	0	14-Mar-16	0	0	26-Apr-16	1	1
Design Notice to Proceed	20-Jun-16	20-Jun-16	20-Jun-16	0	20-Jun-16	0	23-Jun-16	3	3	23-Jun-16	3	3
Project Assessment	20-Jun-16	29-Jul-16	20-Jun-16	0	29-Jul-16	0	23-Jun-16	3	3	29-Jul-16	0	0
Schematic Design	30-Jul-16	16-Sep-16	30-Jul-16	0	16-Sep-16	0	29-Jul-16	-1	-1	29-Sep-16	13	13
Design Development	17-Sep-16	10-Nov-16	17-Sep-16	0	10-Nov-16	0	3-Oct-16	16	16			
Construction Documents	11-Nov-16	3-Feb-17	11-Nov-16	0	3-Feb-17	0						
Permit submittal and review	16-Feb-17	21-Apr-17	16-Feb-17	0	7-Apr-17	-14						
Request GC Proposals	27-Feb-17	24-Mar-17	27-Feb-17	0	24-Mar-17	0						
Review GC Proposals	27-Mar-17	21-Apr-17	27-Mar-17	0	7-Apr-17	-14						
GC Notice To Proceed	1-May-17	1-May-17	14-Apr-17	-17	14-Apr-17	-17						
Substantial Completion	25-Aug-17	25-Aug-17	25-Aug-17	0	25-Aug-17	0						
Elevator Substantial Completion	17-Aug-18	17-Aug-18	17-Aug-18	0	17-Aug-18	0						

Activity has reached some or all completion dates

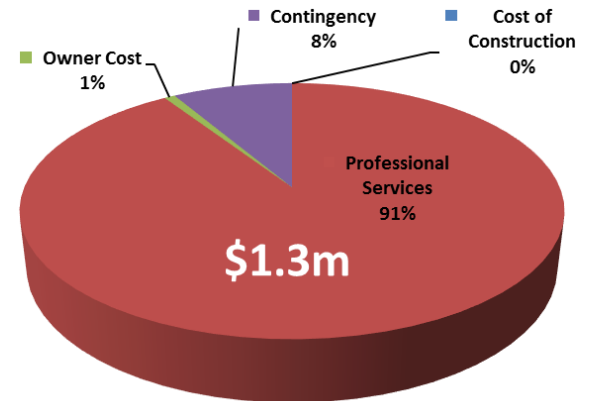
\* Calendar Days



### Project Description

**Project Description:** Master Planning for three campuses  
**Current Project Phase:** Closeout  
**Scheduled Completion:** June 2016  
**Design Firms:** Benson: DOWA  
 Lincoln: Boora  
 Madison: OPSIS Architecture

### Projected Budget Breakout



**Benson Campus**



**Lincoln High School**



**Madison High School**

### Comments

### Photos

1. All three master plans are complete and in closeout
2. All deliverables have been received.





#	Abbreviated Recommendation	Response	Status
1	OSM should ensure that change order work occur only upon appropriately authorized change order execution	Concur	Working
2	Streamline the submittal process on e-Builder	Concur	Complete
3	Incorporate appropriate design recommendations from IP lessons learned	Concur	Complete
4	Develop plans for utilizing available contingencies and reserves	Concur with comment	Complete
5	Establish written policies and procedures in the SOP pertaining to GMP spending	Concur with comment	Complete
6	Consider increasing the funding for master planning	Concur with comment	Complete
7	Fully involve user groups and stakeholders in updating the LRFP and Ed Specs	Concur	Complete
8	Update the currently posted PMP	Concur	Complete
9	Critical elements of the PTMP should be put in place at the beginning of each project	Concur	Complete
10	Only use escalation reserve to fund scope changes when escalation will not be needed for other projects	Complete	Complete
11	OSM should continue to develop systems for uniform filing of documents in e-Builder	Concur with comment	Complete
12	Clarify where and when SOP requirements and procedures are proscribed for CM/GC and D-B-B projects	Concur	Complete
13	Revise the SOP to provide greater explanation of and requirements for value engineering, Project Safety and Security Plans, Site Safety Plans, and project quality	Concur	Working
14	Update the SOP to provide more detailed and accurate information with respect to the alternative contracting	Concur	Working
15	OSM should clarify which projects require the use of 1.5 percent for green technology	Complete	Complete
16	OSM should consider revising elements of the budget perspective reporting	Nonconcur	Complete
17	OSM should identify opportunities for savings in payroll and management support line items	Concur with comment	Complete
18	OSM should consider adding specific statutory responsibility requirements to future ITBs	Complete	Complete
19	OSM/P&C should ensure that RFPs clearly state the criteria and weighting for making a choice of one or more firms if an RFP permits one or more firms to be selected by an RFP	Complete	Complete
20	OSM and FAM should consider internal training sessions on public contract procurement law	Concur	Complete
21	Begin work only with signed and executed contracts	Concur	Complete
22	OSM should remove article 19e from existing and future CM/GC contracts	Concur	Complete
23	OSM should modify contract language to specify how early work may occur	Complete	Complete
24	Project communication plans are to be prepared at the start of new projects	Concur	Working
25	OSM and PPS academic leadership should jointly develop an involvement plan	Concur	Working
26	- Provide more flexibility in the selection of subcontractors PPS contracts - Obtain a written legal opinion about best practices and risks addressing the MWESB aspirational goal	Concur with comment	Complete

**This Report 81% Complete – Last Report 81% Complete**



#	Abbreviated Recommendation	Response	Status
1	OSM should ensure that all monthly project budget projections are updated on a timely basis and include rough order of magnitude (ROM) estimates of potential changes	Concur	Completed
2a	OSM should ensure that future CM/GC contracts have provisions that require proactive participation of the CM/GC with the architect	Nonconcur	Completed
2b	Ensure that the GMPs for future CM/GC projects are negotiated and executed at the contractually proscribed point in design	Concur with comment	Working
3	Ensure that all future GMP amendments are consistent with the letter and intent of applicable law and policy	Completed	Completed
4	Consider increases to general conditions work for additive changes to the GMP only when time is extended	Nonconcur	Completed
5a	Provide a workable format in e-B for processing CM/CG contract changes in a timely fashion	Completed	Completed
5b	Ensure that change orders and draw-downs for CM/GC projects receive appropriate approvals	Completed	Completed
6	P&C and OSM should investigate ways to provide more complete information to help the selection committees	Completed	Completed
7	OSM should make by the completion of schematic design: value engineering reductions, scope reductions, increase the project budget	Completed	Completed
8a	OSM should modify the SOPs to provide specific targets or ranges for project contingency at key stages of design	Nonconcur	Completed
8b	The SOP should provide greater specificity on how the program will provide project budget oversight	Nonconcur	Completed
8c	OSM program management should ensure the development of comprehensive and detailed PTMP templates for projects	Concur with comment	Working
8d	OSM program management should hold project management staff accountable for producing comprehensive and functional PTMPs	Concur with comment	Working
8e	Written lessons learned should be developed and updated regularly from information obtained from the FHS, RHS and GHS projects	Completed	Completed
9	SOP should be updated to provide greater clarity and specific guidelines for line item budgeting for master planning	Nonconcur	Completed
10a	OSM should assess the factors that have contributed to a pattern of IP projects bidding over budget and continue to explore ways to develop designs that bid within budget	Completed	Completed
10b	OSM should start design of IP projects earlier and issue invitations to bid earlier	Completed	Completed
10c	OSM should consider adding in the bid specification, minimum qualifications requirements for designated systems	Concur	Working
11a	OSM should ensure that the program is subject to greater oversight by district program management	Completed	Completed
11b	OSM management should ensure that the OSM Project Management Plan and Standard Operating Procedures are complete and updated on a regular basis	Concur with comment	Working
12	OSM should re-evaluate the effectiveness of using the CM/GC alternative procurement methodology with current OSM staffing, and consider other procurement methodologies (ie design-bid-build) as well as CM/GC for future modernization projects	Completed	Completed
13	OSM and P&C should procure the services of future CM/GC firm by the beginning or mid-point of schematic design	Completed	Completed
14	Begin the process of procurement of firms to develop Ed Specs revisions and master plans with sufficient additional time or float to accommodate for delays and, protests	Completed	Completed
15	To provide more flexibility in the selection of subcontractors, PPS CM/GC contracts should proscribe dollar limits up to which the CM/GC firms may procure subcontractors by competitive quotes, with the prior approval of the district	Completed	Completed

**This Report 79% Complete – Last Report 75% Complete**



# Bond Accountability Committee Meeting

October 19, 2016