

# School Improvement Bond Update Bond Accountability Committee Meeting July 18, 2018

# Agenda

- Welcome & Introductions
- Public Comments
- Program Update
- Project Reports
- BAC Charter and Responsibility
- Questions
- Wrap-Up and Adjourn



# Public Comment

(S) PPS

SCHOOL BUILDING IMPROVEMENT BOND

### **Program Update – Balanced Scorecard**

Narrative Comments:           1. The Grant project team continues to go an excellent job managing the project. Construction is approximately 50% complete and are target for student use in fall 2019.           2. Kellogg is proceeding with the design phase. Increased cost estimates pose a challenge to the project budget.           3. Madison received master plan approval in May.	Color Key     Good     Perspective     Perform       Concerns     Concerns     Schedule     Schedule       Difficulty     Difficulty     Average
<ol> <li>Madison received master plan approval in May.</li> <li>Lincoln anticipates master plan approval in July or August.</li> <li>Health &amp; Safety projects continue to be completed (water fixture replacement, painting) and significant summer projects have begun construction (roofs, accessibility, fire alarms, fire sprinklers, asbestos, etc.).</li> </ol>	Grant HS Grant HS Franklin HS Kellogg Kellogg Kellogg Health & Safety Health & Safety
Overall Project Performance	
Perspective Budget	
Perspective Schedule	
Perspective Stakeholders	
Perspective Equity	



### Accomplishments

2012/2017 Bond Program

- □ Cost/SF analysis on-going
- **D** Performance Audit proposals and interviews
- **D** Bond Team Update for BESC
- **Cost validation/Constructability scoped for inclusion in major projects** 
  - **J** 3<sup>rd</sup> party constructability/estimating/value engineering
- Bond Commissioning program initiated
- **CMAA Owner's Discussion**
- **D** Program management plan comprehensive review initiated
- OSM Audit Update







#### Upcoming Events/Milestones



- **Optimization of OSM project management software system**
- **Commissioning program kick off**
- Integration of value engineering processes into capital project delivery models
- □ Integration of constructability reviews into capital project delivery models
  - Madison and Kellogg
- **Updates to Program Management Plan and BIM Guidelines**
- BIM to FM
- **Continued outreach to construction market**
- **Continued outreach to our peer organizations**



### 2012/2017 Bond Program

### Challenges & Opportunities

- □ Staffing and ability to secure resources
  - BHS Sr PM
  - LHS CM
- **Continued pressure in the construction market**
- **Competition with peer organizations**
- **D** Tariffs impacting material costs and availability



### **Program Update – Upcoming BOE Actions**

#### **OSM - BOARD TRACKER**

Project	Description	ETA	РМ	Type of Request	P&C	Deputy Superintendent	Superintendent	FAO	HSA	BOE	Notes
MADISON	Master Plan Budget Approval	Jul-18	JESSIE	APPROVAL	N/A		· ·	N/A	N/A		
LINCOLN	Master Plan Approval	Jul-18	ERIK	APPROVAL	N/A			N/A	N/A		
KELLOGG	MUSIC/DANCE CONFIGURATION	Jul-18	STEVE	UPDATE	N/A			N/A	N/A		email should be sufficient
GRANT	SOFTBALL	Aug-18	BRIAN	APPROVAL	N/A						BOE decision? Or staff?
PROGRAM	QUARTERLY UPDATE	Aug-18	DAN	UPDATE	N/A			N/A	N/A		
BAC	QUARTERLY UPDATE	Aug-18	DAN	UPDATE	N/A	N/A	N/A	N/A	N/A		
PROGRAM	ADDITIONAL BOND FUND SOURCE	Aug-18	DAN	DIRECTION	N/A			N/A	N/A		Clarity on add'l 2017 bond funds
BENSON	ALT PROCUREMENT - CMGC	Sep-18	JEN	APPROVAL			N/A		N/A		draft materials to P&C in Aug
H&S	ALT PROCUREMENT - F/A D/B	Sep-18	NEIL	APPROVAL			N/A		N/A		draft materials to P&C in Aug
KELLOGG	ALT PROCUREMENT - 2 STEP	Sep-18	STEVE	APPROVAL			N/A		N/A		draft materials to P&C in Aug
BENSON	Ed Spec & Master Plan	Oct-18	JEN	APPROVAL	N/A			N/A	N/A		
ROOSEVELT	PHASE 4	Oct-18	SCOTT	APPROVAL	N/A			N/A	N/A		
PROGRAM	QUARTERLY UPDATE	Nov-18	DAN	UPDATE	N/A			N/A	N/A		
BAC	QUARTERLY UPDATE	Nov-18	DAN	UPDATE	N/A	N/A	N/A	N/A	N/A		
PROGRAM	MIDDLE SCHOOL BOND FUNDS	COMPLETE	DAN	DIRECTION	N/A	N/A	N/A	N/A	N/A	N/A	direction provided by CFO
H&S	STRATEGIC PLAN - ROOFS	COMPLETE	JOHN B	APPROVAL	N/A	N/A	N/A	N/A	APPROVED	N/A	
H&S	STRATEGIC PLAN - WATER		JOHN B	APPROVAL	N/A			N/A		N/A	
H&S	STRATEGIC PLAN - PAINT		JOHN B	APPROVAL	N/A			N/A		N/A	
H&S	STRATEGIC PLAN - FIRE		JOHN B	APPROVAL	N/A			N/A		N/A	
H&S	STRATEGIC PLAN - SECURITY		JOHN B	APPROVAL	N/A			N/A		N/A	
H&S	STRATEGIC PLAN - ASBESTOS		JOHN B	APPROVAL	N/A			N/A		N/A	
H&S	STRATEGIC PLAN - RADON		JOHN B	APPROVAL	N/A			N/A		N/A	
H&S	ADA TRANSITION PLAN		PAUL	APPROVAL	N/A			N/A			
H&S	OVERALL ACTION PLAN		DAN	APPROVAL	N/A			N/A		N/A	



### **Program Update – Balanced Scorecard**

Narrative Comments:         1. Grant continues to track on overall schedule. The recovery schedule to make up lost days in winter has made great progress.         2. Roosevelt is nearing completion of Phase 3. Phase 4 is on hold, awaiting direction to proceed by October 2018.         3. Kellogg MS abatement is complete and demolition is underway.         4. Madison HS is proceeding with schematic design. CMGC is onboard.         5. Lincoln anticipates master plan approval in July/August. In an effort to retain the current schedule, work has begun on schematic design.         6. Benson continues with programming and industry outreach.	Color Key Good Concerns Difficulty Schedule Perspective Concerns Difficulty Schedule Perspective C Concerns Difficulty Schedule Perspective C C C C C C C C C C C C C
Objective A Establish Schedule Target 8     Performance Measures     Performance Targets	Grant HS Grant HS Franklin HS Faubion K8 Relogg Health & Sal
Objective B         2         Design Contract Award         Green = < 0 weeks impact	
Objective C Construction on Schedule         8         Construction Started         Green = < 0 weeks impact Yellow = 0 - 4 weeks           9         Substantial Completion         Red > 4 weeks           10         Final Completion         (measured from baseline schedule)	
Objective D Meet Occupancy / Completion Schedule Target	



### Schedule Update:

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Construction, Commissioning, and Punch List	17-Jun-19	01-Jun-21	512						-		•		-	+	-		-		+	-	Constru	uction, Con	nmissioni
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Health & Safety																							-	Janety		
Group 3 11-Sep-17 A 29-	Mar-19	285											1				:						Group 3			



### **Program Update – Balanced Scorecard**

Narrative Comments:															
1. Grant continues to track on budget.															
<ol> <li>Roosevelt continues to project budget savings through the end budgeted at \$5M.</li> </ol>	of Phase 3. Phase 4 is currently		Color H	(	Good			Budget I	Perspect	tive			Stra	A B	Perform
3. Franklin is working on final closeout and projects to finish slight	tly under budget.				Concerns Difficulty									D	
<ol> <li>Faubion is working on final closeout and cost reconciliation with Faubion will finish slightly over budget.</li> </ol>	h partner funds. We anticipate											_		verage	
<ol><li>Kellogg's cost estimates have continued to increase after the in party DD cost estimate is due in July.</li></ol>	nitial master plan estimate. The third		Active Projects												
<ol><li>Madison received master plan approval with a budget range of currently reconciling the CMGC and Professional Cost Estimator et al. 2010 for the term of te</li></ol>															
<ol><li>The initial Benson master plan estimate (for full master plan so budget.</li></ol>	tope) is significantly over current	Ш.,		It HS	R	8		۶ ۲	چ ا	R I	Safety				
8. A \$2.5M SRGP grant has been awarded for Hayhurst K-5.		Grant HS		Roosevelt HS	Franklin HS	aubion	Cellogg	Madison HS	incoln HS	Senson F	fealth &				
				<u>u</u>											
Strategic Performance Measures Objectives	Performance Targets														
												_			
Objective A Project Budget and Scope Aligned 1 Initial Project Budget and Scope Identified	Green > 10% Project Contingency Yellow 0% - 10% Project Contingency														
2 Master Plan Budget and Scope Aligned	Red < 0% Project Contingency														
		⊨													
Objective B 3 Schematic Design Budget and Scope Aligned	Green > 10% Project Contingency									]					
Design Costs within Budget 4 Design Deve Budget and Scope Aligned	Yellow 0% - 10% Project Contingency								1	1	1	1			
5 Construct Docs Budget and Scope Aligned	Red < 0% Project Contingency														
		⊨													
Objective C Construction Costs within Budget 6 Project Budget and Scope Aligned at Construction Award / GMP	Green > 10% Project Contingency Yellow 0% - 10% Project Contingency Red < 0% Project Contingency														
7 Project Budget and Scope Aligned at 50% Complete	Green > 5% Project Contingency Yellow 0% - 5% Project Contingency Red < 0% Project Contingency														
Objective D Project within 8 Current Project Budget Budget	Within Budgeted Amount														





### **Program Update – Balanced Scorecard**

### BOND RESOURCES | STATUS

RESOURCE	TOTAL FUNDS	COMMITTED	SPENT TO DATE	BALANCE
2012 Bond	543,388,700	455,417,243	421,305,503	122,083,197
2017 Bond	791,205,755	54,750,496	13,741,999	777,463,755
OTHER	67,899,630	49,714,096	34,183,238	33,716,393
Grand Total	1,402,494,085	559,881,835	469,230,740	933,263,345



# **Program Update – Balanced Scorecard**

Narrative Comments: 1. Overall OSM is tracking at 25% and 14% for consultar respectively for certified business participation, for a cum increase in the last 6 months! Qualifying costs breakdow MBE: 24% WBE: 59% SDVBE: 0%	nulative of 16%. A 2%	Colo	0	Good Concerns Difficulty		Ec	juity Pe	rspecti	ve		S	trategic Ob A B C Average	j. Perform
ESB: 17% 2. OSM continues to exceed the 20% apprenticable trace	de hours goal (currently						Acti	ive Proj	ects				
<ul><li>25% overall).</li><li>3. Student engagement continues to be a positive story.</li></ul>		Grant HS	Roosevelt HS	Franklin HS	Faubion K8	Kellogg	Madison HS	Lincoln HS	Benson HS	Health & Safety			
Strategic Performance Measures	Performance Targets												
2 Contractors - % of payments made to Certified	ireen: Certified >18% ellow: Certified >10% ed: Certified <10%												
		-											
apprenticable trade 4 trade Y	ireen: participation >20% ellow: participation >10% ed: participation <10%												
		2013	2014	2015	2016	2017	2018	2019	2020				
student 5 FG: corper fairs quest speakers Y	reen: students > 500 ellow: students > 100 ed: students < 100												
6 EG: job shadows, mock interviews R	ireen: students > 50 ellow: students > 20 ed: students < 20												
7 EG: internation	ireen: students > 10 ellow: students > 5 ed: students < 5												

# **Program Update – Balanced Scorecard**

Narrative Comments: 1. Over the last quarter we received additional feedback on the Faubion, Franklin and Grant projects. OSM continues to discuss options for evolving the stakeholder feedback process.	Color Key     Good     Strategic Obj.     Perform       Good     Concerns     B     B       Difficulty     Officiality     Concerns     Concerns
	Active Projects
	Grant HS Roosevelt HS Franklin HS Faubion K8 Kellogg Kellogg Kellogg Benson HS Health & Safety
Strategic Performance Measures Performance Targets	
Objective A         1         Project Scope Meets Educational Needs         Green: Rating of ≥ 4.0 (1 - 5 scale)           Meets         2         Design Meets Educational Needs         Yellow: 3.0 - 4.0           Needs         3         Construction Meets Educational Needs         Red: < 3.0	
Objective B         4         Project Scope Meets Maint. / Facility Needs         Green: Rating of ≥ 4.0 (1 - 5 scale)           Meets         5         Design Meets Maint. / Facility Needs         Yellow: 3.0 - 4.0           Maintenance / Facility Needs         6         Construction Meets Maint. / Facility Needs         Red: < 3.0	
Objective C         7         Master Planning: Scope Meets DAG Needs         Green: Rating of ≥ 4.0 (1 - 5 scale)           Design Advisory Group (DAG) Needs         8         Design Meets DAG Needs         Yellow: 3.0 - 4.0;           9         Construction Meets DAG Needs         Red: < 3.0	



#### Accomplishments since last BAC meeting

- **Continued work to wrap up RHS**
- **Land Use approval for scoreboards**
- Direction for Ph 4 delayed into future following CTE discussion
- □ Addressing stakeholder/end user needs
- □ Working/coordination closer with FAM/O&M

#### Upcoming Events/Milestones

- **Completion of Ph 3**
- **Commissioning of complete facility**
- **Certificate of Occupancy**
- □ Field remediation



### Challenges & Opportunities

- □ Assessing needs created by value engineering efforts in the past
- □ Heat gain issue on south façade
- □ Mechanical systems integration
- **Construction fatigue**
- □ Change order in staff PM and CM
- **D** Portland Fire Bureau multiple inspectors/revisions to approvals post inspection
- □ Phase hand-over of facilities where is the end of the project?

#### Areas of BAC Assistance

None



#### Accomplishments since last BAC meeting

- **Given Stakeholder engagement to review the 100% CD's completed**
- □ Significant progress on structural and MEP systems
- □ New gym structure approximately 80% complete
- □ Initiated additional DAG meeting to review options for new Softball field

#### **Upcoming Events/Milestones**

- **Completion of the structural steel and concrete package by September 2018.**
- **Exterior façade work towards dry-in**
- □ New gym structure complete by August 2018
- **Framing, Drywall and MEP will continue through 2018**



#### Challenges & Opportunities

- **Challenges have included:** 
  - **Unanticipated amount of hazardous material necessary to be removed**
  - □ Integrity of the existing structure being less than anticipated
  - **Goldstate** Finding the right solution for a new softball field on the GHS campus
- Opportunities
  - **□** Engaged with Grant Alumni effort to raise funds to restore the historic murals in the auditorium.
  - □ Alumni and public engagement through on-going tours
  - Student participation with videography project



#### Areas of BAC Assistance

None



### Accomplishments

- Lewis, Fernwood and King projects under way for summer 2018
- **Goldson Scope developed for summer 2019: Jackson, Rigler, Hayhurst, Sitton, Chapman and Jackson**
- **U** Tubman School, Asbestos removal for middle school conversion
- Survey and design for asbestos removal at Beaumont, Chapman, Jefferson, Ockley Green, and Vernon
- **D** Bidding of Chapman and Jefferson asbestos flooring removal and new replacement flooring
- Paint stabilization program moved to OSM
- □ Water fixture replacements continue
- **17** Schools immediately determined hazards mitigated during original assessment: 2016-17
- **PPS** in-house painting crew has completed large-scale repainting at 3 schools: 2017-18
- **Draft Lead Paint Work Plan submitted to OSM Director**
- Draft Lead Paint Work Execution Plan submitted to OSM Director



Health & Safety Improvements 2018

### Next Steps

- Design of summer 2019 projects
- Refinement of H&S approach composite and regulatory compliance project teams
- **Q** Rush to end of summer!
- **Abatement of Chapman and Jefferson flooring: Summer 2018**
- □ Survey and design of 10 12 additional school abatement projects: Summer Fall 2018
- **Bidding 2019 summer abatement projects: Fall / Winter 2018**
- □ Abatement of Marysville crawlspace: Spring Break 2019
- □ Abatement of up to 10 schools crawlspace and flooring projects: Spring / Summer 2019
- **Development of new lead paint stabilization specifications**
- **Development of standard template documents for lead paint work**
- **PPS** in-house painting crew starting on Phase I priority sites
- **RFP** for painting contractors master contracts
- □ Pre-Work assessment of priority site by OSM / PPS painting crew
- Start lead paint stabilization work on Phase I (Priority 2) locations: Summer / Fall 2018



#### Challenges/Opportunities

- Coordination of large numbers of sites across multiple program areas: Asbestos, Paint, Water, Composite projects
- Integration of programs that have been outside OSM and developing prioritizations, scoping and execution plans
- **Construction market continues to be a challenge Rigler No-Bid, Asbestos @ 3x normal prices**
- □ I-5/I-84 construction work in July/August expected to have impacts
- **U** Subcontractor market no bid scopes and/or loss of subcontractors
- □ Staffing reductions in Central office 14 F/A compliance sites moved to OSM
- **Delaying asbestos projects due to need for facilities this summer**
- □ This work covers all District facilities and over 10,000 specific areas to prioritize and address
  - Phase I has approx. 2,500 priority locations
- No existing master contracts
- □ Limited in-house painting crew
- □ Work needs to performed on school breaks or after-hours / weekends



# 2017 Bond Health & Safety Improvement Projects – Group 3











### Asbestos Abatement - Photos





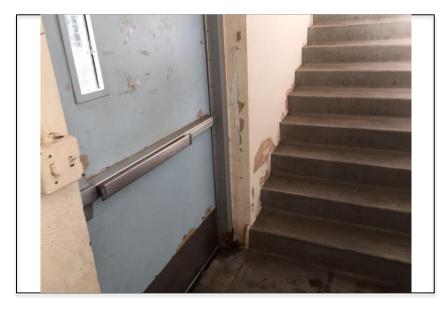




Yon'



### Lead Paint- Photos











### Kellogg MS Replacement



#### Accomplishments

- Demolition: abatement and salvage work complete, mass demolition underway
- Design Development: Design Development phase 80% complete
- City of Portland Land Use: Conditional Use package submitted to City
- Board Presentation: update to Board following changes between Master Planning and SD

#### Next Steps

- Design Review: Design Development phase design review process to begin in July, 2018
- Budget Reconciliation: budget reconciliation process to begin in August, 2018
- Construction Documents: Construction Document phase to begin in September, 2018

### Challenges & Opportunities

- Lack of Existing Kellogg School/Community: the challenge of not having a built-in stakeholder group, and the opportunity of forming a representative Design Advisory Group to help set priorities for a new Kellogg Middle School
- **Escalation and Market Conditions**
- Feeder School and Staffing Decisions



# Kellogg Middle School - Photos









Non.



### **Madison HS Modernization**



#### Accomplishments

- **Full master plan approved by Board**
- **100%** schematic design complete
- **General contractor selected**
- **Cost reconciliation efforts targeted @ \$195-200M**

#### **Next Steps**

- Stakeholder engagement is happening now to review/approve general layout, adjacencies, and sizes of spaces along with large system selection
- Reconciled cost estimate to Board in early Aug to set budget for project
- Review of Design Development documents before Thanksgiving

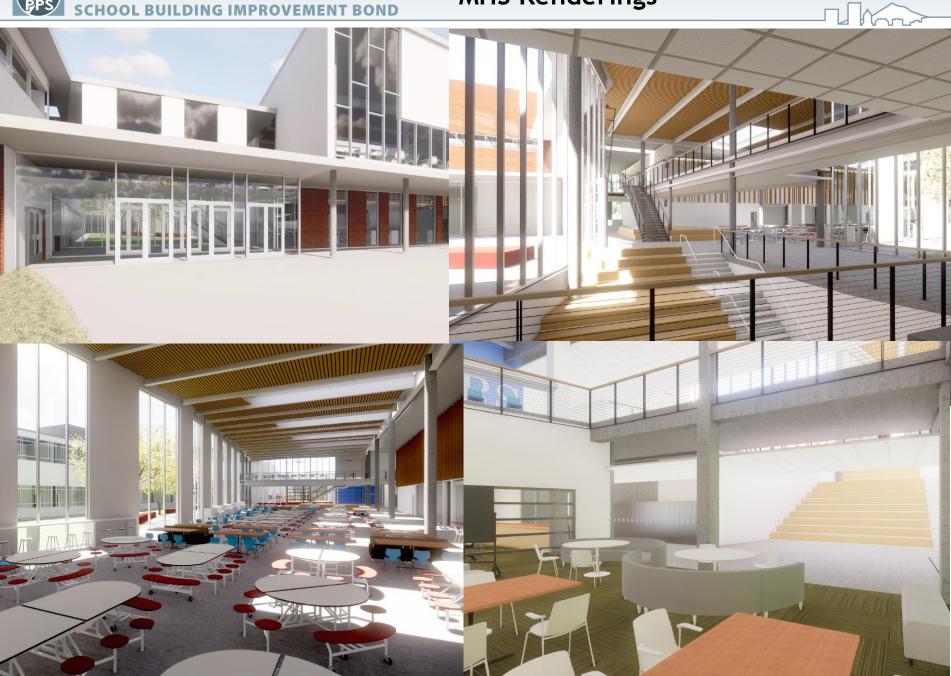
### Challenges & Opportunities

- **U** Yet to meet with Parks about moving community garden and changing access to Glenhaven Park
- Discussing some safety upgrades to 82<sup>nd</sup> Ave (crosswalks) with ODOT
- Market escalation and steel tariffs continue to be risk factors



SCHOOL BUILDING IMPROVEMENT BOND

### **MHS Renderings**



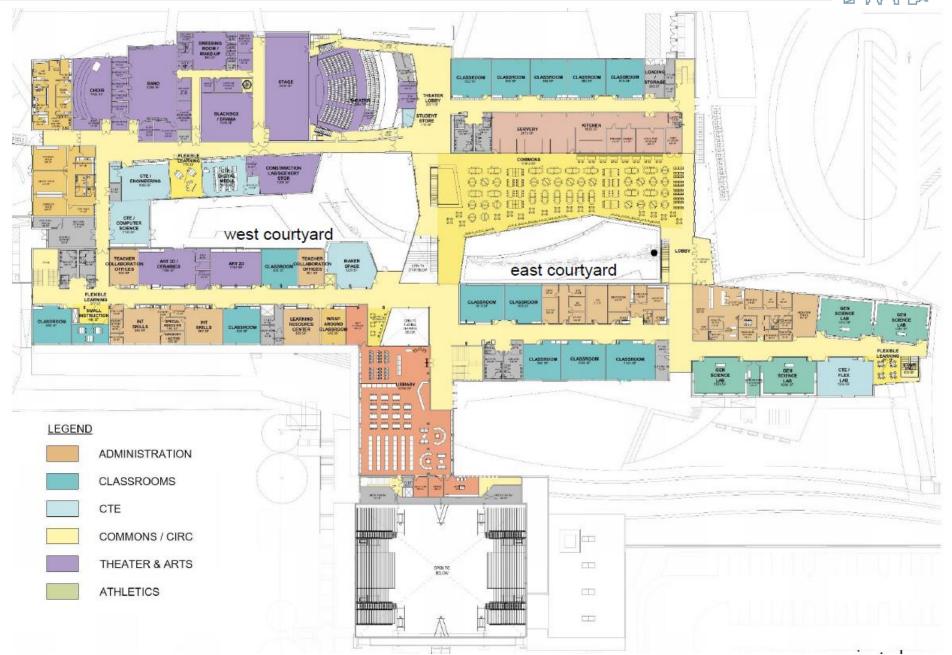


### **MHS Site Plan**



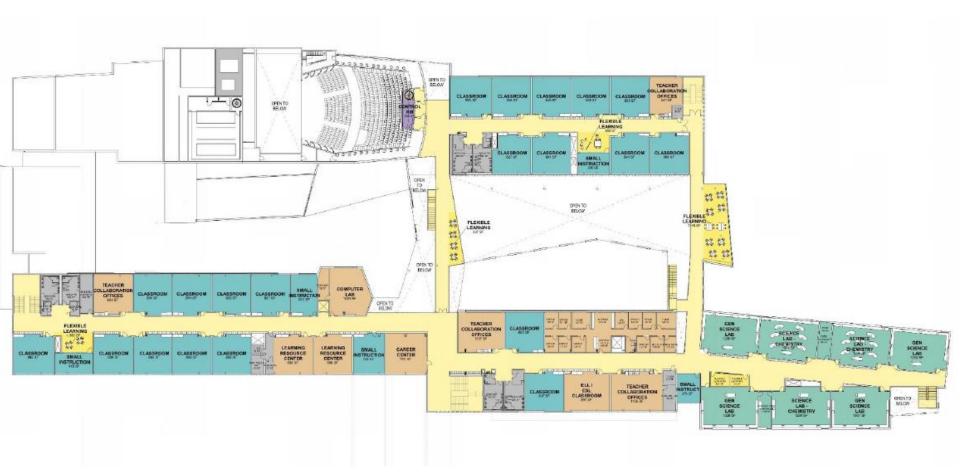


### **MHS Main Level**



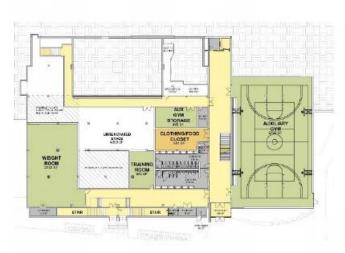


### **MHS Upper Level**





### **MHS Lower Levels**







2 |FLOOR PLAN - LEVEL 2

3 AP1.1 | FLOOR PLAN - LEVEL 3



### Lincoln HS Replacement



#### Accomplishments

- ❑ Master Plan review with Board
- □ Scope consolidation reduction in height
- Program reconfiguration based on BOE approach to Madison

#### **Next Steps**

- □ CM/GC RFP to be released July/Aug
- Project staff on-boarding
- Public outreach events: DAG, public design workshop, Open house

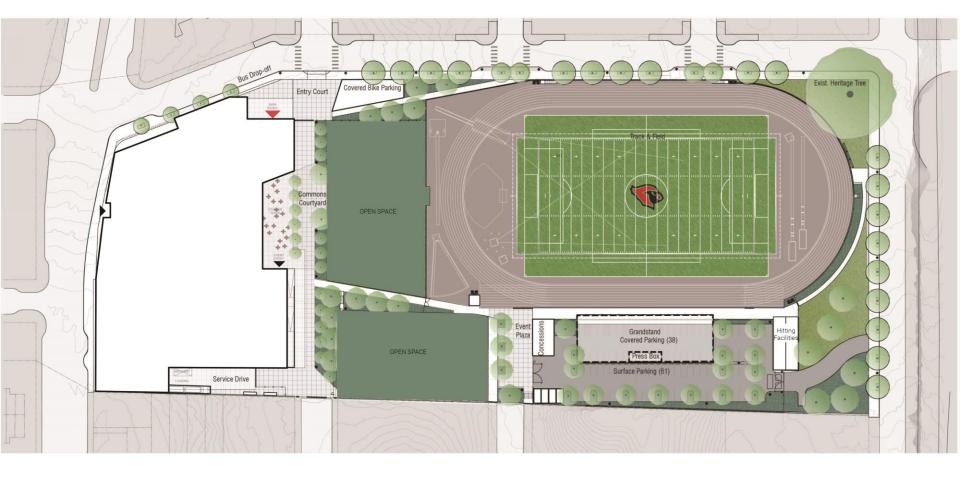
#### Challenges & Opportunities

#### **Challenges:**

- **Central City design requirements and constrained/occupied site**
- Budget challenges continue
- **Geotechnical site conditions**
- **Utility Easements (no-build zones)**
- **Opportunities:** 
  - **D** Potential program partnerships with Portland State University and others



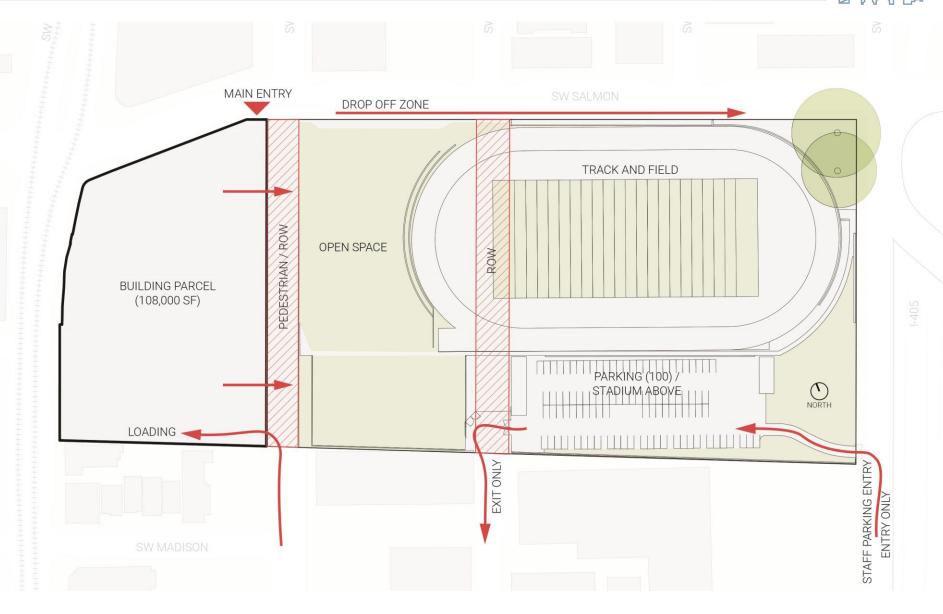
### Lincoln High School



1 Mar

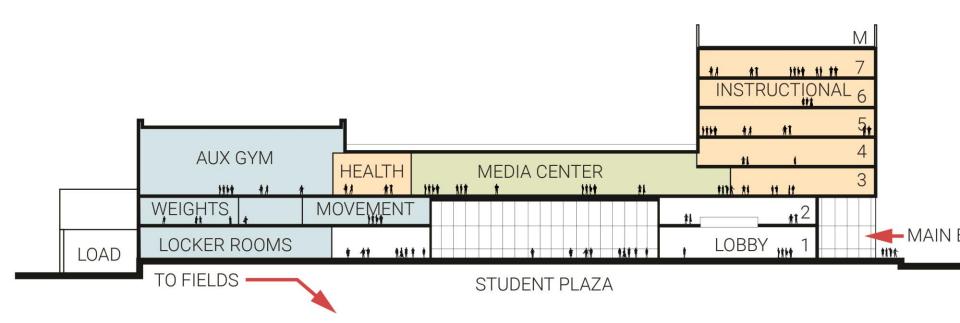


### Lincoln High School



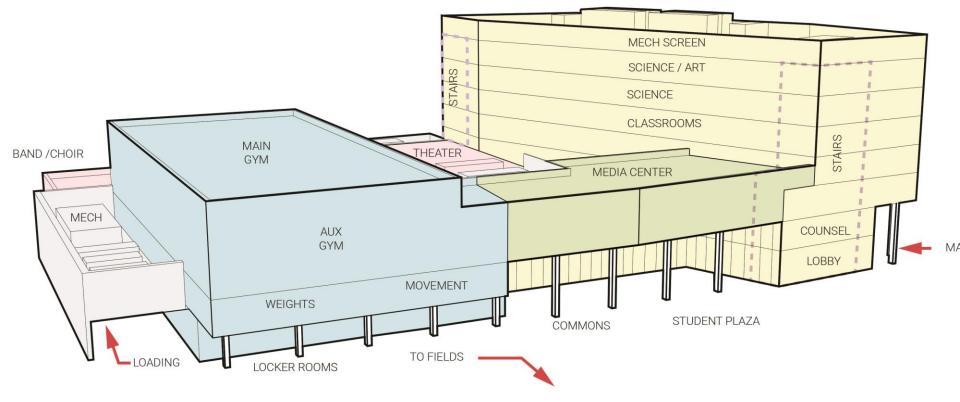


### Lincoln High School











### **Benson PHS Modernization**



#### Accomplishments

- **Continued work to assess costs**
- □ Industry Outreach efforts are underway

#### Next Steps

- **G** Finish programming phase
- □ Approve Master Plan

### Challenges & Opportunities

- □ Impact of potential change of district wide CTE plans
- **G** Funding to complete the project to be determined



### DESIGN SCHEDULE /

	= Jun 2018 SUMMER	= Oct 2018	■ Feb 2019	Jun 2019 SUMMER	= Oct 2019	<b>=</b> Feb 2020	- Jun 2020 SUMMER	= Oct 2020	<b>-</b> Feb 2021
INDUSTRY OUTREACH									
Individual Partners Industry Kick-Off Event		1							
VISIONING	DRA								
Revised Ed Specs	2 🔆	3							
Staff Development		1	1	1	1	1		1	1
Design Advisory Group (DAG)		* *	* * *	*	***	*		*	
DESIGN						#			
Site Investigation - BIM, Hazmat	1						- 7 <b>-</b> 7 - 7 - 7 - 7 - 7 - 7 - 7 - 7 - 7 - 7		
Programming		3		COST		CUP			
Schematic Design			6	*		COST		PERMIT	
Design Development	1				8	*	G	ИР	
Construction Documents				i.			7 🔒	<del>(</del> 7	
Buy-Out & Mobilization									3
Construction									
CMGC Procurement		1							
		KEY DEC POIN							

### **BAC Discussion**

### **BAC Charter & Responsibility**



Portland Public Schools Capital Construction Bond

Citizen Accountability Committee

Charter

Amendment 1

#### Background:

Portland Public Schools (PPS) has successfully referred Capital Construction Bond Measures for voter approval in November 2012 and May 2017. Both Bonds were approved and the Superintendent and the School Board desire to continue with a citizen accountability committee to assist in monitoring the planning and progress of the bond programs.

#### Committee Charge:

In response to the need for accountability regarding the District's effective use of capital construction bond funds, the PPS School Board will appoint a Citizen Accountability Committee ("Committee") whose charge will be to monitor the planning and progress of the bond programs relative to voter-approved work scope, schedule and budget objectives. The Superintendent has overall responsibility for performance of staff engaged in the implementation of the bond programs.



Board of Education Staff Report to the Board

Board Meeting Date: June 20, 2017

Executive Lead: Jerry Vincent, COO

Department: Office of School Modernization

Department Lead: Dan Jung, Director Capital Operations

SUBJECT: Capital Construction Bond Citizen Accountability Committee Charter Amendment 1

#### BACKGROUND

This staff report is complementary to the report on September 24<sup>th</sup>, 2012 where the Board approved the proposed 2012 Portland Public Schools Capital Construction Bond Citizen Accountability Committee Charter ("Charter") and its membership. This committee was a specific requirement which was identified in the summary statement for the bond measure 26-144 election on November 6<sup>th</sup>, 2012. The measure's summary statement identifies the requirement for PPS to provide citizen accountability and oversight, and annual audits of bond projects and expenditures. Staff developed a committee charter which incorporated Board input from the September 10<sup>th</sup>, 2012 work session, to address this requirement. Membership of the committee includes six committee members and a chalperson comprising a mix of individuals with a good reputation in the community for fairness and transparency and people with a combination of experience in building design; construction; construction financing; public contracting, budgeting and/or auditing.

With the passage of Bond Measure \_\_\_\_ on May \_\_\_\_ 2017, the charter must now be amended to reflect the continuation of the committee's charge to provide oversight for both the 2012 and 2017 capital bond programs.

The original passage in the Portland Public Schools Capital Construction Bond Citizen Accountability Committee Charter is written as:

#### Background:

Portland Public Schools (PPS) has referred a Capital Construction Bond Measure for voter approval on the November 6, 2012, ballot. The Superintendent and School Board desire to establish a citizen accountability committee to assist in monitoring the planning and progress of the bond program.

Staff is recommending the passage be amended to state:

#### Background:

Portland Public Schools (PPS) has referred two Capital Construction Bond Measures which were approved by voters in the November 2012 and May 2017 elections. The Superintendent and the School Board desire to continue with a citizen accountability committee to assist in monitoring the planning and progress of the bond programs.

## **BAC Discussion**

### Questions

# **Next Board Presentation**

Tuesday, August 14

Tuesday, August 28

### **Next BAC Meeting**

- Date: Wednesday, October 14
- Place: ??