Narrative Comments:

1. With the approval of the Benson master plan, all four 2017 bond modernization/new construction projects have board approval.

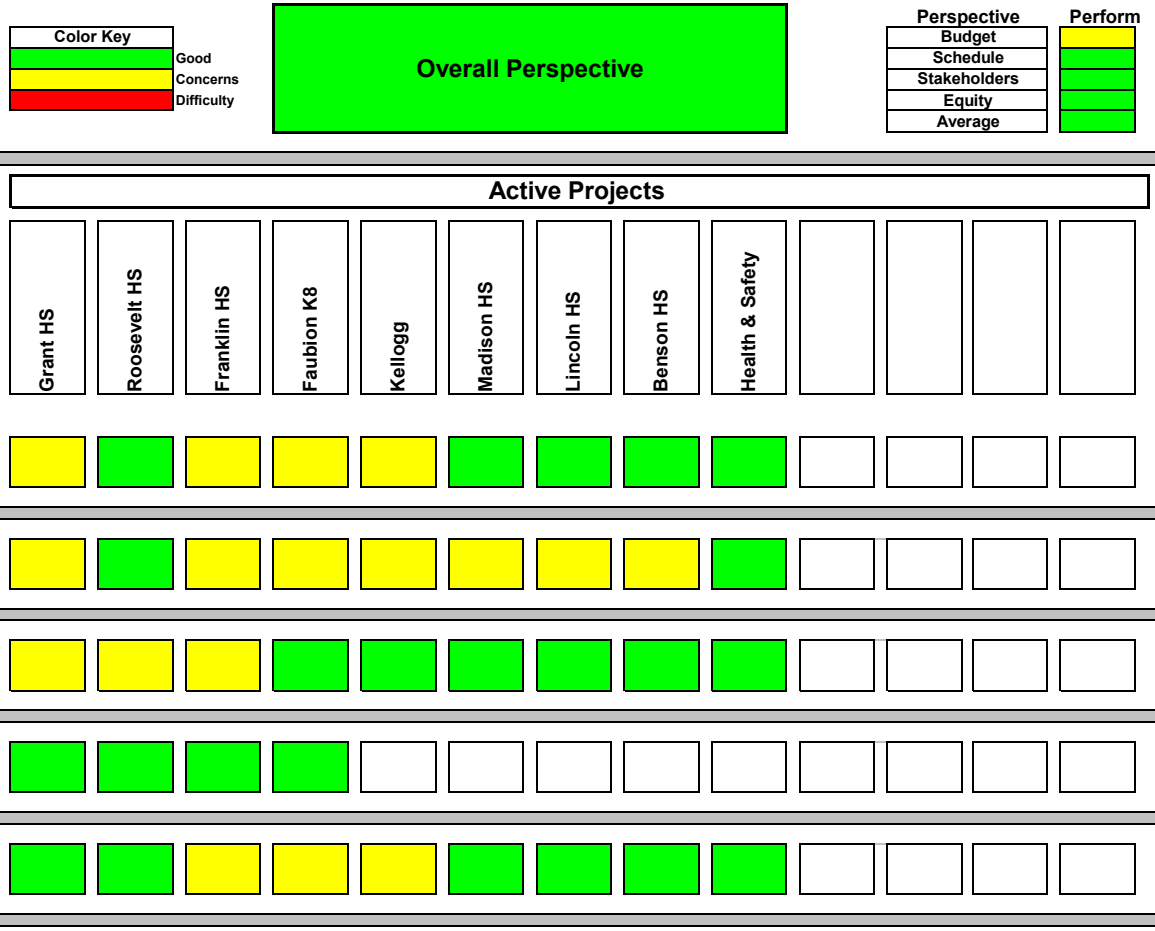
2. Health and Safety projects continue to progress with large projects planned for summer 2019.

3. Madison and Lincoln are progressing through the design phases, meeting with stakeholders, completing value engineering exercises and tracking towards land use and permit submissions and approvals.

4. Kellogg has advertised the RFQ for construction services.

5. The Grant project continues to track on schedule for opening in fall 2019.

6. Total program resources is approximately $1.4B, with $565M spent to date.



Narrative Comments:

1. Grant HS Modernization costs are forecasted over budget. As reflected last quarter, the program contingency has been anticipating an overage and accounted for the costs in the program forecast. The total program continues to track under budget.

2. The unspent RHS Maker Space funds have been transferred back to the program level.

3. The Kellogg's 50% CD cost estimate came in right on target.

4. The Madison and Lincoln 100% SD estimates were above the previous cost estimates. Value engineering exercises completed by the teams have brought the project back into budget with some design modifications. Modifications will be designed into the DD set and repriced.

5. The Benson Master Plan has been approved with a total project budget of $296,000,000. The board resolution approving the master plan notes the additional funding necessary to compete the project is intended to come into he form of an approved future bond in 2020, or full faith and credit obligation.

Color Key	
	Good
	Concerns
	Difficulty

Budget Perspective

Strategic Obj.	Perform
A	
B	
C	
D	
Average	

Active Projects

Strategic Objectives		Performance Measures	Performance Targets	Grant HS	Roosevelt HS	Franklin HS	Faubion K8	Kellogg	Madison HS	Lincoln HS	Benson HS	Health & Safety				
Objective A Project Budget and Scope Aligned	1	Initial Project Budget and Scope Identified	Green > 10% Project Contingency Yellow 0% - 10% Project Contingency Red < 0% Project Contingency													
	2	Master Plan Budget and Scope Aligned														
Objective B Planning & Design Costs within Budget	3	Schematic Design Budget and Scope Aligned	Green > 10% Project Contingency Yellow 0% - 10% Project Contingency Red < 0% Project Contingency													
	4	Design Deve Budget and Scope Aligned														
	5	Construct Docs Budget and Scope Aligned														
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 Budget	8	Current Project Budget	Within Budgeted Amount													

Narrative Comments:

1. Overall OSM is tracking at 26% and 15% for consultants and contractors respectively for certified business participation, for a cumulative of 17%. Qualifying costs breakdown as:2
MBE: 31%
WBE: 52%
SDVBE: 0.1%
ESB: 16%

2. OSM continues to exceed the 20% apprenticable trade hours goal (currently 24% overall). Kellogg is the only active project not currently exceeding the goal, however this data is on demolition only. Demolition has traditionally been a challenging trade to procure apprentices. We anticipate the goal will be met at Kellogg.

3. OSM met all student engagement goals in 2019. The team is planning for even more engagement in 2020.

Color Key	
	Good
	Concerns
	Difficulty

Equity Perspective

Strategic Obj.	Perform
A	
B	
C	
Average	

Active Projects

Strategic Objectives		Performance Measures	Performance Targets	Grant HS	Roosevelt HS	Franklin HS	Faubion K8	Kellogg	Madison HS	Lincoln HS	Benson HS	Health & Safety				
Objective A Meets Aspirational Certified	1	Consultants - % of payments made to Certified owned	Green: Certified >18% Yellow: Certified >10% Red: Certified <10%													
	2	Contractors - % of payments made to Certified owned														
	3	Project Overall - % of payments made to Certified owned														
Objective B apprenticable trade participation	4	Contractors % of labor hours/apprenticable trade	Green: participation >20% Yellow: participation >10% Red: participation <10%													
Objective C Meets student participation	5	Tier 1 - Group Activities EG: career fairs, guest speakers	Green: students > 500 Yellow: students > 100 Red: students < 100													
	6	Tier 2 - 1-on-1, Short-Term Activities EG: job shadows, mock interviews	Green: students > 50 Yellow: students > 20 Red: students < 20													
	7	Tier 3 - 1-on-1, Long-Term Activities EG: internships	Green: students > 10 Yellow: students > 5 Red: students < 5													

2013	2014	2015	2016	2017	2018	2019	2020

Narrative Comments:

The use of electronic surveys to gauge stakeholder feedback has become less valuable in receiving input on current and past project outcomes. OSM has moved to a more qualitative approach of feedback gathering with one-on-one interviews. For example, currently a "after action review" process is underway that includes discussions with school staff, administrators, maintenance staff and other departments to identify successful outcomes of the summer 2019 projects and opportunities for improvement. OSM aims to revise the stakeholder engagement perspective to focus more specifically on stakeholders engaged in the project development and construction process, and gather information in person, versus via electronic surveys. We anticipate having updated data to share by April.

Color Key	
	Good
	Concerns
	Difficulty

Stakeholder Perspective

Strategic Obj.	Perform
A	
B	
C	
Average	

Active Projects

Strategic Objectives		Performance Measures	Performance Targets	Grant HS	Roosevelt HS	Franklin HS	Faubion K8	Kellogg	Madison HS	Lincoln HS	Benson HS	Health & Safety				
Objective A Meets Educational Needs	1	Project Scope Meets Educational Needs	Green: Rating of ≥ 4.0 (1 - 5 scale) Yellow: 3.0 - 4.0 Red: < 3.0													
	2	Design Meets Educational Needs														
	3	Construction Meets Educational Needs														
Objective B Meets Maintenance / Facility Needs	4	Project Scope Meets Maint. / Facility Needs	Green: Rating of ≥ 4.0 (1 - 5 scale) Yellow: 3.0 - 4.0 Red: < 3.0													
	5	Design Meets Maint. / Facility Needs														
	6	Construction Meets Maint. / Facility Needs														
Objective C Design Advisory Group (DAG) Needs	7	Master Planning: Scope Meets DAG Needs	Green: Rating of ≥ 4.0 (1 - 5 scale) Yellow: 3.0 - 4.0; Red: < 3.0													
	8	Design Meets DAG Needs														
	9	Construction Meets DAG Needs														

Narrative Comments:

1. Grant continues to track on overall schedule. The recovery schedule to make up lost days in winter has made great progress. Transition planning heavily underway for summer 2019

2. Roosevelt is nearing completion of Phase 3 in Feb 2019. Asphalt paving for tennis courts may hold pending weather unti April.

3. Kellogg MS abatement is complete. RFP for select bidders is current active in market. Bidding planned for March/April

4. Madison HS is proceeding with construction documents. Sub packages 1 & 2 are live in construction market.

5. Lincoln DDs complete and VE workshop completed. CM/GC on board and started select destructive testing

Color Key	
	Good
	Concerns
	Difficulty

Schedule Perspective

Strategic Obj.	Perform
A	
B	
C	
D	
Average	

Active Projects

Strategic Objectives		Performance Measures	Performance Targets	Grant HS	Roosevelt HS	Franklin HS	Faubion K8	Kellogg	Madison HS	Lincoln HS	Benson HS	Health & Safety				
Objective A Establish Schedule Target & Strategy	1	Baseline Schedule Established	Green = completed													
Objective B Planning, Permitting & Design Phases on Schedule	2	Design Contract Award	Green = < 0 weeks impact Yellow = 0 - 4 weeks Red > 4 weeks (measured from baseline schedule)													
	3	Schematic Design Completed														
	4	Design Development Completed														
	5	Construction Contract Documents														
	6	Land Use Permit Approved														
	7	Building Permit Approved														
Objective C Construction on Schedule	8	Construction Started	Green = < 0 weeks impact Yellow = 0 - 4 weeks Red > 4 weeks (measured from baseline schedule)													
	9	Substantial Completion														
	10	Final Completion														
Objective D Meet Occupancy / Completion Schedule Target	11	Current Project Schedule	On target for school opening													