

HARRIET TUBMAN MIDDLE SCHOOL (RE)SITING: DUE DILIGENCE V06



2023 APR 05

INTRODUCTION

This study is intended to provide a common reference point for all Harriet Tubman Middle School stakeholders. The information in this report supports decision making and, as data is collected, this document will be updated to reflect the most current research.

The district issued volume 1 of this document in February 2022 and has since evaluated dozens of potential relocation options. Potential options are reviewed and discussed at meetings open to the public, including the Board of Education's Facilities and Operations Committee meetings. At the November 30, 2023 Facilities and Operations Committee meeting Board of Education members provided feedback on the relocation options and recommended proceeding with analysis of an option that would co-locate Harriet Tubman Middle School and the district approved charter schools, KairosPDX, on the existing Jefferson High School lot south of Alberta ("south lot") and/or the Humboldt property (where KairosPDX is currently located).

In this volume (see page 14) we will detail the Risks and Opportunities for each of the scenarios below.

Scenario 1 proposes Harriet Tubman Middle School be located on the Humboldt site and KairosPDX be located on the Jefferson High School south lot. This option greatly impacts the Jefferson HS Modernization.

Scenario 2 proposes that Harriet Tubman Middle School and KairosPDX both be located on the Humboldt site. This allows for a multi-sport field on Jefferson High School south lot. However, the Jefferson High school project schedule greatly affects this option.

Both scenarios will require both Harriet Tubman MS and KairosPDX to swing to remote sites for the length of construction. Each scenario details specific site

constraints, construction logistics, and schedule impacts. Sharing of outdoor space (parking, play grounds, athletics, etc) will be necessary in both scenarios as well. However, it is not assumed that the schools would share internal educational or common spaces. For the sake of this analysis, Staff assumed KairosPDX would require approximately 50,000 square feet to meet their academic programming needs. PPS middle school program area requirements for Harriet Tubman Middle School are noted in this document on page 7.

Previously considered sites are located in Appendix A.

BACKGROUND

Over the course of decades, the Historic Albina neighborhood — the heart of Oregon’s historic Black community — has experienced harm caused by the construction and presence of the I-5 freeway. Since Black families had their homes and businesses demolished to make way for construction of the freeway and other “urban renewal” projects nearly fifty years ago, the air pollution and increased traffic associated with the freeway have negatively impacted the health of neighborhood residents and their quality of life. The resulting displacement and disinvestment in the Albina neighborhood is part of our community’s shared history.

The Federal-Aid Highway Act of 1956 originally provided funds to construct the interstate, in the process demolishing several hundred housing units and constructing the freeway immediately adjacent to what was then Eliot Elementary, which had opened in 1952. The creation of Harriet Tubman Middle School in the early 1980s at the former Eliot School site has historical significance, as it played a pivotal role in the struggle over school desegregation and racist busing policies in Portland during the 1960s-1980s.

Harriet Tubman has served PPS students in the Albina neighborhood since the early ‘80s, and then in 2018, reopened as a middle school as part of a district-wide Middle School Framework to provide students with a more comprehensive and equitable middle school experience and better preparation for high school. For this framework to be successful long-term, it is essential that students are educated in a building that is not negatively impacted by significant adjacent project construction and longer-term negative impacts from unhealthy ambient air quality, noise, and vibrations.

The location of the freeway directly adjacent to the school has created enduring environmental impacts. Today the exterior area of Harriet Tubman is functionally unusable for school purposes. As currently designed, the proposed I-5 Rose Quarter Improvement Project would further cut into the Harriet Tubman Middle School site, threatening to worsen the environmental situation and negative health impacts, both during construction and over the long term.

SCHEDULE

Due to the proximity to the site and location of construction access roads, work on the Eliot Viaduct will directly impact the safety and learning of students at Harriet Tubman Middle School. Prior schedules provided by ODOT showed this portion of work beginning in September of 2027, and then in September of 2026, and now is shown beginning in Summer 2027. This work has a direct impact on the district's timeline to relocate Harriet Tubman. The most recent construction schedules provided to the district from ODOT indicate the Eliot Viaduct work will begin in Summer of 2027, suggesting the Harriet Tubman students must vacate the current location by June 2027.

The district can use our recently constructed Kellogg Middle School to infer the necessary duration to build a middle school. Kellogg Middle School opened in August of 2021 after four years of planning, design, and construction. The process began in May 2017 with procuring architectural and engineer services. Planning, design, and permitting took approximately two years; construction also took two years.

Given the uncertain timeline of Eliot Viaduct construction, it is necessary to make use of a swing site, or temporary location, for Harriet Tubman Middle School, while design decisions, community engagement, site selection, and construction are completed.

COMMUNITY ENGAGEMENT

We recognize the need to collectively build support and vision for the future of Harriet Tubman school. Empowering students, staff, and community members to collaborate with Portland Public Schools will help create a recommendation on a future site for Harriet Tubman Middle School, and elevate essential needs that can be honored in future educational design planning impacting the Albina community.

The design of this engagement process endeavors to engage a diverse set of stakeholders who will make a relocation site selection recommendation to the PPS Executive Sponsors who will make the recommendation to the PPS School Board.

STAKEHOLDER GROUPS TO BE ENGAGED

PPS Students- Harriet Tubman and Feeder Schools

Affinity Groups
Directed Outreach

PPS Parents - Harriet Tubman, Jefferson, and Feeder Schools

King PTA
Harriet Tubman PTA
Sabin PTA
Irvington PTA
Directed Outreach

PPS Staff - Harriet Tubman, Jefferson, and Feeder Schools

Principals
Teachers
All staff
Retired staff

Black Community Leaders engaged in the Center for Black Student Excellence efforts

COST ESTIMATES

Hard Costs - Hard costs are defined as physical costs associated with construction of a project. The estimates are based on an assumed building area based on PPS' education specification and a dollar per square foot cost range provided by professional construction cost estimators Rider Levett Bucknall (RLB). Low range is based on \$500/SF, High Range is up to \$600/SF. Demolition costs at \$25/SF, if applicable, are additive to these Hard Costs. This cost category carries with it significant unknowns including the area of the site, the final size of the building(s), new construction versus renovation, and more. Below is a sample of hard cost estimates. The cost per square foot has been updated per RLB's recommendation on 1/24/23.

Building SF	Cost per SF	Hard Cost
120,000	\$500	\$60,000,000
120,000	\$600	\$72,000,000

Soft Costs - Soft costs include indirect project expenses including (but not limited to) architecture and engineering fees, land use and building, permitting, testing & inspection, surveying, and other consultants. The estimates are based on recent PPS capital projects.

FF&E - Includes costs for new furniture, fixtures, and equipment/technology to outfit a new middle school. The estimates are based on recent PPS capital projects.

Site Development - Cost includes estimates necessary to complete all on-site and off-site improvements including (but not limited to) clearing and grading, parking and circulation, field improvements, new utility infrastructure, and street and other ROW improvements that may be required. The estimates are based on recent PPS capital projects. The cost percentage ranged from 10% to 18% depending upon the perceived risks for each site.

Swing Site - Swing site costs are included in the cost ranges provided below.

Administration - Includes costs associated with management of the project including owner's representation services, construction management services, insurance, and other related costs. The estimates are based on recent PPS capital projects.

Contingency -15% contingency is held for design/owner changes, and unforeseen conditions.

Escalation - The escalation cost information was obtained from Rider Levett Bucknall (RLB), and it varies year over year based upon projected inflation rates. Current forecasts estimate approximately 7% annual cost increase across all trades for 2023. Given the current volatile inflationary environment, there is a lack of confidence at accurately predicting future escalation rates. The escalation rate(s) are projected to the approximate midpoint of construction. There are many variables and decisions that have yet to be made which affect the overall schedule for this work. The below table illustrates the compounding effects of annual cost escalation.

Escalation Rates

2022	2023	2024	2025	2026	2027
N/A	7.0%	6.0%	5.0%	4.0%	4.0%
\$100	\$107	\$113	\$119	\$124	\$129

State Investment: It's important to understand the State of Oregon decided to fund the project below the bottom end of the cost estimate range as outlined in the State Investment Request document the District provided to the State. This document is included in the Appendix B, and is linked here: [STATE INVESTMENT REQUEST](#).

PROGRAM REQUIREMENTS

MIDDLE SCHOOL EDUCATIONAL SPECIFICATIONS

Created in 2014, the Portland Public Schools Educational Specifications (Ed Spec) represent a foundation on which planning and design work can begin; it outlines desired building characteristics for all district schools. The intent of the Ed Spec is to provide spaces for 21st-century teaching to occur while providing flexibility to adapt to future changes. The Ed Spec area program identifies the quantity and size of spaces within a middle school needed to deliver the district’s education program. This study interprets Ed Spec to meet site-specific constraints and program needs.

SUMMARY

The current education specifications for a middle school require the site and building to support up to 675 students. The newly constructed Kellogg Middle School has been used as a baseline for comparing the different site options, which has 6 acres and a 104,000 SF building. This is on the lower end of the range from a space requirement perspective in meeting the District’s program requirements. An ideally sized site would be closer to 9 acres and a 120,000 SF building.

EXISTING MIDDLE SCHOOLS: BUILDING & SITE DATA			
SITE	SITE AREA (ACRES)	BUILT AREA (GSF)	CLASSROOM COUNT
BEAUMONT	5.7	91,294	34
DA VINCI	10	88,659	25
GEORGE	7.3	76,142	31
GRAY	13.2	74,614	26
HARRISON PARK	5.4	110,775	39
HOSFORD	6.7	88,532	32
JACKSON	36.4	219,281	40
KELLOGG	5.8	108,110	33
LANE	9.1	94,753	39
MT. TABOR	7.4	79,477	31
OCKLEY GREEN	5.2	74,018	31
ROSEWAY HEIGHTS	8.5	103,610	39
SELLWOOD	4.8	87,364	30
TUBMAN	3.1	87,610	33
WEST SYLVAN	13.6	108,187	40

Building Program Requirements:

- » General education classrooms
- » Main gym is able to support a full student assembly
- » An auxiliary gym is optional, but not required.
- » Covered play area
- » Cafeteria & Commons area
- » Exploratory areas (music, art, computer lab, steam lab, kiln room, dance)
- » Media/technology area
- » Storage areas
- » Locker rooms & PE offices
- » Administrative spaces
- » Counseling spaces & SPED
- » Community & partner spaces
- » Health clinic
- » Building support spaces

Site & Outdoor field Requirements:

- » Separate Bus Drop-off area
- » Parking area for staff and parking area for visitors to be separate if possible
- » (1) Softball field
- » (1) Soccer field (can overlay the softball field)
- » Play/practice area for baseball and running trail
- » Play equipment area
- » Hard Surface play area

SITE CRITERIA

COMMUNITY CONSIDERATIONS

Student and neighborhood demographics: The ideal site will take into consideration both the current and historic racial demographics of students and surrounding neighborhood. Staff and community will evaluate the risk of a proposed site exacerbating neighborhood gentrification and displacement for communities of color. To evaluate this risk, staff and community will specifically review the demographic impact of each proposed site to ensure that current concentrations of students of color are not lost.

Neighborhood Accessibility: The ideal site will take into consideration the ability of families of color to access the neighborhood and school site proposed. Staff and community will evaluate housing affordability, neighborhood and community amenities to ensure that students and families of color will be able to access the proposed site.

Tubman Catchment Boundary: Feedback from stakeholders, community and staff have consistently raised concerns about permanently relocating Tubman to outside the existing catchment area. Siting Tubman outside the current boundary raises fundamental questions regarding likely future enrollment and boundary changes that the District cannot foretell. Lacking the ability to accurately predict future changes is a significant concern for many stakeholders. Additionally relocating outside the current catchment would place all, or the majority of, Tubman students outside reasonable walking distance and necessitate busing of nearly the entire school population. The impression of whole program bussing and the operational implications of this effort are material and problematic to many community members. Based upon this feedback, Staff do not recommend relocating Tubman outside the existing catchment boundary.

LOCATION

The ideal site will be located within the existing HTMS catchment area to minimize the impact to students, the community and PPS operations.

SITE SUITABILITY

The ideal site will be close to 9 acres in gross area to accommodate all desired site amenities including onsite parking, outdoor recreational space, athletics, bus and vehicle circulation, etc. The smaller the site the fewer site amenities and/or increased cost to design around site challenges. The ideal site will be located within an established residential neighborhood with easy walkability, accessibility, access to transit and consistent with the District Safe Routes to School (SRTS) goals. Ideally the selected site will accommodate a three story building while providing for appropriate outdoor space.

OPERATIONAL SUSTAINABILITY

The District is committed to Sustainability and the ideal site will activate underutilized properties and have minimal impact on both the environmental and ongoing operational resources. Additionally, the significant decline in enrollment in the HTMS catchment area should inform the site selection such that robust and sustainable educational resources may flourish in the community. Very often the time of the most negative environmental impact of a building is when it is demolished so a site that does not require significant demolition is preferable. Further, relocating HTMS to an underutilized District property will minimize ongoing operational costs.

ACADEMIC SUITABILITY

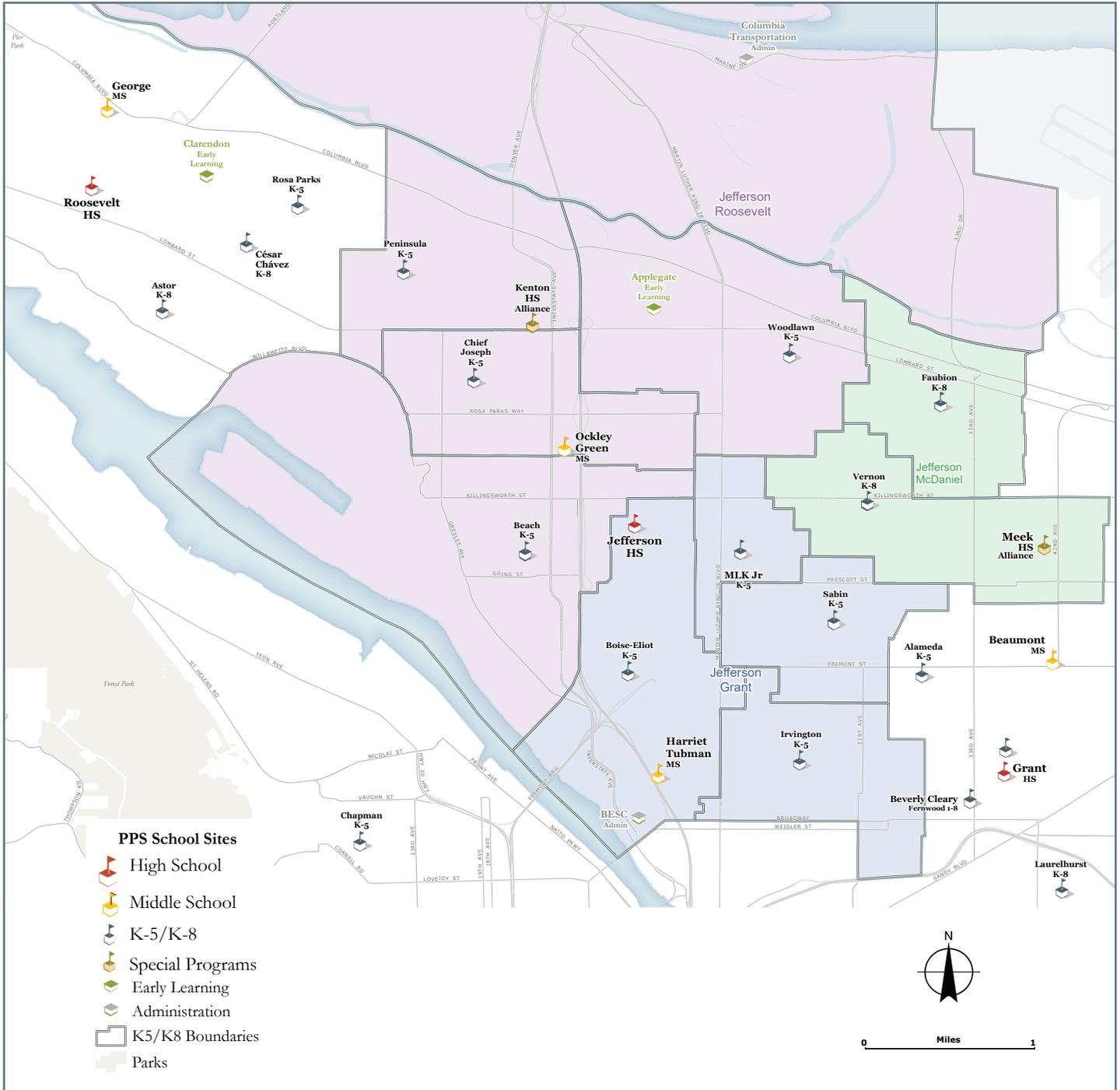
The ideal site will be large enough to accommodate the full middle school Education Specifications and a target enrollment of 675 students. The school will have sufficient space for students to engage in a variety of robust 21st century learning experiences including classrooms, media center, gymnasium and exploratory learning in science, technology, engineering, art and mathematics (STEAM) disciplines. These areas may include specialized rooms such as dance studios or maker space. The school will also have a common space where the entire student population can gather for school-wide events such as assemblies or performances. Middle schools are also adjusting to increasing minutes for physical education as required by the state, this means that there will be greater demand for gymnasium use during the school day. Schools will need to be located on sites that can utilize covered outdoor play areas to flexibly meet these changes.

COST CONSIDERATIONS

We have listed cost considerations for each of the sites that we believe are unique to the location, or are something to take note of. This is intended to help provide some additional information to consider when comparing the different sites.

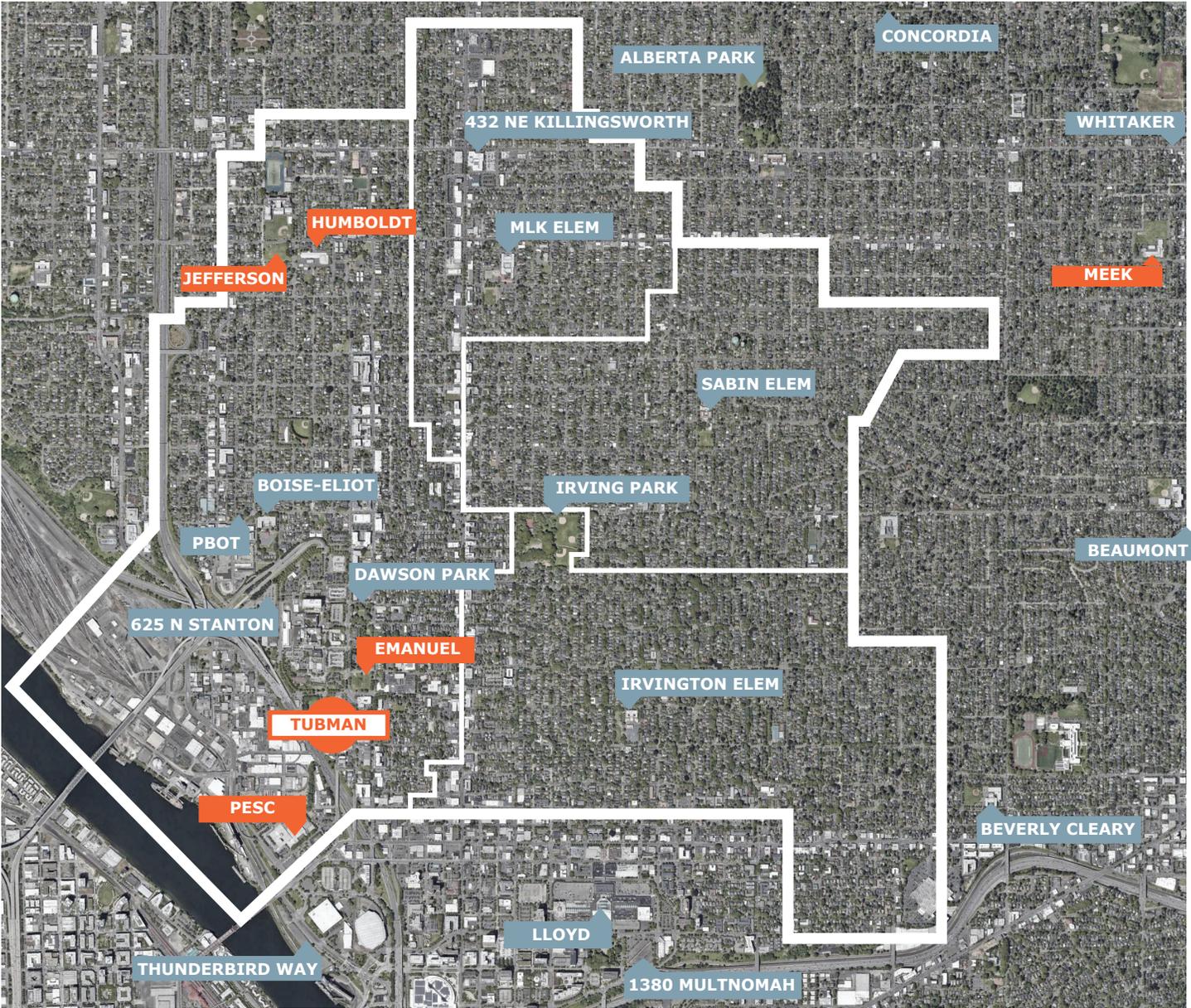
JEFFERSON HIGH SCHOOL CATCHMENT AREA

(Includes all feeder school boundaries)



HARRIET TUBMAN MIDDLE SCHOOL CATCHMENT AREA

KENTON



NOTE: The plans and diagrams on the following pages are shown for illustrative purposes. The intent of the diagrammatic plans are to illustrate an example of how a new middle school could potentially fit on the site. The plan is conceptual and does not include detailed land use or design review.

SITE CRITERIA SUMMARY MATRIX

	CRITERIA						
	Community Consideration	Academic Suitability	Location	Site Suitability	Availability (Time)	Operational Sustainability	Cost
Under Consideration							
Colocation: Tuman + KairosPDX SCENARIO #1		0 *	+	0	0	0	-
Colocation: Tuman + KairosPDX SCENARIO #2		0	+	-	+	0	-
* Impacts Jefferson HS Modernization comprehensive plan, athletic fields and site improvements							
Previously reviewed. Not considered viable. Not under current consideration							
Humboldt Elementary (+ JHS South Lot)		+	+	0	-	+	+
Jefferson High School (South Lot)		-	+	-	-	+	+
Jefferson High School (Main Lot)		-	+	-	-	+	0
Prophet ESC (formerly BESC)		+	+	0	-	0	-
432 NE Killingsworth			+	0	-	-	-
Boise Eliot Elem			+	0	+	+	+
Concordia University Site			-	+	-	-	-
Emanuel			+	-	-	-	-
Meek Prof Tech School		+	-	+	+	+	+
Irvington Elem			+	0	+	+	+
Jefferson High School (Main Lot)			+	-	-	-	0
Kenton			-	0	+	+	+
Lloyd Center			0	-	0	-	-
Martin Luther King Elem			+	0	+	+	+
625 N Stanton			+	-	0	-	0
1380 NE Multnomah			0	+	0	-	-
PBOT Yard			+	-	0	-	0
PP&R (ALBERTA, DAWSON, IRVING)			+	+	0	-	+
Sabin Elem			+	0	+	+	+
Thunderbird Way			+	-	-	-	0
Whitaker-Adams			-	+	+	+	+

KEY

- + Positive Site Evaluation
- Negative Site Evaluation
- 0 Neutral Site Evaluation

HARRIET TUBMAN MIDDLE SCHOOL

ADDRESS

2231 N FLINT AVE

CONSTRUCTION DATE

1952 (PRIMARY)

CURRENT OWNER

PORTLAND PUBLIC SCHOOLS

LEVELS

2

BLDG AREA

87,610 SF

SITE AREA

3.05 ACRES

CLASSROOM COUNT

33

CAPACITY

732 STUDENTS

2021-22 ENROLLMENT

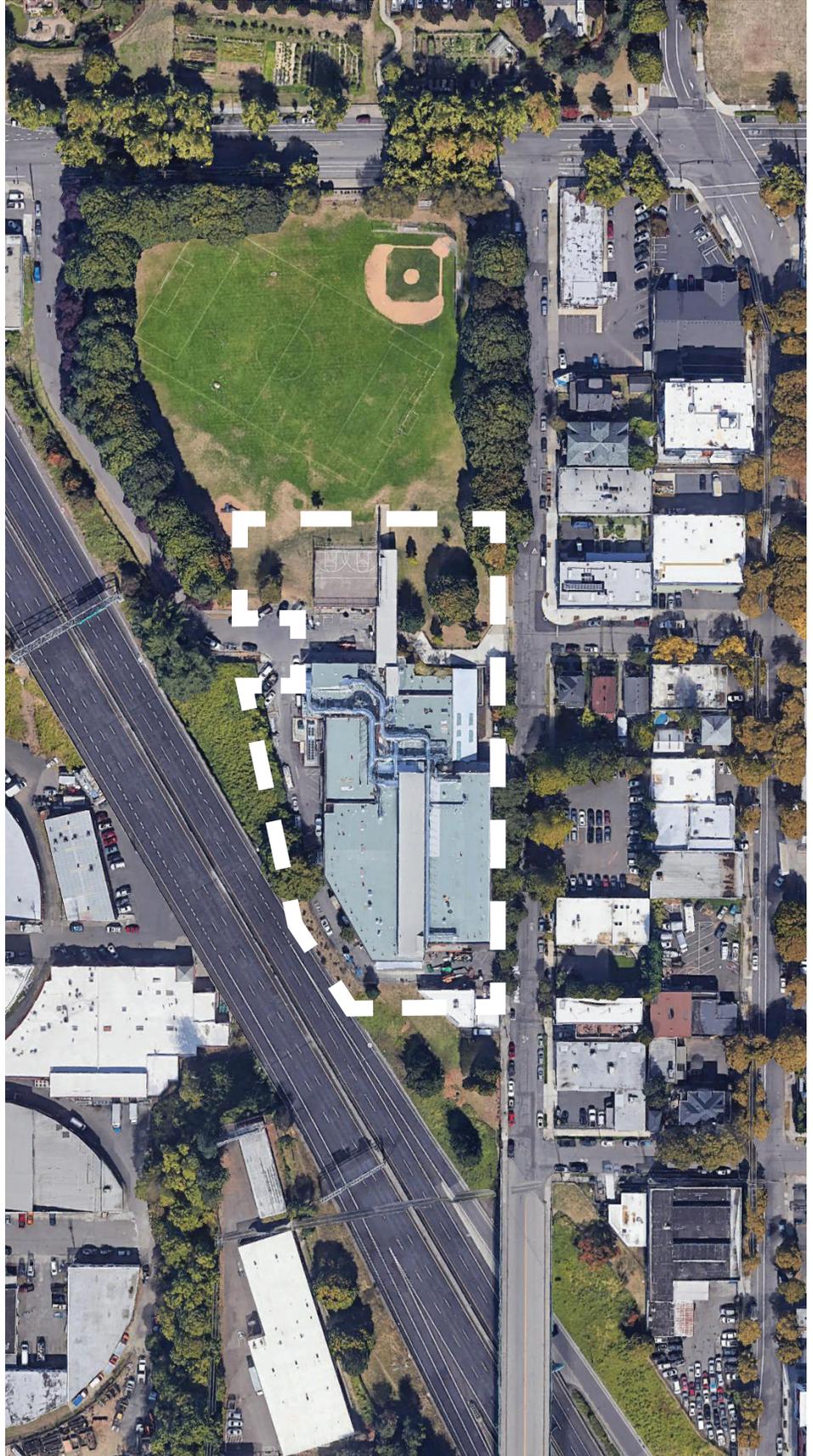
388 STUDENTS (TOTAL)

35 (MANDARIN)

353 (NEIGHBORHOOD)

ZONING

CM3 COMMERCIAL MIXED USE 3



HARRIET TUBMAN ELEMENTARY COLOCATION WITH KAIROS PDX

JEFFERSON (SOUTH LOT)

ADDRESS
5210 N KERBY AVE

SITE AREA
2.2 ACRES (APPROXIMATE)

ZONING
IR INSTITUTIONAL RESIDENTIAL LCU

HUMBOLDT ELEMENTARY

ADDRESS
4039 NE ALBERTA CT

SITE AREA
2.98 ACRES

ZONING
RM2 RESIDENTIAL MULTI-DWELLING
R2.5 RESIDENTIAL 2500



SCENARIO 1 PLAN: KAIROSPDX ON JEFF SOUTH LOT - HARRIET TUBMAN MS ON HUMBOLDT LOT



Image by: Mahlum Architects

RISKS & OPPORTUNITIES

In Scenario 1, The Jefferson High School south lot would be occupied by KairosPDX. Jefferson High School is currently in the Schematic Design phase of their Modernization. Construction ends in the Fall of 2028. The general contractor for the Jefferson HS project will need to utilize the south lot for construction operations until the end of 2028. This means we would not be able to start construction on the JHS south lot for the HTMS relocation efforts until early 2029 at the earliest. This would result in KairosPDX needing to be in a swing space from the start of HTMS construction on the Humboldt Site in 2026 through construction completion of the new building on the south lot in approximately 2030.

SCENARIO 1 3D VIEW: KAIROSPDX ON JEFF SOUTH LOT - HARRIET TUBMAN MS ON HUMBOLDT LOT

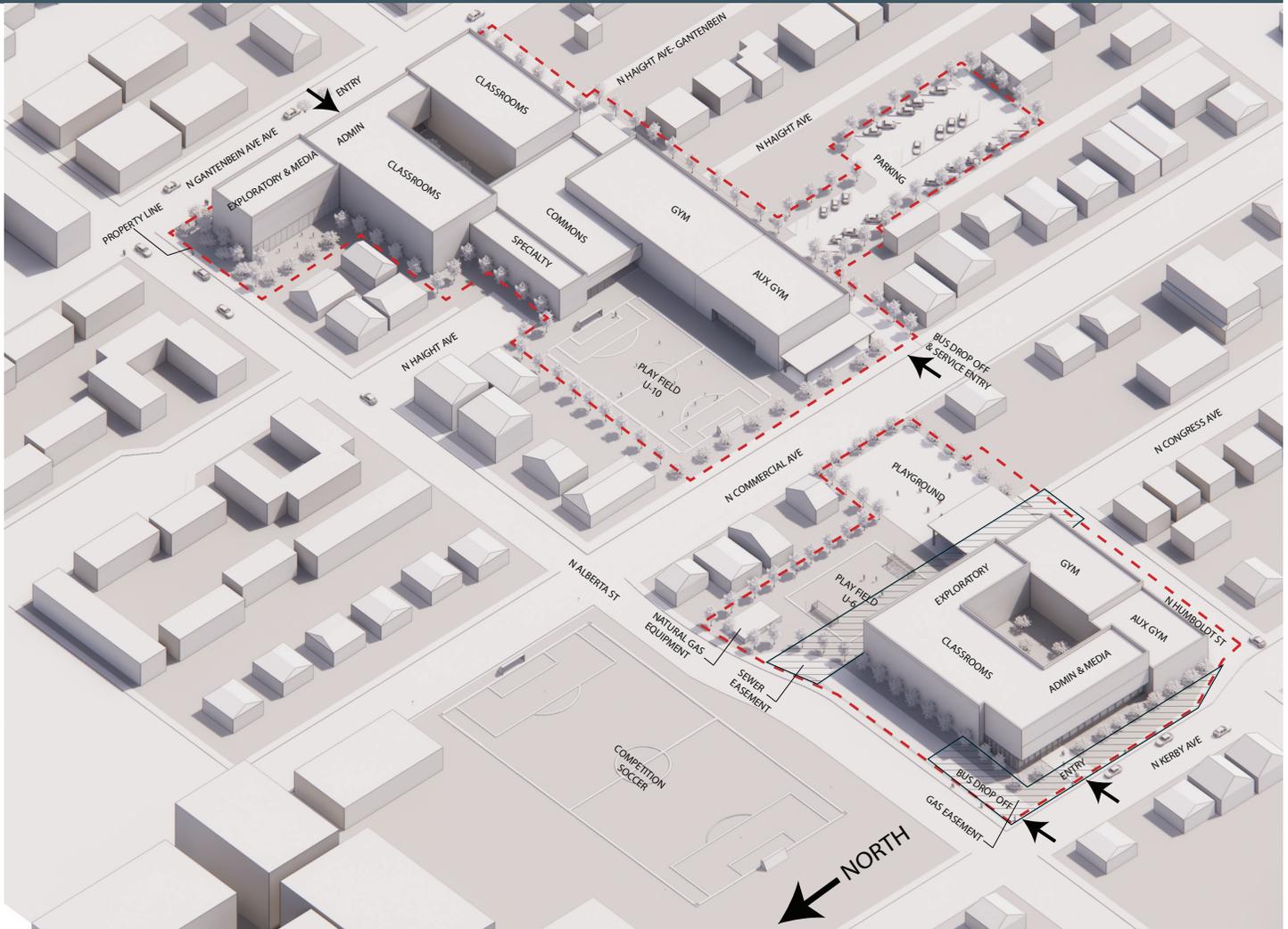


Image by: Mahlum Architects

In addition, PPS High School Educational Specifications require that we provide a baseball and softball field for Jefferson High School. The current plan is to provide softball on the south lot and baseball on the north lot. If we allocate the south lot to the HTMS relocation efforts, Jefferson High School would lose the softball field. Because of Title IX requirements, they would also likely lose the baseball field. This choice would require future high school and middle school students to have to leave the school campus for both practice and games. It would also require PPS athletics staff to find a place and time to schedule those practices and games on other PPS properties or park spaces. This would put additional strain on existing facilities and potentially take away opportunities for how students and staff currently use those other facilities.

The Jefferson High School modernization project is meant to provide more equity to this historically black community, but implementation of Scenario 1 will do the exact opposite. Additionally, through recent stakeholder feedback, the Jefferson HS project team found the need to update the site plan to accommodate existing High School and Middle School athletics programming that the Jefferson community would now lose in Scenario 1.

By co-locating both schools there is an opportunity to coordinate culturally specific supports from PreK to 12th Grade, especially for Black children in the Albina community. Sharing resources and collaboration of teachers and staff can lead to the sharing of best practices and expansion of network opportunities.

LOCATION

The sites are located in the northwest quadrant of the Harriet Tubman catchment area.

SITE SUITABILITY

The Humboldt site and Jefferson South Lot encompass approximately 5.2 acres combined; Additionally the site is bifurcated by a public street (N Commercial Ave) and is oddly shaped (causing it to be less efficient for development). Locating Harriet Tubman on the Humboldt Lot and KairosPDX on the Jefferson south lot limits the available outdoor amenities to be shared across the three schools and effectively reduces the site area for Harriet Tubman to the area of the Humboldt lot of 2.98 acres. This is well below the target acreage of 6-9 acres for a comprehensive middle school and smaller than the smallest current middle school site. Kellogg, by contrast, is 5.8 acres.

Due to the zoning constraints and atypical lot configurations, additional discussion with the City of Portland regarding building requirements such as use setbacks, right of way improvements, and more, will be critical.

These two parcels share hundreds of feet of property line with single family detached homes. Three and four story structures may be viewed as out of character by some community members and could face some approval challenges.

It is important to note that the developability of both the Jefferson South Lot and Humboldt may be further reduced due to the existing utility easements and abutting public right-of-ways.

OPERATIONAL SUSTAINABILITY

Locating Harriet Tubman middle school on this site utilizes existing district property. Construction of a colocated middle school and K-5 charter school would require all new construction.

Conceptually this option could allow the ability to construct a school to meet all interior middle school

education specification requirements, however further discussion regarding zoning and land use implications would be essential to ensure a full size middle school could be built on the small and constrained site. Outdoor school needs including athletic fields and play spaces for recess would be greatly impaired with this option. Siting Harriet Tubman on the Humboldt parcel would put the school on the smallest middle school property in PPS and without adjacent open space (such as a park) to utilize for play spaces.

As a comparison, Kellogg Middle School is 3 stories tall on approximately 5.8 acres and staff have noted this site feels very constrained and challenged to meet the outdoor space needs during student drop off and pick up, and during recess.

There may be challenges in the blending of culture, operational priorities and strained or overcrowding which can negatively impact the quality of education. The close proximity of the schools and the resulting limited outdoor areas may increase noise levels and create distractions for students. Additionally, the revitalization of the community may lead to further gentrification, displacing some of the current residents and reducing the diversity of the student population. Changes in political leadership or policies may also affect funding and support for improved resources for North Portland.

ACADEMIC SUITABILITY

Tailored educational pathways can address specific challenges Black youth faces, such as systemic racism, socioeconomic barriers, and disparities in educational opportunities. These pathways can help close the achievement gap and improve student academic outcomes by providing targeted support and resources.

A tailored educational pathway can incorporate culturally relevant and responsive curricula, enhancing students' engagement, motivation, and sense of belonging in the school environment. By providing an educational environment that acknowledges and values African American history, culture, and contributions, these pathways can boost students' self-esteem and empower them to take an active role in their learning and personal development.

An educational pathway serving primarily Black youth can help increase the representation of Black educators and role models in the school setting. This can inspire students and provide them with relatable mentors who can offer guidance and support.

Such educational pathways can foster strong connections with the local community, promoting a sense of belonging and encouraging students to give back to their communities through service projects and extracurricular activities.

A tailored educational pathway can create a safe and supportive environment for African American youth, where they can openly discuss and address issues related to race, identity, and social justice without fear of judgment or discrimination.

These pathways help create a network of students, educators, and community members who can collaborate to develop solutions to shared challenges and advocate for the needs of African American youth in the broader educational system.

By providing culturally responsive education, targeted support, and opportunities for personal and professional development, an educational pathway serving primarily Black youth can better prepare students for success in college, career, and civic life.

- This scenario includes overlapping of multiple large capital projects with varying schedules, designs and requiring use of some of the same spaces. The 15% contingency is a general rule of thumb for capital construction projects, but may need to be increased due to the complexity and duration of this option. Future cost estimates will explore how best to manage these risks in further detail.
- The addition of approximately 50,000 square feet of new construction dramatically increases the total project cost.
- Swing Site costs are only included for the Tubman MS Program. Depending on available options, the costs to temporarily house KairosPDX could materially increase overall costs. Future cost estimates will explore this option in more detail.
- The hard cost estimate is based on updated 2023 costs per square foot; escalation for the 2022-23 year has been removed. Escalation is budgeted through the approximate midpoint of construction (5 years).
- Total cost far exceeds the \$120,000,000 State funds. Funds to complete the project will likely need to come from a future general obligation bond, therefore requiring a future bond to include the necessary scope of work and be approved by voters.

COST CONSIDERATIONS

Conceptual Cost Estimate Ranges: \$195M to \$238M

Scenario 1 assumes the building area for the Kairos program of 50,000 SF, and an overall building area for Tubman at 120,000 SF. Base cost estimates assumptions are outlined in the COST ESTIMATES section. Unique site cost considerations include:

- The District already owns the property, no land purchase costs are estimated.
- Constrained or complex construction phasing (including requiring on-time materials delivery) could increase costs.

	SCENARIO 1 COST ESTIMATE RANGE		
	%	LOW	HIGH
LAND		NA	NA
HARD COSTS		\$88,056,992	\$107,511,836
SOFT COSTS	15%	\$13,208,549	\$16,126,775
FFE	10%	\$10,126,554	\$12,363,861
SITE DEVELOPMENT	12%	\$13,367,051	\$16,320,297
SWING SITE	5%	\$5,569,605	\$6,800,124
ADMINISTRATION	4%	\$5,213,150	\$6,364,916
CONTINGENCY	15%	\$20,331,285	\$24,823,171
ESCALATION	VARIES	\$39,275,933	\$47,953,349
TOTAL		\$195,149,119	\$238,264,329
ROUNDED TOTAL		\$195,000,000	\$238,000,000

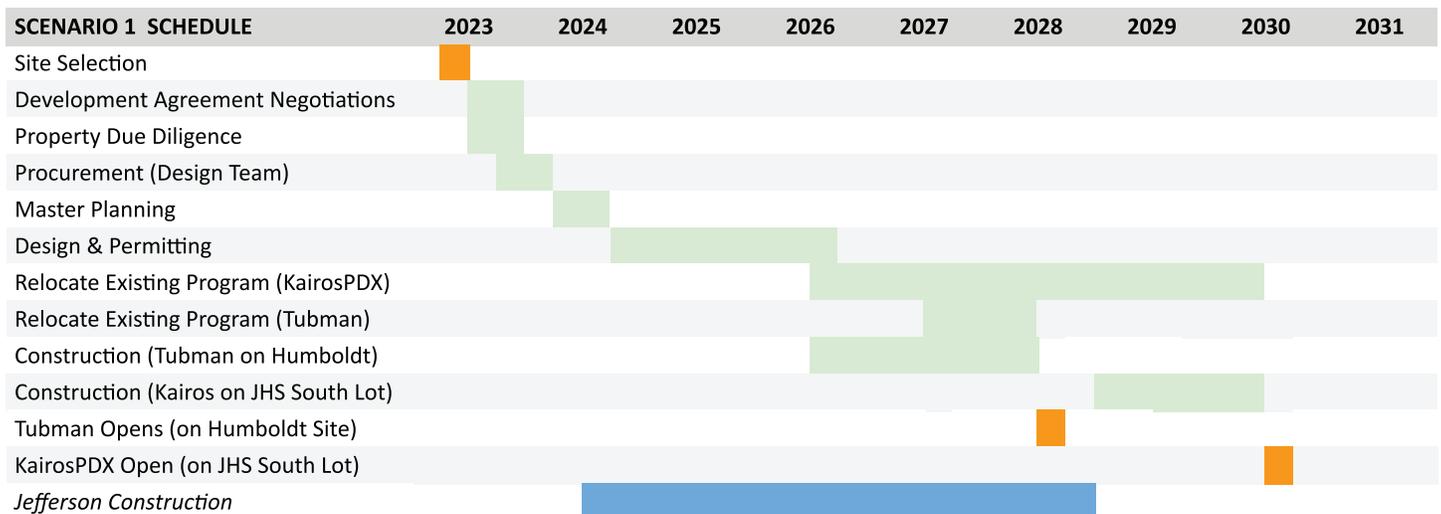
DEVELOPMENT AVAILABILITY (TIME)

The schedule is based upon the Humboldt/Jefferson South Lot being selected as the home for Tubman and Kairos in the Spring of 2023. Due to the overlapping construction projects and phases, the timing and sequencing of the various construction efforts is complex, linked and subject to a number of currently unknown variables. The below sample schedule is intended to illustrate general task durations and milestones and is not intended to convey precision. Much more information will be necessary to create a detailed schedule. All task durations are examples based on recent projects.

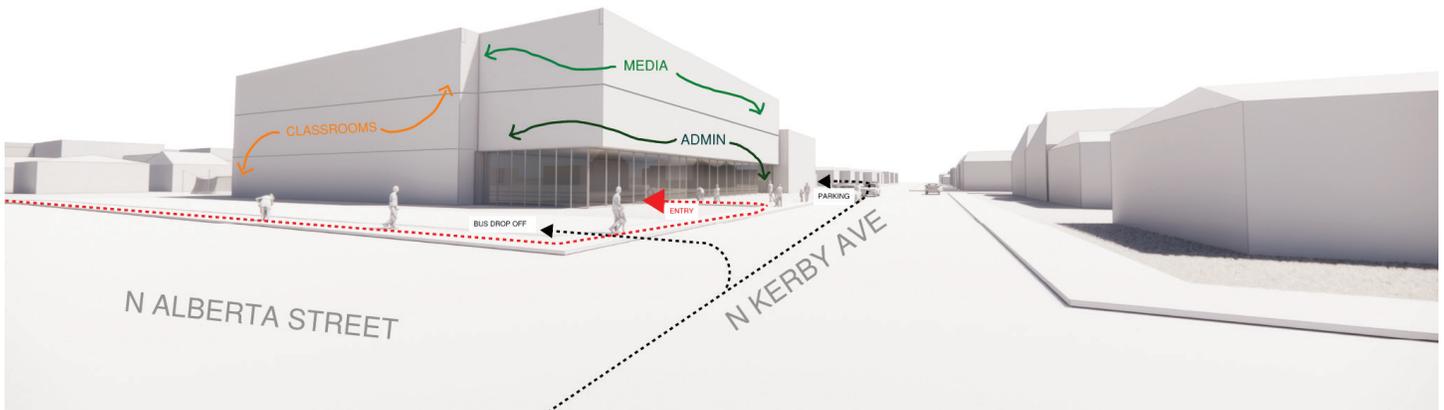
As noted in the Risks and Opportunities section above, one notable complexity of this scenario is the competing use of the Jefferson South Lot. As currently planned, this parcel will be utilized by the Jefferson HS Modernization project for a variety of uses until 2028, effectively delaying construction of the Jefferson South Lot until approximately early 2029. This results in a later opening date of the new KairosPDX building, and causing an extended stay in a temporary space. Further analysis will be needed to determine if construction could start sooner, while not affecting construction of the Jefferson HS Modernization. However other options may impact the cost and/or schedule of the Modernization.

It is also important to note this scenario is dependent upon successful negotiations with KairosPDX to develop the property. If an agreement cannot be reached, the Tubman relocation effort will start anew.

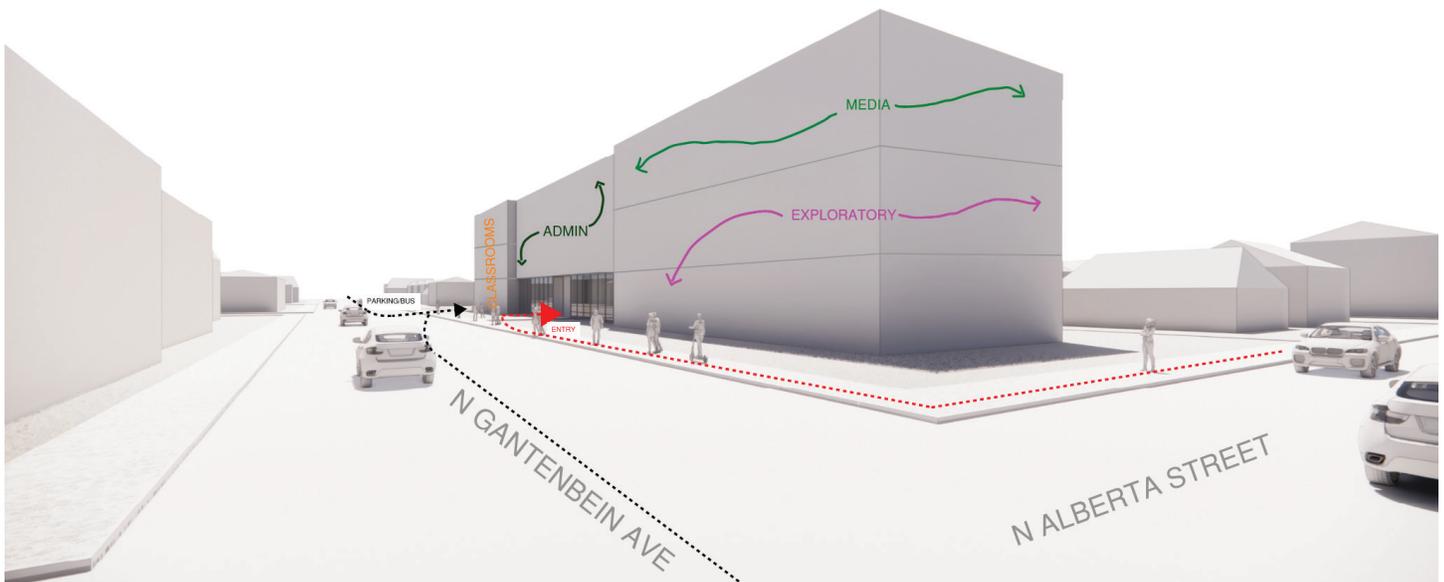
As noted in the Cost Considerations section above, this scenario will likely be tied to a future successful general obligation bond referral and voter approval. If the additional capital funds are not secured in time, the project will be delayed.



SCENARIO 1 KAIROS ENTRY



SCENARIO 1 TUBMAN ENTRY



Images by: Mahlum Architects

SCENARIO 2 PLAN: KAIROSPDX & HARRIET TUBMAN MS ON HUMBOLDT LOT



Image by: Mahlum Architects

RISKS & OPPORTUNITIES

In Scenario 2, both KairosPDX and Harriet Tubman MS would be located on the Humboldt lot. Although this option impacts the Jefferson HS Modernization project less, there are still some things to consider across these two projects. The Jefferson site contractor will be using the south lot until Fall 2028. This means that the south lot will be unavailable for use by the Humboldt site contractor for construction operations. They would potentially need to wait until early 2029 to start construction due to the dense nature of development. In Scenario 2, the Humboldt site is left with a much more challenging environment and would need to use the south lot for construction logistics (which could impact the completion of the Jefferson softball/multipurpose field and parking lot). Without the use of the south lot, the density of the proposed development in this scenario could create additional need for off site construction material storage

SCENARIO 2 3D VIEW: KAIROSPDX & HARRIET TUBMAN MS ON HUMBOLDT LOT

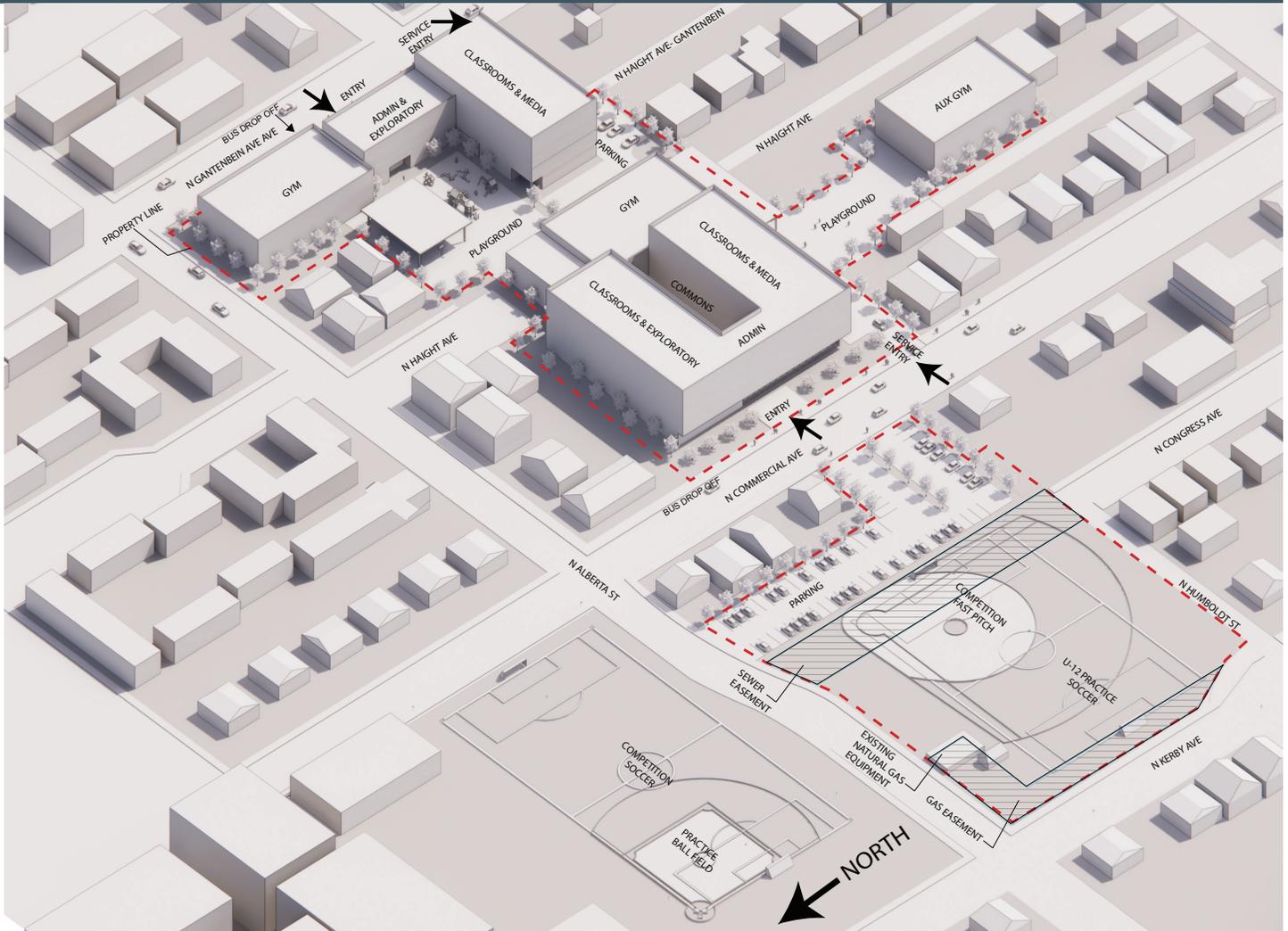


Image by: Mahlum Architects

and increased costs for project coordination which could also have negative schedule impacts. There is also a potential for increased costs and limitations to types of construction due to those logistical concerns.

The close proximity of this scenario could foster a sense of community and the opportunity for joint extra curricular activities and community service programs. The sharing of a site may allow for the sharing of resources and foster a sense of community among students, parents and staff. By locating together, the transition to middle school would be easier for the Kairospdx students since they are already familiar with the location and shared resources.

LOCATION

The sites are located in the northwest quadrant of the Harriet Tubman catchment area.

SITE SUITABILITY

The Humboldt site and Jefferson South Lot encompass approximately 5.2 acres combined; well below the target acreage of 6-9 acres for a comprehensive middle school and smaller than the smallest current middle school site. Kellogg, by contrast, is 5.8 acres. The addition of

SCENARIO 2: KAIROSPDX & HARRIET TUBMAN MS ON HUMBOLDT LOT

the KairosPDX building constricts space available for Harriet Tubman MS. Additionally the site is bifurcated by a public street (N Commercial Ave) and is oddly shaped (causing it to be less efficient for development). Locating Harriet Tubman and KairosPDX on the same site will likely materially limit available outdoor amenities and further data gathering may result in a reduction of core academic spaces and overall school capacity.

These two parcels share hundreds of feet of property line with single family detached homes. Three and four story structures may be viewed as out of character by some community members and could face some approval challenges.

Due to the zoning constraints and atypical lot configurations, additional discussion with the City of Portland regarding building requirements such as use setbacks, right of way improvements, and more, will be critical. It is important to note that the developability of both the Jefferson South Lot and Humboldt may be further reduced due to the existing utility easements and abutting public right-of-ways.

OPERATIONAL SUSTAINABILITY

Locating Harriet Tubman middle school on this site utilizes existing district property. Construction of a colocated middle school and K-5 charter school would require all new construction.

Conceptually this option might allow the ability to construct a school to meet all interior middle school education specification requirements. However further discussion regarding zoning and land use implications would be essential to ensure a full size middle school could be built. The addition of KairosPDX on the same site would further impact PPS middle school programming on an already constrained site.

There are challenges of sharing indoor spaces between two programs, particularly for two different grade bands. Elementary and middle grades programs follow different bell schedules (start, end of the day, lunch periods along with recesses) which mean that use of common areas such as cafeterias or gymnasiums would be difficult within the school day as well as for after school

programs. In addition specialized classroom use such as for music or maker spaces pose similar challenges for scheduling and use within the school day. In addition the two programs have to attend to student movement throughout the school day, namely passing periods for the middle grade students. Finally student arrival and dismissal times are different and require separate entrances. For these reasons staff assumes not sharing indoor spaces.

There may be challenges in the blending of culture, strained operational priorities, or overcrowding which can negatively impact the quality of education. The close proximity of the schools and the resulting limited outdoor areas may increase noise levels and create distractions for students. Additionally, the revitalization of the community may lead to further gentrification, displacing some of the current residents and reducing the diversity of the student population. Changes in political leadership or policies may also affect funding and support for improved resources for North Portland.

ACADEMIC SUITABILITY

Tailored educational pathways can address specific challenges Black youth faces, such as systemic racism, socioeconomic barriers, and disparities in educational opportunities. These pathways can help close the achievement gap and improve student academic outcomes by providing targeted support and resources.

A tailored educational pathway can incorporate culturally relevant and responsive curricula, enhancing students' engagement, motivation, and sense of belonging in the school environment.

By providing an educational environment that acknowledges and values African American history, culture, and contributions, these pathways can boost students' self-esteem and empower them to take an active role in their learning and personal development.

An educational pathway serving primarily Black youth can help increase the representation of Black educators and role models in the school setting. This can inspire students and provide them with relatable mentors who can offer guidance and support.

SCENARIO 2: KAIROSPDX & HARRIET TUBMAN MS ON HUMBOLDT LOT

Such educational pathways can foster strong connections with the local community, promoting a sense of belonging and encouraging students to give back to their communities through service projects and extracurricular activities.

A tailored educational pathway can create a safe and supportive environment for African American youth, where they can openly discuss and address issues related to race, identity, and social justice without fear of judgment or discrimination.

These pathways help create a network of students, educators, and community members who can collaborate to develop solutions to shared challenges and advocate for the needs of African American youth in the broader educational system.

By providing culturally responsive education, targeted support, and opportunities for personal and professional development, an educational pathway serving primarily Black youth can better prepare students for success in college, career, and civic life.

manage these risks in further detail.

- The addition of approximately 50,000 square feet of new construction dramatically increases the total project cost.
- Swing Site costs are only included for the Tubman MS Program.
- The hard cost estimate is based on updated 2023 costs per square foot, escalation for year 2022-23 has been removed. Escalation is budgeted through the approximate midpoint of construction (4 years).
- Total cost far exceeds the \$120,000,000 State funds. Funds to complete the project will likely need to come from a future general obligation bond, therefore requiring a future bond to include the necessary scope of work and be approved by voters.

COST CONSIDERATIONS

Conceptual Cost Estimate Ranges: \$185M to \$225M

Scenario 2 assumes the building area for the Kairos program of 50,000 SF, and an overall building area for Tubman at 120,000 SF. Base cost estimates assumptions are outlined in the COST ESTIMATES section. Unique site cost considerations include:

- The District already owns the property, no land purchase costs are estimated.
- Constrained or complex construction phasing (including requiring on-time materials delivery) could increase costs.
- This scenario includes overlapping of multiple large capital projects with varying schedules, designs and requiring use of some of the same spaces. The 15% contingency is a general rule of thumb for capital construction projects, but may need to be increased due to the complexity and duration of this option. Future cost estimates will explore how best to

	SCENARIO 2 COST ESTIMATE RANGE		
	%	LOW	HIGH
LAND		NA	NA
HARD COSTS		\$86,316,292	\$105,737,336
SOFT COSTS	15%	\$12,947,444	\$15,860,600
FFE	10%	\$9,926,374	\$12,159,794
SITE DEVELOPMENT	12%	\$13,102,813	\$16,050,928
SWING SITE	5%	\$6,114,646	\$6,687,887
ADMINISTRATION	4%	\$5,136,303	\$6,259,862
CONTINGENCY	15%	\$20,031,581	\$24,413,461
ESCALATION	VARIES	\$31,301,871	\$38,149,112
TOTAL		\$184,877,323	\$225,318,979
ROUNDED TOTAL		\$185,000,000	\$225,000,000

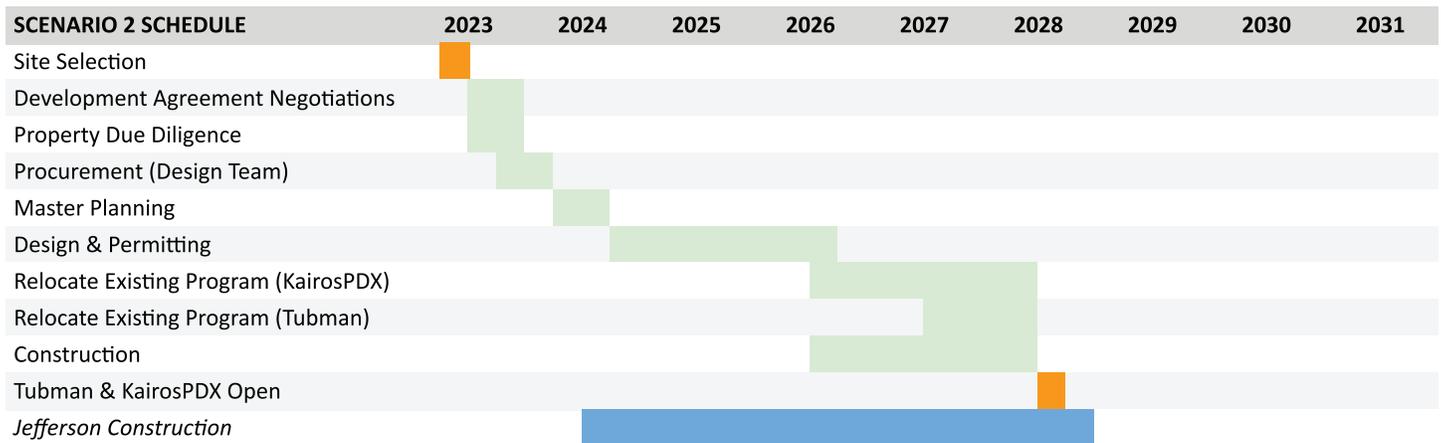
DEVELOPMENT AVAILABILITY (TIME)

The schedule is based upon the Humboldt site being selected as the home for Tubman and KairosPDX in the Spring of 2023. Due to the overlapping construction projects and phases, the timing and sequencing of the various construction efforts is complex, linked and subject to a number of currently unknown variables. The below sample schedule is intended to illustrate general task durations and milestones and is not intended to convey precision. Much more information will be necessary to create a detailed schedule. All task durations are examples based on recent projects.

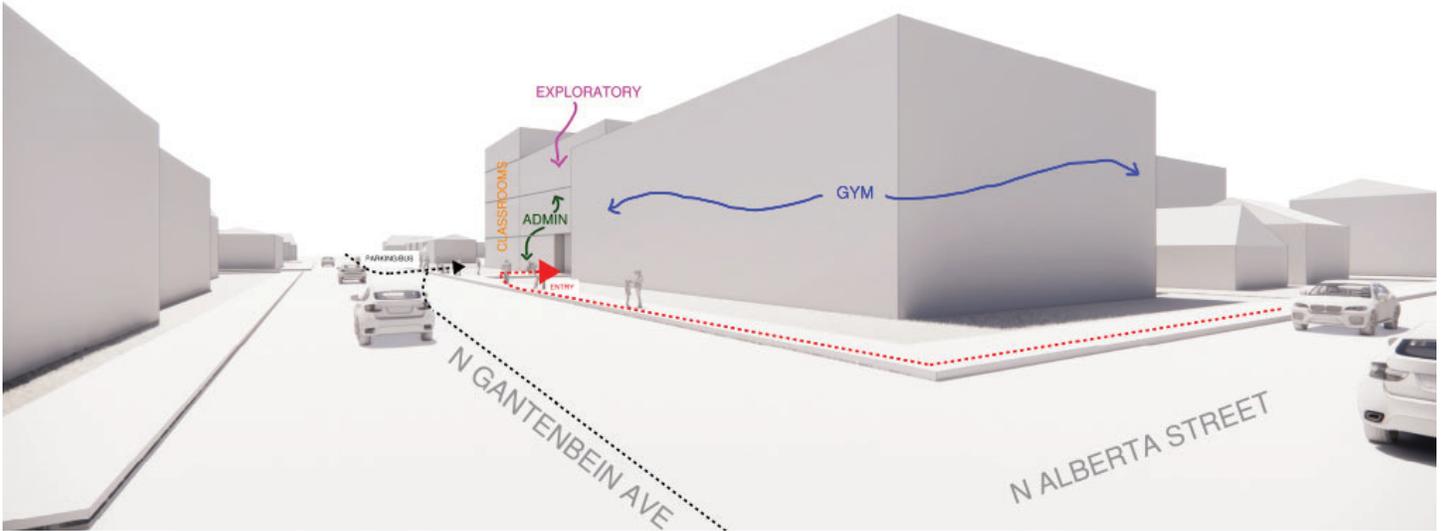
As noted in the Risks and Opportunities section above, overlapping construction with the Jefferson HS Modernization project results in a number of coordination and timing issues that could result in the delayed completion of the Tubman and KairosPDX buildings or the Jefferson Modernization project. Schedule delays will also result in cost increases.

It is also important to note this scenario is dependent upon successful negotiations with KairosPDX to develop the property. If an agreement cannot be reached, the Tubman relocation effort will start anew.

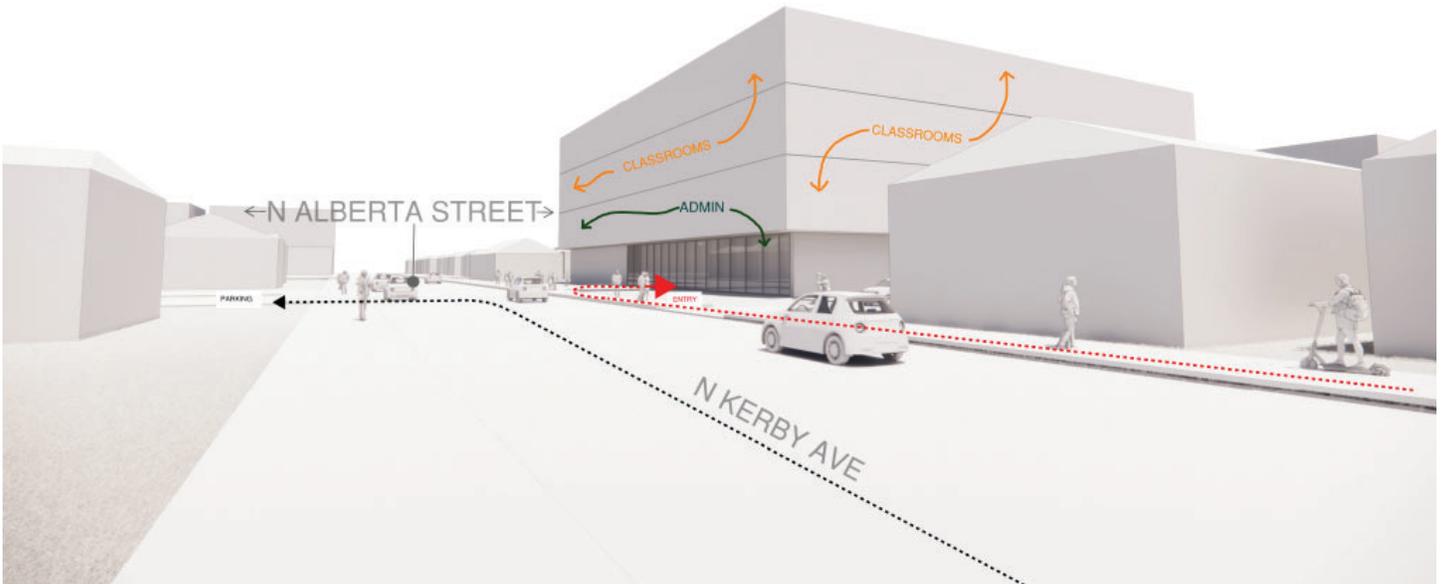
As noted in the Cost Considerations section above, this scenario will likely be tied to a future successful general obligation bond referral and voter approval. If the additional capital funds are not secured in time, the project will be delayed.



SCENARIO 2 KAIROS ENTRY



SCENARIO 2 TUBMAN ENTRY



Images by: Mahlum Architects