

**PORTLAND PUBLIC SCHOOLS**  
**GRANT HS MODERNIZATION**  
**GMP CHANGE ORDER EXECUTIVE SUMMARY**

**October 19, 2017**

The enclosed FINAL GMP Amendment package dated 10.19.17 is respectfully being submitted for approval for the Grant HS Modernization project.

The package is the culmination of work started at project commencement, but more recently intensified during the Preconstruction Phase. The project team has faced many challenges creating a GMP package with a fully agreed to, and integrated, scope, schedule, and budget. Previous benchmarks estimates including Schematic Design, Design Development, were consistently well over the target GMP, which caused numerous re-design efforts, and multiple estimate revisions to reach a solution at each phase that allowed the project to progress to the next phase.

Most recently, at the initial estimate for 50% Construction Documents, the estimate was approximately \$14.5M over the target GMP. Options to bring the GMP budget in line with the target, without raising the target GMP, included the reduction of major pieces of the Grant program. Multiple work sessions, and meetings were held including presentations to the Board Accountability Committee. The proposed reductions in program were presented to the Grant HS Leadership. After review of the feedback on the impact of the reductions were given by all parties and it was concluded that the cuts to the program, and Educational Specifications, would not be acceptable due to the PPS requirement of providing and appropriate learning environment for the students.

The project team then continued to work on a solution to resolve the gap between the budget and scope, running multiple models of revision scenarios. The result was a compromise between an increase to the target GMP of approximately \$10M, and a list of cost reduction items of approximately \$4.5M. A request was submitted and approved in September 2017 for the increase to the target GMP to \$117.5M.

After approval of the increased GMP was given, the project team continued to work on a final GMP estimate. An effort that concluded with a final GMP Estimate of \$116,894,915.

Also included in this FINAL GMP are numerous revision to the PPS CM/GC contract that will be of significant benefit to PPS, especially focused on transparency of costs, clear definitions of schedule completion dates, and more definitive reporting requirements.



The project team recommends the enclosed GMP Amendment be approved.

Respectfully,



Brian Oylear

Project Director


 SCHOOL BUILDING IMPROVEMENT BOND


# Grant High School Modernization

Portland Public Schools  
2012 School Building Improvement Bond

Finance, Audit, and Operations Committee Meeting  
October 26, 2017

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 SCHOOL BUILDING IMPROVEMENT BOND

Slide Title

## AGENDA

I. INTRODUCTIONS


II. PROJECT STATUS OVERVIEW

III. AREA PROGRAM SUMMARY UPDATE


IV. BUDGET UPDATE

V. GMP APPROVAL REQUEST

October 2017



**SCHOOL BUILDING IMPROVEMENT BOND**

**Project Overview**


## DISTRICT MILESTONE SCHEDULE

Dated: 10/10/17

Significant Milestone Activity Name	Start	Finish
Prepare, Release Design Firm RFP	7/15/15	8/18/15
Design Notice to Proceed	8/19/15	8/19/15
Master Planning	8/19/15	12/15/15
Master Plan Approved by PPS BOE	12/16/15	12/16/15
Schematic Design	12/16/15	5/20/16
Request Proposals by CM/GC	2/16/16	3/30/16
CM/GC Notice to Proceed (Precon)	5/3/16	5/18/16
Design Development	5/20/16	10/26/16
Issue 50% CD Documents	11/1/16	5/17/17
Submit GMP	8/1/17	10/20/17
Preconstruction Complete		10/20/17
100% Construction Documents	5/18/17	10/30/17
Building Permit	3/22/17	2/26/17
CM/GC Mobilize to Site	6/20/17	6/26/17
Dry In Completion Date		10/15/18
Temporary Occupancy Date		5/30/17
Substantial Completion Date		7/30/17
Final Completion Date		9/30/17

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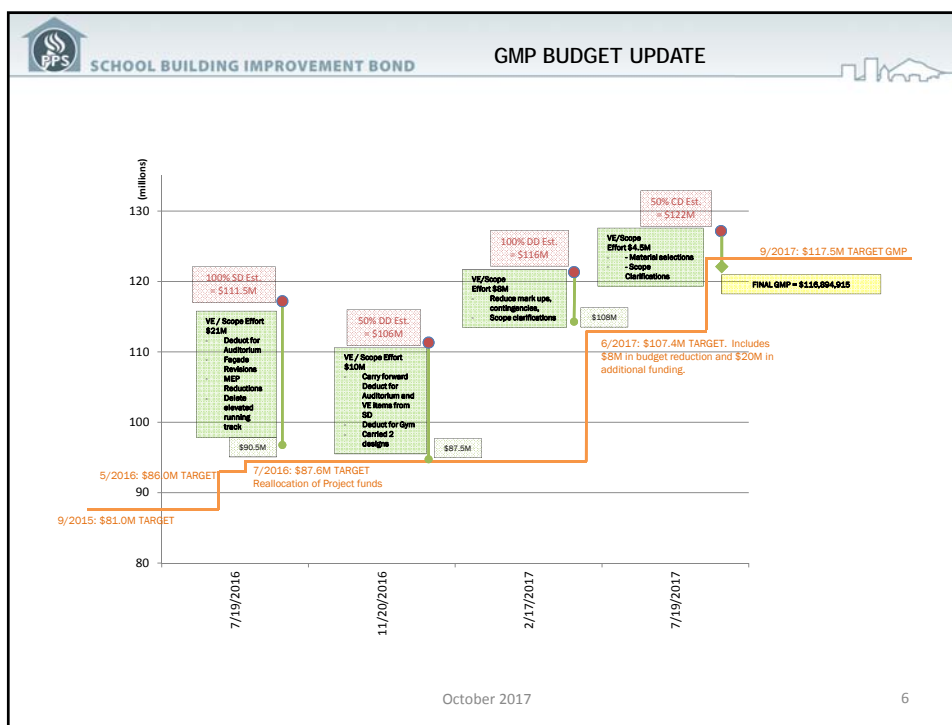




**SCHOOL BUILDING IMPROVEMENT BOND**

**Project Overview**




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SCHOOL BUILDING IMPROVEMENT BOND

## GMP REQUEST SUMMARY

GMP Budget

- CURRENT TARGET GMP AS OF SEPTEMBER 2017 = \$117,500,000
- FINAL GMP ESTIMATE = \$116,894,915

GMP Schedule

- Temporary Occupancy: May 30, 2019
- Substantial Completion: July 26, 2019

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## RESOLUTION No. XXXX

### Authorization of Bond Program Contingency Obligation of \$4m to the Grant High School Modernization as part of the 2012 Capital Bond Program

#### RECITALS

- A. Sixty Six percent (66%) of Portland Public School District ("PPS") voters approved a ballot measure in November 2012 for a Portland Public Schools bond to improve schools.
- B. The approved 2012 Capital Bond Program includes four major projects which are the full modernization of three comprehensive high schools: Franklin, Grant, and Roosevelt with the replacement of the Faubion PK-8 School.
- C. Following voter approval of the capital bond program a community-wide visioning process resulted in Resolution No. 4800 adopting the Education Facility Vision as part of the District-wide Education Specifications.
- D. Consistent with the Facility Vision, phase 2 of the Education Specification process ensued resulting in a comprehensive high school area program which includes required core and advanced educational program; fine and performing arts; athletics; administration; counseling/career; SPED; ESL; student center/commons (also serves as cafeteria); media center; miscellaneous educational, student, custodial, mechanical and electrical support spaces; enhanced electives; partner/community use; and wrap-around service providers.
- E. The 2012 capital bond program was developed with individual project contingencies, a \$45 million program-level escalation contingency, and a \$20 million program-level bond reserve for use at the Board's discretion consistent with the projects identified in the voter- approved ballot measure.
- F. Resolution 4840 was adopted and authorized increasing capacity for Franklin, Roosevelt and Grant High Schools with the use of \$10 million program-level bond reserve funding for implementation.
- G. Resolution 5324 was adopted which authorized the use of \$6 million program-level bond reserve funding for the Franklin High School Modernization Project to replenish project contingency.

#### RESOLUTION

With the successful opening of three of the four major project in the 2012 Capital Bond Program, staff is recommending that the remaining \$4 million be moved from the program-level bond reserve funding to the Office of School Modernization Program Reserve to offset the market realities that are challenging the construction budget of the Grant High School Modernization Project.

The Board of Education directs staff to allocate the remaining \$4 million of funds from the program level bond reserve to the Grant High School Modernization project.

*D. Jung*



# Board of Education Informational Report

## **MEMORANDUM**

**Date:** November 7, 2017

**To:** Members of the Board of Education

**From:** Jerry Vincent, Chief Operating Officer  
Alain Briand, Director of Student Transportation, TRANSPAR

**Subject:** Student Transportation Update

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### **Background**

Over the past few years, PPS Student Transportation has been struggling with on-time performance and service issues. During the fall of 2016, the PPS School Board directed the department to have an audit performed to assess the effectiveness and efficiency of the operations. With that purpose, an RFP was issued to contract for a vendor who would perform a complete assessment of the current operations, deliver a well-defined and articulated improvement plan and provide management and technical expertise to ensure the reforms and tasks would be executed and completed in a timely manner.

Transpar/School Bus Consultants was awarded the contract in June of 2017. Assessment activities began shortly thereafter to gain an understanding of the current state of operations. Transpar site-based a Director and an analyst in the first week of July, 2017. The district is currently awaiting the formal report regarding the full assessment and improvement plan. That report will be completed soon.

### **Update on Current Work**

During the last four months, the Transportation Department has focused on a number of key areas in order to provide the best services possible for the startup and continuous service for Fall, 2017.

1. Address the PPS driver shortage (aggressive advertising and an increase in pay).
2. Address the contractors' (First Student) inability to cover assigned routes.
3. Facilitate the removal/replacement of some of the contractors' staff.
4. Increase Call Center capacity to respond to phone calls and communicate during incidents. Also separated the Call Center from the Routing area for better focus.
5. Installed and implemented an Incident Management System provided by Transpar. The new system replaced a slow paper-based process.

6. Fill key staffing vacancies within the department (LOA and vacancies).
7. Addition of another radio frequency to lessen the congestion/traffic from all drivers.
8. PPS has added vehicles (bus, van, sedan) to the fleet in order to absorb more routes.
9. Addition of an on-site Communications Coordinator to speak directly with the school site staff and concerned parents in real time.
10. Daily “stand and deliver” meetings with the two transportation departments (PPS and First Student) to discuss the challenges/successes of the day.
11. Finalize and issue an RFP for new transportation software, to include parent communication tools (Bus Tracking App).
12. Earlier start to the Inclement Weather Plan from past years.

As startup activities wind down, the department is turning its focus to the longer term projects to provide continuing improvements to the operation and increase the success rate.





## PORTLAND PUBLIC SCHOOLS

### Finance, Audit, Operations (FAO) Committee

November 7, 2017

### PPS Student Transportation Update

Jerry Vincent, COO

Alain Briand, Director of Transportation, TRANSPAR

Teri Brady, Assistant Director, PPS





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## Operating Statistics

- Every day, PPS schools buses drive approximately 18,000 miles.
- To put that into perspective, that's approximately 3 round trips from Portland to New York City each day or a round trip to the moon every month!
- In spite of that, the buses make 3,470 daily stops within 5 minutes of their scheduled arrivals over 94% of the time.



 <b>PORTLAND PUBLIC SCHOOLS</b>						
<b>Operating Statistics</b>						
	2013 - Nov	2014 - Nov	2015 - Nov	2016 - Nov	2017 - Mar	2017 - Oct
<b>Total Students</b>	<b>6,657</b>	<b>6,876</b>	<b>7,083</b>	<b>7,219</b>	<b>7,345</b>	<b>7,459</b>
PPS SE (assigned students)	587	566	533	623	628	657
FS SE (assigned students)	533	533	486	479	343	271
FS GT (actual riders)	5,537	5,777	6,064	6,117	6,374	6,329
<b>Total Routes</b>	<b>252</b>	<b>257</b>	<b>245</b>	<b>245</b>	<b>243</b>	<b>252</b>
PPS SE	64	63	59	70	70	83
FS SE	92	90	75	59	56	46
FS GT	96	104	111	116	117	123
	188	194	186	175	173	169
<b>Total Runs</b>	<b>921</b>	<b>940</b>	<b>905</b>	<b>908</b>	<b>928</b>	<b>887</b>
PPS SE	290	297	275	314	315	329
FS SE	263	249	221	170	184	115
FS GT	368	394	409	424	429	443
<b>Total Students All(includes cabs)</b>		<b>6,901</b>	<b>7,134</b>	<b>7,187</b>	<b>7,475</b>	<b>7,459</b>
Students on contracted cabs		72	58	104	110	128
Students on PPS type 10 vehicle		0	0	0	5	74

 <b>PORTLAND PUBLIC SCHOOLS</b>						
<b>Operating Statistics</b>						
<b>Accidents</b>						
P=preventable NP=non preventable						
	First Student		PPS			
	P	NP	P		NP	
<b>2016</b>						
August	5	2	4		0	
September	12	6	4		4	
October	4	6	2		1	
<b>2016</b>	21	14	10		5	
<b>2017</b>						
August	2	1	0		0	
September	7	7	3		5	
October to 10/24	10	4	3		2	
<b>2017</b>	19	12	6		7	



PORTLAND PUBLIC SCHOOLS

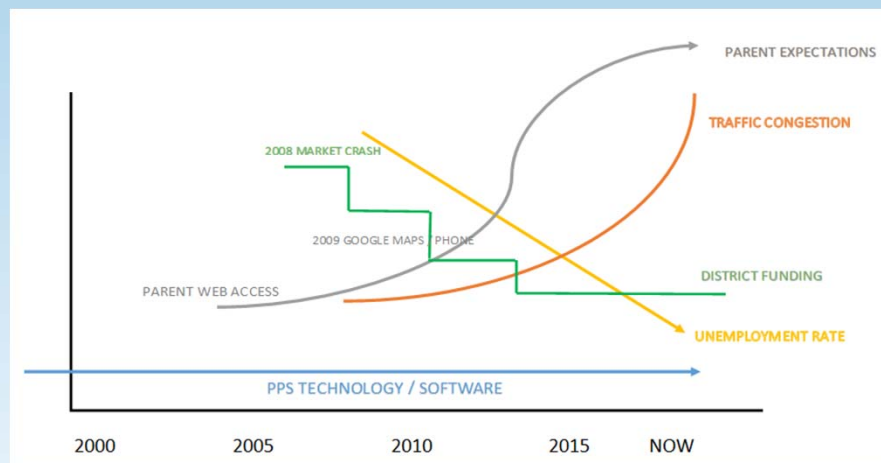
## Operating Challenges

- Low unemployment rate hampering driver recruitment.
- PPS routing software is out of date and lacks communication features necessary to meet parent and school expectations.
- Measures of Portland traffic congestion measured between 2013 and 2015:
  - +22.6% increase in daily vehicle hours of delay
  - +13.6% increase in hours of congestion



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## Operating Challenges





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## Accomplishments

- As of July 1<sup>st</sup>, 2017, PPS contracted with Transpar, a national school transportation management company, to conduct a study and staff two positions; Interim Transportation Director and Interim Operations Analyst.
- Developed a “one team” approach with our transportation partner First Student. First Student operates all 123 general transportation routes and 46 special education routes.
  - Daily “stand and deliver” meetings with the two transportation departments (PPS and First Student) to discuss the challenges/successes of the day.
- Installed and implemented an Incident Management System provided by Transpar. The new system replaced a slow paper-based process.



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## Accomplishments

- Expanded the Call Center set up for the start of school. At the start of school peak there were 10 staff compared to 4 last year.
- PPS has added vehicles (bus, van, sedan) to the fleet in order to absorb more routes.
- Ramped up recruitment efforts to build up our driver ranks.
- Raised the wages for drivers to be more competitive in the market. Drivers now start at \$16.25 per hour
- Earlier start to the Inclement Weather Plan from past years.
- Addition of an on-site Communications Coordinator to speak directly with the school site staff and concerned parents in real time.





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## Mid-Term Projects in Process

- Routing Software out for RFP
  - Proposals Due Nov 16<sup>th</sup>.
- Implementation of two radio channels and modifications to work environment.
- Fill all remaining vacant office staff positions.
- Build PPS bus driver group from 77 to 84 and sedan/van drivers from 8 to 11 to better cover LOAs and absenteeism.
- Identify satellite location in SE or SW to stage buses for improved geographic coverage.



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## Long-Term Projects to Begin

- Make a decision regarding contracted services for the 2018-19 school year
  - Last year of a 6 year contract with First Student
    - Contract extension available
    - RFP would require a decision very shortly
- Implement new transportation software and tools
- Work with Budget and HR to re-organize and staff the department effectively.
- Reduce the economic impact of taxi services through use of in-house Type 10 vehicles.





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Finance, Audit, Operations (FAO)  
Committee

November 7, 2017

QUESTIONS?

