



**PORTLAND PUBLIC SCHOOLS**  
**OFFICE OF SCHOOL MODERNIZATION**

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**Date:** Work Session – October 9, 2018  
Board Meeting – October 16, 2018

**To:** PPS Board of Education

**From:** Dan Jung, Sr Director, OSM  
Steve Effros, Sr Project Manager, OSM

**Subject:** Kellogg Middle School Project Update

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### **Executive Summary**

The following is an update on the Kellogg Middle School Project and the Design Development phase budget reconciliation process.

As a part of the Office of School Modernization, capital projects follow a deliberate design and cost estimating methodology. The Kellogg Middle School Project has followed this methodology from the original Pre-Design Diligence report through the current Design Development phase.

At the same time, the Middle School Ed Specs is a living document that has gone through a natural and necessary development process. In contrast to the high school projects, the Kellogg Middle School project began with a Middle School Framework and draft Middle School Ed Specs that had never been vetted on previous projects.

The project team therefore undertook a parallel design and Ed Spec review process. As the project moved through the planning and design phases, the project team worked closely with the Office of Teaching and Learning to review and vet the Middle School Ed Specs so that they effectively represented the District's vision for this and future middle schools. This process necessarily made the project scope more variable during the early planning and design phases.

For this reason, at the same time that the project team was refining the project scope, it has been working closely to ensure that the project design is efficient and inclusive of stakeholder feedback, including a third party constructability review and continued value engineering. Project costs have been validated through a cost estimate reconciliation process, yielding additional market cost information that has been incorporated into the overall project budget.

This report provides a detailed overview of the current status of the project, including the Revised Music/Performing Arts Wing Planning & Design Status, an overview of the Project Ed Spec Review/Vetting/Revision Process, an outline of the Stakeholder Engagement Process, a review of Cost Validation and Contractor Input, a Project Budget Update, and a Project Schedule Update.

## **Revised Music/Performing Arts Wing Planning & Design Status**

Based on feedback from the Office of Teaching and Learning (OTL), the Kellogg design team has developed a concept plan that will allow for separate Music and Performing Arts spaces in the new middle school building. This concept plan was the foundation for a planning and design process that is incorporating these separate spaces into a revised Music and Performing Arts wing that also uses the Gym/PE space for assemblies and performances. The concept plan was also the basis for an early Rough Order of Magnitude (ROM) cost estimate that has been incorporated into the overall project budget.

The initial planning process brought together OTL stakeholders, including representatives of both the performing arts and PE programs, to refine the layout of these spaces so that they work well for all anticipated uses. The design team will take the design through the Design Development (DD) level of detail, so that it matches the current level of design for the rest of the building.

Finally, a 100% DD cost estimate for the revised music/performing arts plans will be incorporated into the overall building cost estimate.

## **Project Ed Spec Review/Vetting/Revision Process**

The PPS Middle School Framework, combined with the PPS Middle School (MS) Educational Specifications, was used as the basis for programming of the new Kellogg MS.

At the same time, because Kellogg is the first PPS middle school to be planned and designed around the MS Ed Specs, the project team continued to work with both OTL and Planning staff throughout the design process to test the Ed Specs against the program goals for this new middle school, to ensure they are as effective as possible in supporting these goals.

As opposed to the High School Ed Specs, which were reviewed, vetted and revised prior to the 2017 Bond, the Middle School Ed Specs are being reviewed, vetted and revised in parallel with the Kellogg MS design process. This makes the design process more dynamic, as OTL and Planning have provided feedback to the design process all the way through the end of the DD phase. At the end of this process, the project team will provide Planning staff with a final set of recommendations for revisions to the MS Ed Specs to make them more effective going forward.

## **Stakeholder Engagement Process**

Since the Pre-Design Diligence and Planning Phases, the Kellogg Middle School project team has engaged with project stakeholders, including both external community members and internal technical and user groups, to coordinate the details of the project program and design process.

Regarding external community members, the project team has regularly met with a Design Advisory Group as well as other neighborhood groups to allow input from them about the priorities to be addressed within the school design, and to report to them on the work that has been taking place.

Concerning internal technical groups, the project team has consulted with Maintenance and Operations teams to ensure that this project meets District preferences and requirements for the design of a functional and maintainable facility that meets PPS' overarching sustainability goals.

Relating to internal user groups, the project team has partnered with representatives from academic departments to ensure that the building program and interrelationship of spaces support the core educational values presented in both the Middle School Framework and Middle School Ed Specs.

Representatives from the Office of Teaching and Learning, including Teachers on Special Assignment (TOSAs), have collaborated with the design team on the layout of each instructional space in the building to meet specified teaching and learning requirements, while allowing for flexible and adaptable use over time. Moreover, because the building itself will be used as a tool for instruction, the TOSAs have worked with the design team to find educational opportunities in the building and across the site that best match the middle school curriculum.

Representatives from the Office of Student Support Services have worked closely with the design team to ensure that the building provides the necessary program spaces for staff to support the academic and social emotional well-being of every student. Special Education (SPED) staff have coordinated with the design team to provide a range of SPED spaces that are centrally located in the building, offering teachers and students the resources they need close by, and in proximity to primary instructional spaces.

Finally, the new Kellogg Middle School has been designed to meet the standards of Universal Design, providing environments that are useable by all people, without the necessity for adaptation. The design firm is a member of the Center for Universal Design, and has expanded and exceeded code-required accessibility standards, creating a holistic approach to meeting the needs of a diverse set of users.

### **Cost Validation and Contractor Input**

The Bond program and project teams have focused on cost validation and contractor input throughout the design and documentation process. In the case of the Kellogg MS Project, which will be delivered through a 2-step, design-bid-build approach, the focus has been on parallel cost estimates and a constructability review process.

In order to have parallel cost estimates, the project team has hired a separate, third party cost estimator to allow for validation of construction costs. Both the design team's and the project team's cost estimators produced cost estimates based on the 80% DD document set. The project team then compared costs for every building and site system to validate and reconcile both direct and indirect costs. While the reconciled direct costs were within 6% of each other, there was a larger difference between the two sets of indirect costs. For this reason, the project team incorporated the two most significant indirect cost deltas, for General Conditions and Market Volatility, into an owner allowance in the project budget. This provides an overall validated construction cost as the project transitions from the Design Development (DD) to the Construction Document (CD) phase.

Additionally, the project has contracted with one of the two Bond project CM/GC firms to perform a constructability review of the 100% DD set in order to identify opportunities for preventing errors, delays, and cost overruns as the project transitions from the DD to the CD

phase. This firm's recently completed constructability report includes recommendations to improve and optimize building systems and integrate value engineering concepts into the project. The project team is reviewing these recommendations and will incorporate many of them into the development of Construction Documents.

## **Project Budget Update**

Because of the changes in the project scope and costs, it is helpful to look at these changes within the context of the overall project development, from November, 2016 through the present.

- Pre-Design Diligence: From November, 2016 thru January, 2017, the project team undertook a Pre-Design Diligence process to document the building and site development options for a new middle school at the Kellogg site. They collaborated with District stakeholders to develop two pre-design options, renovation/addition and full replacement for budgetary and scheduling review. Ultimately, as part of its referral of the Kellogg MS project as part of the May, 2017 Bond, the Board decided to move forward with the replacement option.

At the same time, the project team coordinated with the Bond Program cost estimator in January, 2017 to produce cost estimates for both pre-design options. The hard cost estimate of \$45.7 million for the replacement option was incorporated into a set of total project cost scenarios, the most aggressive of which came in at \$66 million. However, the project budget that was assigned to the 2017 Bond for Kellogg MS was \$45 million. This new project budget assumed the same scope of work, but at a much lower cost/sf than the Bond Program cost estimator was forecasting. The project team communicated its concern about trying to reach this new aspirational cost/sf, and that while it would look for as many opportunities for efficiencies as possible, some reduction of building systems and program areas would likely need to be considered once the design process had begun.

- Planning: At the start of the Planning phase in the Fall of 2017, a number of concepts were developed and explored. Through stakeholder, Design Advisory Group (DAG) and community meetings, the concepts were refined to develop an overall building layout, at about 100,000 sf, that incorporated programmatic and educational goals while meeting all current building codes. The Planning phase ROM cost estimate, at \$33.7 million, included several cost reduction options, such as decreasing the building area (reducing the cafeteria size from 2-lunch to 3-lunch period and removing the computer lab), reducing the demolition salvage elements, limiting high cost options such as rooftop playgrounds, and limiting extra building seismic resilience to the gym structure. Keeping in mind that the project was still in the Planning phase, the anticipated cost/sf of \$328/sf applied to the total building area was based on historical market data, and not a comprehensive building and individual system analysis.
- Schematic Design: During the Schematic Design (SD) phase, the project team refined the Kellogg MS design based on wide-ranging input and direction from District stakeholders. It was during this phase that the project team began a more detailed MS Ed Spec review and vetting process, considering not only the required program spaces, but preferred as well as added spaces, as proposed by District stakeholders. Simultaneously, the project team was creating plans not only for the building program areas, but also the necessary circulation areas, which defined the net to gross ratio.

While the MS Ed Specs provide a guideline net to gross ratio of 29% for new middle schools, the project team found that the SD plans net to gross ratio was close to twice that amount.

The combination of preferred/added program space and the higher net to gross ratio generated a building area of about 123,000 sf, including a four story learning suite and single story commons/administrative and gymnasium/performance wing. The subsequent, more detailed SD phase cost estimate, including new construction, escalation, off-site improvements, and demolition, came in at \$46.7 million, about \$13 million above the \$33.7 million budget; the approximate cost/sf for new construction came out to \$378/sf.

The newly established Kellogg Project Steering Committee, including membership from academic and maintenance/operations departments, participated in an SD phase budget cost reduction process that considered both program area reductions and ways to make the building more efficient. While much of the preferred and added MS Ed Spec areas were removed, there were several larger preferred/added program spaces (STEAM Lab, larger Media Center, 2-period Commons, Intensive Skills Room) that were maintained at the advice of academic stakeholders; these will be recommended to be required as part of revisions to the MS Ed Specs.

Additionally, the Steering Committee, with input from the project team, found ways to make the building more efficient, including a reconfiguration of the learning suite building from four to three stories; the resulting net to gross ratio was reduced to about 50%. Finally, there was value engineering of building and site systems, which, combined with area reductions, brought the project back on budget. The final building area was 99,000 sf, at a unit cost of \$370/sf.

- o Design Development: During the Design Development (DD) phase, the project team further developed the Kellogg MS building design and individual systems with input from District stakeholders. As the project team met with representatives from OTL, there was additional refinement of individual program areas. While much of the preferred and added MS Ed Spec program areas had been removed during the SD phase budget cost reduction process, the DD phase MS Ed Spec vetting process led to some of that program space coming back where it was necessary to make the overall program more functional for future Kellogg MS staff and students.

The project team also coordinated with the City of Portland to develop a Conditional Use package for the new school site. The overall layout and massing of the new building on the site is driven by City zoning requirements, including the location of the three story learning suite building close to Powell Boulevard, and how vehicles, bicycles and pedestrians approach and enter the site. While the project team was able to request several adjustments to zoning requirements to make the site more appropriate for school use, there was a set of site and building components that were required to be added to the scope of the project.

Additionally, current market volatility, including impacts from the lack of key subcontractor availability and the recently imposed steel tariffs, has led the project team to further scrutinize design decisions to ensure that the project can be built efficiently and at the lowest possible cost. As part of the cost validation process, two parallel cost

estimates were completed and reconciled, and the project team incorporated a separate allowance into the budget to capture additional recommended costs for the contractor's General Conditions and for Market Volatility related to subcontractor availability.

Finally, the Kellogg Project Steering Committee collaborated on an SD phase budget cost reduction process that considered both program area reductions and ways to make the building more efficient. Alongside these cost reductions, a separate DD phase constructability review has been completed that has provided recommendations for saving cost and optimizing construction operations moving forward.

All of these efforts have led to a project that is efficient and inclusive of both internal and external stakeholder feedback. The current hard costs, including the revised music/performing arts wing, is coming in at \$46.6 million, about \$13 million above the \$33.7 million budget; the approximate cost/sf for new construction, with a building area at about 105,000 sf, is coming in at \$436/sf. The total project budget, including soft costs, is coming in at \$59.9 million, about \$15 million above the \$45 million bond budget.

### **Project Schedule Update**

The project team largely maintained the original project schedule from Planning through the DD phase. There have been, however, schedule impacts from recent project changes and reviews.

As discussed at the July 24 Board meeting, the project team is proceeding with the planning and design of the revised Music/Performing Arts Wing. This separate process will develop the revised wing to DD level so that it is in line with the rest of the building. One of the impacts of this separate planning and design effort is to delay by about two months the completion of the City of Portland's Conditional Use review process. While there is some risk in that delay if there are changes that have to be made to the plans during the CD phase, the project team has worked closely with the City to minimize this risk.

While the Steering Committee has made final DD cost reduction recommendations as part of the phase review process, the Board has also requested that the project team present a project update at the October 9 Work Session and October 16 Board Meeting. Combined with the separate Music/Performing Arts Wing design, this shifts the completion of Construction Documents and Permitting by about two months. While this delay can be managed as part of the overall construction schedule, any further delays would risk pushing the completion of early site and foundation work into the wet weather months, which could increase both the duration and associated cost of construction.

### **Exhibits**

Exhibit Summary

Exhibit A: Kellogg MS Ed Spec Review/Vetting/Revision Process

Exhibit B: Kellogg MS Project Cost Progression Timeline

Exhibit C: Kellogg MS Program and System Progression

Exhibit D: Kellogg MS Project SD/DD Budget Comparison – Executive Summary

Exhibit D1: Kellogg MS Project SD/DD Budget Comparison

Exhibit E: Kellogg MS Project DD Cost Estimate Comparison

Exhibit F: Kellogg MS DD Cost Reduction Summary

Exhibit G: Kellogg MS Ed Spec/Program Comparison by Phase

Exhibit H: Kellogg MS DD Area Program Summary

Exhibit I: Kellogg MS Project Schedule

Exhibit J: Kellogg MS Stakeholder Engagement Plan

## **Kellogg Middle School Project Update**

### **Exhibit Summary**

Exhibit A, Kellogg MS Ed Spec Review/Vetting/Revision Process

*Diagram that shows how the Middle School parallel Ed Spec review/vetting/revision and planning/design process compares to the High School sequential Ed Spec review/vetting/revision and planning/design process.*

Exhibit B, Kellogg MS Project Cost Progression Timeline

*Timeline that shows how the building program, systems, area, and cost developed from Pre-Design Diligence through the end of the Design Development phase.*

Exhibit C, Kellogg MS Program & System Progression Table

*Table that shows how the building program and systems were added to and deducted from the project from Master Planning through the end of the Design Development phase.*

Exhibit D, Kellogg MS Project SD/DD Budget Comparison – Executive Summary

*Executive summary of budget comparison between SD and DD phases, including hard and soft costs changes.*

Exhibit D1, Kellogg MS Project SD/DD Budget Comparison

*Budget comparison between SD and DD phases, including hard and soft costs, with breakdown of contributing cost impacts to the increased reconciled cost estimate.*

Exhibit E, Kellogg MS Project DD Cost Estimate Comparison

*Comparison between owner and design team cost estimates, including breakdown by division and reconciliation of direct and indirect costs.*

Exhibit F, Kellogg MS DD Cost Reduction Summary

*Summary of cost reduction options proposed to and accepted by the Kellogg Middle School Steering Committee in both program areas and building systems to make the building design as efficient as possible.*

Exhibit G, Kellogg MS Ed Spec/Program Comparison by Phase

*Graphic representation of program elements by phase, including whether they meet (partially or fully) the MS Ed Specs, whether there was a cost increase due to a program area increase, which program elements were cut as part of the cost reduction process, and where the design team recommends the MS Ed Specs be revised in order to meet the practical, building requirements of the Office of Teaching and Learning.*

Exhibit H, Kellogg MS DD Area Program Summary

*Standard area program summary based on MS Ed Spec required and preferred spaces, as well as proposed added spaces, developed during the MP, SD and DD phases.*

Exhibit I, Kellogg MS Project Schedule

*Project schedule showing the critical project phases and milestones, including how current project delays will impact the start of construction as well as the overall delivery of the project.*

Exhibit J, Kellogg MS Stakeholder Engagement Plan

*Project plan for engagement and coordination with stakeholders through planning, design, and construction phases.*

**EXHIBIT A**

**PROJECT UPDATE**

KELLOGG PROJECT

**ED SPEC REVIEW / VETTING/ REVISION PROCESS**



**2017 BOND PROGRAM**



**HIGH SCHOOLS**



**MADISON**

**DESIGN PHASES**

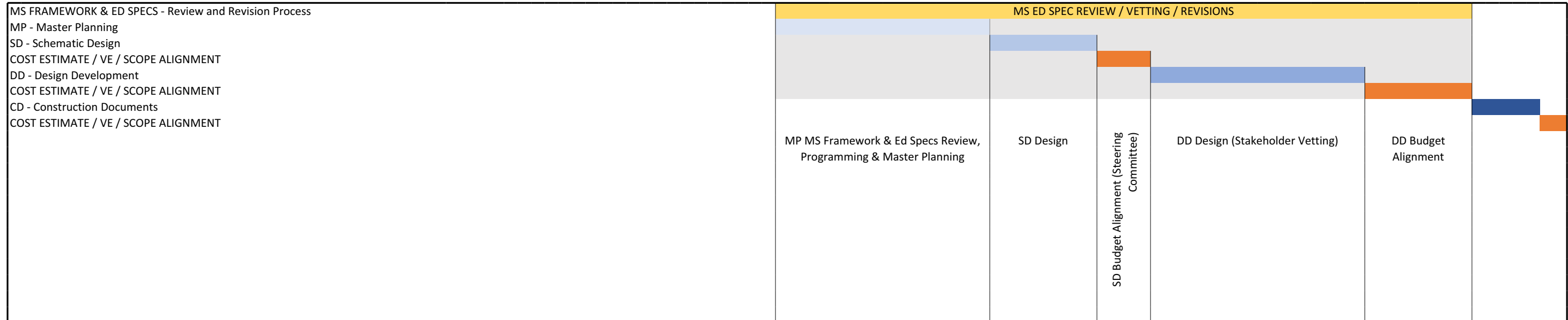
**LINCOLN**

**DESIGN PHASES**

**BENSON**

**DESIGN PHASES**

**KELLOGG MIDDLE SCHOOL**

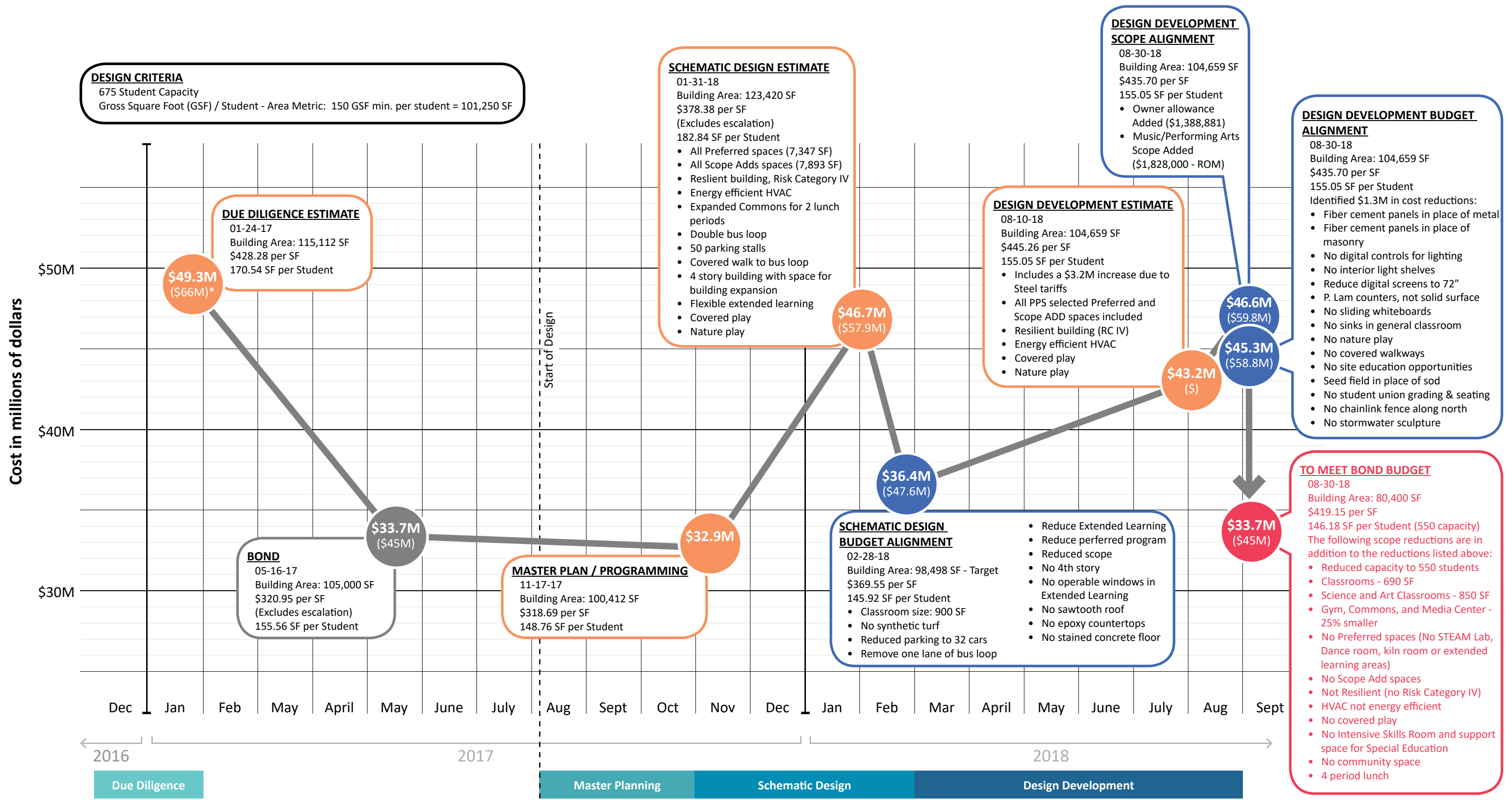




**EXHIBIT B**

# Direct Construction Cost Timeline

Kellogg Middle School



**Timeline**

\* This project total is based on the "aggressive" pre-bond budget estimate.

## EXHIBIT C

### PROJECT UPDATE

KELLOGG MIDDLE SCHOOL

#### PROGRAM & SYSTEM PROGRESSION TABLE

PROJECT PHASE	Program/System Add	Program/System Deduct	Under Consideration/Tracking/Unknowns
<b>Master Planning</b>	See Area Program Summary for comprehensive list of required, preferred and added Ed Spec elements as part of Master Planning phase design		
<b>Schematic Design</b>			
Budget Reconciliation		SUBSTITUTE grass for synthetic turf system REMOVE poured-in place radial concrete seatwall - use of salvaged materials anticipated  REDUCE parking lot to 32 cars (code minimum)  REMOVE one lane of bus drop off loop REMOVE 6,641 SF (4 Extended Learning Areas & partial commons ~ 800 sf) REMOVE ADDITIONAL 4,337 SF - Preferred Program Area REMOVE ADDITIONAL 3,848 SF - Scope Add Program Area REDUCE (22) General Classrooms (980 sf to 900 sf) and (5) Science Classrooms (1,300 sf to 1,200 sf) by 100 sf - Remove 2,700 sf Total  REMOVE 4th Story - Reconfigure school as 3 story building with reduced program; classrooms on all 3 floors; circulation and building core areas reduced by 4,793 sf REMOVE operable partitions at extended learning areas REMOVE sawtooth roof - replace with flat roof with skylights	REMOVE nature play area REMOVE covered play structure (4,000 SF)  REMOVE covered walkway on W. side  REMOVE covered walkway on E. side REMOVE site development for educational opportunities SUBSTITUTE tilt-up walls for all portions of 1 story building SUBSTITUTE fiber cement or metal rainscreen for brick and s-pearl REMOVE acoustical tile ceilings  SUBSTITUTE standard VAV mechanical system for Displacement Ventilation and REMOVE radiant floors

PROJECT PHASE	Program/System Add	Program/System Deduct	Under Consideration/Tracking/Unknowns
		SUBSTITUTE solid surface countertops for epoxy at Science Classrooms, ESTEAM, Art SUBSTITUTE sealed concrete for rubber flooring	
<b>Design Development</b>	ADD 6,170 SF of preferred and added program as part of Stakeholder Vetted Program Increase process		
Budget Reconciliation	ADD covered play structure (4,000 SF)	REMOVE added sliding whiteboard system over monitors at all classrooms SUBSTITUTE 70" for the 90" digital screens, only have one digital screen in each classroom, change digital screens in gym to mobil projectors. REMOVE sinks from general classrooms REMOVE covered walkway on west side by parking lot.  REMOVE student union grading/berms and seating REMOVE nature play area  REMOVE allowance for site development for educational opportunities SUBSTITUTE seed for sod at sports fields REMOVE chainlink fence along north portion of the site REMOVE stormwater sculpture REMOVE miscellaneous site items; sitting logs, boulders, benches SUBSITUTE fiber cement rainscreen for brick/masonry SUBSTITUTE cement panels for horizontal metal panels SUSTITUTE P.Lam countertops for solid surface countertops REMOVE interior light shelves SUBSTITUTE localized controls for digital control systems (lighting)	SUBSTITUTE tilt-up walls for commons portions of 1 story building DELETE form liners on performing arts tilt up concrete  DELETE commons wood slat ceiling SUBSTITUTE standard VAV mechanical system for Displacement Ventilation and REMOVE radiant floors TRACK continuing impacts from steel tariff  TRACK continuing volatility of subcontractor availability

**PROJECT PHASE**

**Program/System Add**

**Program/System Deduct**

**Under Consideration/Tracking/Unknowns**

Revised Music/Performing Arts Wi ADD separate music space as part of redesigned Music/Performing Arts Wing (approximately 4,000 SF) in response to OTL request

DELETE RC IV at Learning Suites

**Construction Documents**

See pending start of construction documents

Constructability Report

See pending constructability and value engineering recommendations

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## EXHIBIT D

### PROJECT UPDATE

KELLOGG MIDDLE SCHOOL

### PROJECT BUDGET COMPARISON

#### EXECUTIVE SUMMARY

	SD Phase Project Budget	DD Estimate at Completion
<b>HARD COSTS</b>		
Demolition & Deconstruction	\$1,201,036	\$1,356,180
New Construction Reconciled Cost Estimate	\$32,038,964	\$42,293,208
Baseline SD Phase New Construction Sub-Total (not including State 1.5% req't)	\$31,363,964	\$31,363,964
SD to DD Cost Increase Sub-Total		\$10,254,244
Green Energy Techology (State 1.5% requirement)	\$675,000	\$675,000
Owner Allowance		\$2,241,593
Miscellaneous Building/Site/Off-Site	\$520,000	\$59,160
<b>Subtotal Hard Costs</b>	<b>\$33,760,000</b>	<b>\$45,950,141</b>
<b>Revised Music/Performing Arts Wing ROM Total</b>		<b>\$2,148,050</b>
<b>DD Phase Hard Cost Reduction Total</b> (see attached cost reduction options table)		<b>-\$1,432,000</b>
<b>TOTAL HARD COSTS</b>	<b>\$33,760,000</b>	<b>\$46,666,191</b>
<b>SOFT COSTS</b>		
Professional Services Total	\$4,497,491	\$4,674,559
Owner Cost Total	\$2,650,000	\$3,196,335
<b>Subtotal Soft Costs</b>	<b>\$7,147,491</b>	<b>\$7,870,894</b>
Project Sub-total	\$40,907,491	\$54,537,085
<b>Project Contingency</b>	<b>\$4,092,509</b>	<b>\$5,453,709</b>
<b>TOTAL SOFT COSTS</b>	<b>\$11,240,000</b>	<b>\$13,324,603</b>
<b>TOTAL PROJECT COSTS</b>	<b>\$45,000,000</b>	<b>\$59,990,794</b>

The following items are additional hard costs costs incurred by the project between the end of the Schematic Design and Design Development phases:

- Cost premium for project metals since steel tariff, based on two separate cost estimates = \$4,320,169
- Additional scope of site and building requirements as part of City's conditional use process = \$655,000
- Stakeholder vetted program increase ROM cost impact = \$2,117,659
- Design Development phase site/building system development cost impact = \$1,200,000
- Market volatility between Schematic Design and Design Development cost impacts = \$1,961,416
- Owner allowance for additional General Conditions and subcontractor-related market volatility = \$2,241,593
- Revised music/performing arts wing per OTL request for separate music and performance stage = \$2,148,050

The following items are additional soft costs incorporated between the end of Schematic Design and Design Development phases in order to better match PPS Bond historical costs:

- Additional professional services costs, based on recently completed bond projects = \$177,068
- Additional administrative and technology costs, based on recently completed bond projects = \$546,335

**EXHIBIT D1**

PROJECT UPDATE

KELLOGG MIDDLE SCHOOL

PROJECT BUDGET COMPARISON

	SD Phase Project Budget	DD Estimate at Completion	Notes
<b>HARD COSTS</b>			
Demolition & Deconstruction	\$1,201,036	\$1,356,180	Current demolition contract total
New Construction Reconciled Cost Estimate	\$32,038,964	\$42,293,208	SD phase, post-cost reductions , and DD phase, pre-cost reductions
Baseline SD Phase New Construction Sub-Total (not including State 1.5% req't)	\$31,363,964	\$31,363,964	
SD to DD Cost Increase Sub-Total		\$10,254,244	Including cost impacts from steel tariff, City conditional use requirements, stakeholder vetted program increases, DD phase system development, and market volatility
Steel Tariff ROM Cost Impact		\$4,320,169	Cost premium for project metals since steel tariff, based on two separate cost estimates
City of Portland Conditional Use ROM Cost Impact		\$655,000	Additional scope of site and building requirements as part of City's conditional use process
Stakeholder Vetted Program Increase ROM Cost Impact Sub-Total		\$2,117,659	Rough order of magnitude (ROM) cost, assuming program square footage increases and cost estimator's average cost/sf
Classrooms		\$913,519	
Exploratory		\$65,502	
Media/Technology		\$120,110	
Physical Education/Athletics		\$28,826	
Administration		\$30,200	
Counseling		\$10,295	
Special Education		\$109,814	
Community Support		\$21,963	
Cafeteria/Commons		\$43,926	
Building Support		\$285,517	
Community & Partner Uses		\$41,180	
Net to Gross: Walls, Corridors, Circulation		\$446,807	
DD Phase Site/Building System Development ROM Cost Impact		\$1,200,000	The documents are more refined and detailed now and from this refinement there are more accurate numbers for site/building systems such as finishes, stair refinements, specialties, equipment, furnishings, fire suppression, and utilities
Balance of Cost Increase		\$1,961,416	This balance of cost increase, about 5% of original SD cost, is related in part to market volatility between SD and DD phases
Green Energy Technology (State 1.5% requirement)	\$675,000	\$675,000	See State's 1.5% requirement, applied toward solar power system on building
Owner Allowance		\$2,241,593	Budget forecast includes owner allowance for additional General Conditions delta between Cumming and RLB cost estimates and market volatility of \$906k applied by RLB as a risk strategy where lack of sub bid coverage in key trades is likely
Miscellaneous Building/Site/Off-Site	\$520,000	\$59,160	Off-site costs incorporated into DD estimate
<b>Subtotal Hard Costs</b>	<b>\$33,760,000</b>	<b>\$45,950,141</b>	
<b>Revised Music/Performing Arts Wing ROM Total</b>		<b>\$2,148,050</b>	OTL has stated that the music program can not properly function for a middle school as located per the Ed Specification combined with the stage; this is a ROM cost based on the music/performing arts wing concept plan
<b>DD Phase Hard Cost Reduction Total</b> (see attached cost reduction options table)		<b>-\$1,432,000</b>	Current approximate cost reduction total; once a final set of cost reduction options has been accepted, the total building and site cost can be reduced by this amount
<b>TOTAL HARD COSTS</b>	<b>\$33,760,000</b>	<b>\$46,666,191</b>	
<b>SOFT COSTS</b>			
Professional Services Total	\$4,497,491	\$4,674,559	Budget forecast includes additional professional service allowance, based on recently completed bond projects
Owner Cost Total	\$2,650,000	\$3,196,335	Budget forecast includes additional administrative and technology allowances, based on recently completed bond projects
<b>Subtotal Soft Costs</b>	<b>\$7,147,491</b>	<b>\$7,870,894</b>	
Project Sub-total	\$40,907,491	\$54,537,085	
<b>Project Contingency</b>	<b>\$4,092,509</b>	<b>\$5,453,709</b>	10% project contingency revised to new DD phase project sub-total, reserved for construction phase
<b>TOTAL SOFT COSTS</b>	<b>\$11,240,000</b>	<b>\$13,324,603</b>	
<b>TOTAL PROJECT COSTS</b>	<b>\$45,000,000</b>	<b>\$59,990,794</b>	

**EXHIBIT E**

**PROJECT UPDATE**

**KELLOGG PROJECT**

**DD COST ESTIMATE COMPARISON**

		Cumming Cost Estimate 7/16/18	Cumming Revised Cost Estimate 9/4/18	RLB Cost Estimate 7/30/18	RLB Revised Cost Estimate 8/23/18	Delta Between Revised RLB & Revised Cumming Cost Estimate	OSM Final, Post-Reconciliation Notes
<b>CONSTRUCTION Subtotal</b>		\$ 39,468,899	\$ 39,787,340	\$ 45,625,800	\$ 42,296,353	\$ 2,509,013	Delta between revised RLB & Cumming estimate for construction subtotal comes out to about a 6% difference
<b>Direct Costs Subtotal</b>		\$ 32,968,672	\$ 33,234,667	\$ 34,274,169	\$ 33,785,601	\$ 550,934	Direct Cost Subtotals for Cumming & RLB are within about 3% of each other
	3 Concrete	\$ 1,059,332	\$ 1,059,332	\$ 3,046,739	\$ 2,316,740	\$ 1,257,408	Cumming determined that the tower crane foundation included in RLB cost estimate should be part of a GC's means and methods and not assumed to be part of cost estimate
	4 Masonry			\$ 214,182	\$ 214,182	\$ 214,182	Cumming includes masonry in Div 7
	5 Metals	\$ 3,660,096	\$ 3,660,096	\$ 3,836,961	\$ 3,757,801	\$ 97,705	RLB metal costs at about 5% above Cumming; both seems to be accounting for appropriate steel scope and ROM impact of steel tariffs
	6 Wood, Plastics, and Composites	\$ 577,255	\$ 577,255	\$ 67,381	\$ 67,381	\$ (509,874)	RLB only includes rough carpentry, while Cumming includes rough carpentry and all of casework/built-in systems; RLB includes casework/built-in systems in Div 12
	7 Thermal and Moisture Protection	\$ 3,680,957	\$ 4,034,332	\$ 4,816,621	\$ 4,615,190	\$ 580,858	Cumming and RLB are close on most quantities and rates; RLB is higher on metal and fiber cement panel, but Cumming double checked their numbers and came up with the same amount
CSI Divisions	8 Openings	\$ 2,645,926	\$ 2,861,846	\$ 2,058,395	\$ 2,058,395	\$ (803,451)	Cumming's higher number assumed to be based on their closer coordination with design team that RLB couldn't replicate as a third party cost estimator
	9 Finishes	\$ 4,017,103	\$ 4,017,103	\$ 5,008,402	\$ 4,981,546	\$ 964,443	Much of the delta between Cumming and RLB is due to materials being accounted for in different CSI divisions; there are other smaller differences, including partitions, epoxy flooring, and resilient flooring
	10 Specialties	\$ 892,883	\$ 589,583	\$ 346,428	\$ 646,428	\$ 56,845	Revised cost estimates are closely reconciled
	11 Equipment	\$ 659,457	\$ 659,457	\$ 566,146	\$ 966,146	\$ 306,689	Much of the delta between Cumming and RLB is due to materials being accounted for in different CSI divisions
	12 Furnishings	\$ 190,285	\$ 190,285	\$ 415,659	\$ 545,669	\$ 355,384	Much of the delta between Cumming and RLB is due to materials being accounted for in different CSI divisions
	14 Conveying Systems	\$ 170,000	\$ 170,000	\$ 160,000	\$ 160,000	\$ (10,000)	RLB and Cumming costs on par with each other
	21 Fire Suppressions	\$ 390,378	\$ 390,378	\$ 426,986	\$ 426,986	\$ 36,608	RLB and Cumming costs on par with each other
	22 Plumbing	\$ 1,830,591	\$ 1,830,591	\$ 1,391,896	\$ 1,391,896	\$ (438,695)	Cumming's higher number assumed to be based on their closer coordination with design team that RLB couldn't replicate as a third party cost estimator
	23 HVAC	\$ 3,848,824	\$ 3,848,824	\$ 3,118,798	\$ 3,118,798	\$ (730,026)	Cumming's higher number assumed to be based on their closer coordination with design team that RLB couldn't replicate as a third party cost estimator
	26 Electrical	\$ 4,301,199	\$ 4,301,199	\$ 5,238,354	\$ 5,238,354	\$ 937,155	Much of the delta between Cumming and RLB due to RLB not being able to coordinate closely with design team to break out solar between required 1.5% and add alternate for net zero energy ready scenario
	27 Communications	\$ 959,772	\$ 959,772	\$ 671,210	\$ 671,210	\$ (288,562)	Cumming's higher number assumed to be based on their closer coordination with design team that RLB couldn't replicate as a third party cost estimator

	28 Electrical Safety and Security	\$ 914,463	\$ 914,463	\$ 554,237	\$ 554,237	\$ (360,226)	Cumming's higher number assumed to be based on their closer coordination with design team that RLB couldn't replicate as a third party cost estimator
	31 Earthwork	\$ 236,407	\$ 236,407	\$ 49,780	\$ 49,780	\$ (186,627)	Cumming's higher number assumed to be based on their closer coordination with design team that RLB couldn't replicate as a third party cost estimator
	32 Exterior Improvements	\$ 2,057,501	\$ 2,057,501	\$ 1,560,639	\$ 1,503,689	\$ (553,812)	while both firms provide similar costs for individual exterior improvement line items, RLB pulled out several large alternate items, including (see below) nature play, covered play and west covered walkway, totalling about \$539k, that Cumming included in their base bid
	33 Utilities	\$ 876,243	\$ 876,243	\$ 501,173	\$ 501,173	\$ (375,070)	Cumming's higher number assumed to be based on their closer coordination with design team that RLB couldn't replicate as a third party cost estimator
	Other			\$ 224,182		\$ -	RLB includes Div 2 Existing Conditions and Div 4 Masonry that Cumming doesn't include, but which are embedded in other Cumming divisions
	Indirect Costs Subtotal	\$ 6,500,227	\$ 6,552,673	\$ 11,351,631	\$ 8,510,752	\$ 1,958,079	higher overall RLB indirect costs accounted for in project budget as part of owner allowance for GCs, and market volatility
	General Conditions	\$ 1,978,120	\$ 1,994,080	\$ 3,367,001	\$ 3,313,626	\$ 1,319,546	Cumming's GCs are at 6% and RLB's are at 9.5%; this delta is accounted for in project budget as part of owner allowance
	General Requirements	\$ 659,373	\$ 664,693	\$ 1,080,000	\$ -	\$ (664,693)	Cumming's GRs are at 2% and RLB's are at 2%
	Bonds & Insurance	\$ 712,123	\$ 717,869	\$ 1,068,003	\$ 1,051,061	\$ 333,192	Cumming's Bonds & Insurance are at 2% and RLB's are at 2.8%
	Contractor's Fee	\$ 1,271,140	\$ 1,281,396	\$ 1,236,937	\$ 1,217,017	\$ (64,379)	Cumming's Contractor's Fee is at 3.5% and RLB's is at 3.1%
	Design Contingency	\$ 1,879,471	\$ 1,894,635	\$ 2,055,835	\$ 2,022,961	\$ 128,326	Both Cumming's and RLB's Design Contingency are at 5%
	Other			\$ 300,000	\$ -	\$ -	RLB includes a separate Pre-Construction Fee that Cumming doesn't include
	Other			\$ 1,295,156	\$ -	\$ -	RLB includes a separate Construction Contingency that Cumming doesn't include
	Market Volatility			\$ 948,699	\$ 906,087	\$ 906,087	RLB includes a separate Market Volatility that Cumming doesn't include; this delta is accounted for in project budget as part of owner allowance
	<b>DEMOLITION Costs</b>	\$ 1,186,036	\$ 1,186,036	\$ 1,186,036	\$ 1,186,036	\$ -	Fixed demolition cost
	<b>SUB-TOTAL COSTS</b>	\$ 40,654,935	\$ 40,973,376	\$ 46,811,836	\$ 43,482,389	\$ 2,509,013	
	<b>ESCALATION Allowance</b>	\$ 2,500,692	\$ 2,520,868	\$ 2,931,043	\$ 2,800,290	\$ 279,422	Escalation through middle of project is similar between Cumming and RLB
	<b>PROJECT TOTAL</b>	\$ 43,155,627	\$ 43,494,244	\$ 49,742,879	\$ 46,282,679	\$ 2,788,435	Final delta between revised RLB & Cumming estimate for project total comes out to about a 6% difference



**EXHIBIT F**

PROJECT UPDATE

KELLOGG MIDDLE SCHOOL

**DD PHASE COST REDUCTION OPTIONS**

Options	Cost Reduction Options (Approx. Cost)	Accepted Cost Reduction Options by Steering Committee (SC)	Notes
PROGRAM AREAS	2 REMOVE bleachers at gymnasium	\$ 142,000	OSM to explore the implications of this option at the start of CD phase, particularly the need for additional chairs for assemblies/events, and report back to the larger team
	3 REMOVE added sliding whiteboard system over monitors at all classroo	\$ 66,000	\$ 66,000 OSM accepted the input from OTL to remove the added sliding whiteboard system over monitors at all classrooms
	4 REDUCE (22) General Classrooms (900 sf to 800 sf) and (5) Science Classrooms (1,200 sf to 1,100 sf) by 100 sf - Remove 2,700 sf Total	\$ 945,000	OSM and OTL determined that this classroom size reduction would negatively impact the middle school program and capacity, so this optionn was not accepted
	5 SUBSTITUTE 70" for the 90" digital screens, only have one digital screen in each classroom, change digital screens in gym to mobil projectors.	\$ 242,000	\$ 242,000 SC accepted this option because high definition 70" screens will provide the necessary instructional viewing ability; 90" screens are not standard for educational settings and are specialized equipment that cost significantly more
	6 REMOVE sinks from general classrooms	\$ 42,000	\$ 42,000 OSM accepted the input from OTL to remove sinks from general classrooms
	7 REMOVE covered walkway on west side by parking lot.	\$ 78,000	\$ 39,000 OSM accepted the input from OTL to remove the covered walkway on the west side by the parking lot; OSM to vet City requirements at start of CD phase for covered bike parking to confirm that the entire covered walkway can be removed
	8 REMOVE student union grading/berms and seating	\$ 84,000	\$ 84,000 SC accepted this option because the grading/berms are not a program requirement
	9 REMOVE nature play area	\$ 135,000	\$ 135,000 SC accepted this option because nature play areas are typically designed and installed by school communities after the school has been opened
	10 REMOVE allowance for site development for educational opportunities	\$ 40,000	\$ 40,000 SC accepted this option because the site development for educational opportunities have all been incorporated into project as part of DD design phase
	SUB-TOTAL	\$ 1,632,000	\$ 648,000
SITE /CIVIL			
BUILDING SYSTEMS	11 SUBSTITUTE seed for sod at sports fields	\$ 64,000	\$ 64,000 SC accepted this option because construction schedule allows for grass seed establishment and growth
	12 REMOVE chainlink fence along north portion of the site	\$ 31,000	\$ 31,000 SC accepted this option because there is an existing fence on this side of site and the new landscaping buffer will provide additional protection
	13 REMOVE stormwater sculpture	\$ 50,000	\$ 50,000 SC accepted this option because this stormwater sculpture would require too much ongoing maintenance
	14 REMOVE miscellaneous site items; sitting logs, boulders, benches	\$ 36,100	\$ 36,100 SC accepted this option because these outdoor seating/amenities can be easily added in the future, and like nature play areas, these items are typically selected and installed by school communities after the school has been opened
	15 SUBSITUTE fiber cement rainscreen for brick/masonry	\$ 139,000	\$ 139,000 OSM accepted the input from Maintenance/Operations to substitute fiber cement rainscreen for brick/masonry

16	SUBSTITUTE tilt-up walls for commons portions of 1 story building	\$	60,000			OH to also look at tilt-up wall and compare it to tilt-up to steel frame and rain screen system/masonry at all of 1 story building as part of performing arts wing redesign process
17	SUBSTITUTE cement panels for horizontal metal panels	\$	18,000	\$	18,000	SC accepted this option because it reduces cost and simplifies construction by reducing the total number of materials on the site
18	DELETE form liners on performing arts tilt up concrete	\$	28,000			OSM will coordinate with OH to consider this option as part of the performing arts wing redesign process
INTERIOR FINISHES						
19	DELETE commons wood slat ceiling	\$	122,000			OH will look at ROM for acoustic replacement at commons at the start of CD phase
20	SUBSTITUTE P.Lam countertops for solid surface countertops	\$	212,000	\$	212,000	SC accepted this option because while solid surfaces are necessary at science and steam rooms, they aren't necessary for typical classrooms
21	SUBSTITUTE TPO roofing for Built-up roofing	\$	22,000			OSM and Maintenance/Operations agreed that the installation and long-term maintenance difficulties of using a non-standard roofing type in the District would outweigh the relatively low cost savings from this option
22	REMOVE interior light shelves	\$	56,000	\$	56,000	SC accepted this option because interior light shelves no longer provide any significant improvement on already generous daylighting
M/E/P						
23	SUBSTITUTE standard VAV mechanical system for Displacement Ventilation and REMOVE radiant floors	\$	244,000			OSM to coordinate with Maintenance to review the impact of substituting VAV for displacement ventilation; OH to provide a first and lifecycle cost comparison for these two options and report back to the SC
24	SUBSTITUTE localized controls for digital control systems (lighting)	\$	11,000	\$	11,000	OSM to coordinate with Maintenance to review the impact of substituting localized controls for digital control systems (lighting)
STRUCTURAL						
25	DELETE RC IV at Learning Suites	\$	167,000	\$	167,000	SC to decide whether to delete RC IV at the Learning Suites
	SUB-TOTAL	\$	1,260,100	\$	784,100	
<b>TOTAL</b>		\$	<b>2,892,100</b>	\$	<b>1,432,100</b>	

KEY:

- cost reduction items for review by OTL
- cost reduction items for review by Maintenance/Operations
- final decision to be made prior to start of CD phase
- cost reduction items requiring additional process/data from OSM/OH during CD phase

**EXHIBIT G**

**KELLOGG MIDDLE SCHOOL**

**ED SPEC/PROGRAM COMPARISON BY PHASE**

MIDDLE SCHOOL ED SPEC PROGRAM						
Required: spaces required and applied to area program total						
Preferred and Scope Adds: spaces added or preferred but not required or applied to area program total						
ED SPEC AREA (Scope Adds in blue)	MP Program	SD Program (after BCR)	DD Program	DD Cost Estimate	Notes	Recommended MS Ed Spec Revisions
<b>CLASSROOMS</b>						
General Classroom, ESL, Science, Science Prep & Storage, Extended Learning	✓	✓-	✓-			
Science Prep - Scope Add	✓+	✓+	✓+	\$↑	Scope Add: Science prep areas added per OTL direction (500 sf)	
Science Storage (chemical storage)	✓+	✗	✓+	\$↑	Scope Add: Science storage areas added per TOSA direction along with added classroom equipment.	
<b>EXPLORATORY</b>						
Music Room, Office, Art, Art Supply Storage	✓	✓	✓		This is combined with the stage in DD per Ed Spec. This does not meet the design standards now but meets Ed Spec	* change Ed Spec to have required music and stage seperated and both sf in program
Computer Lab	✓	✗	✓-			
Music Storage (instruments and uniforms)	✓	✓-	✓-			
Music Practice Rooms	✓	✓-	✓-			
Stage	✓	✓	✓-		Design Standards changed during DD, stage to increase by 1200sf and to not be combined with music	* change Ed Spec to have required music and stage seperated and both sf in program. Ed Spec sf for stage to increase by 1200sf per design standards.
Stage Storage	✓	✓-	✓-			* Design Standards has changed at DD. This needs to be added as a required space in Ed Spec
Dance	✓+	✗	✓			* change the room size to accommodate required active class 2100sf required.
Kiln Room	✓	✗	✓			
Student Project Storage	✓-	✗	✓-			
STEAM Lab	✓	✓	✓			
<b>MEDIA / TECHNOLOGY</b>						
Media Center, Media workroom & storage	✓	✓	✓			
Conference / Small Group Study	✓	✓	✗			
Media Center preferred additional space	✓	✓-	✓-		Preferred: This is above the required and above the Ed Spec requirements but less than the total preferred	* change Ed Spec to increase the required space for Media Center. Current amount is too low and requires part of the preferred at a minimum.
Media Office	✓-	✓-	✓-			
<b>PHYSICAL EDUCATION / ATHLETICS</b>						
Gymnasium (main), PE Storage, Club Storage, PE Office, B&G Locker rooms	✓	✓	✓			
Covered Play Area	✓	✓	✓	✗		
<b>ADMINISTRATION</b>						
Reception / Secretary, Health, Principal Of, A Principal Of, Workroom, Staff, Conference, Restrooms.	✓	✓	✓+	\$↑		
Secure Storage / Records (this is in addition to the required counseling storage)	✓	✓	✓			
<b>COUNSELING</b>						
Counselor's Office, Record Storage, Media / Tutorial room	✓	✓	✓+	\$↑		
Conference Room	✓	✗	✓+	\$↑		
<b>SPECIAL EDUCATION</b>						
Learning Center, Special needs toilet	✓+	✓+	✓+	\$↑		
Itinerant Offices (Psch/Speech Path/Flex office)	✓+	✗	✓+	\$↑		
Sensory Support Room	✓	✗	✓+	\$↑	Preferred: Previously cut sensory support rooms, added back per SPED direction (300 sf)	* change from preferred to required
Intensive Skills Room	✓+	✓+	✓+	\$↑	Scope Add: Intensive skills room incorporated per SPED direction (880 sf)	* add as a required space in Ed Spec
<b>COMMUNITY SUPPORT</b>						
Parent Volunteer Room, parent/Family Resource room & office	✓	✓	✓			
Community Restroom			✓+	\$↑	Scope Add: Added by Focus groups and OTL.	
<b>CAFETERIA / COMMONS</b>						
Cafeteria, Kitchen, Dishwash, Servery, Kitchen, Office, Toilet, Storage	✓	✓+	✓+	\$↑	Scope Add: This add was required to meet two lunch periods.	* change, increase preferred cafeteria space to accomodated preferred 2 lunch periods
<b>BUILDING SUPPORT</b>						
Restrooms Boys & Girls, Custodial room & office, Material Storage, Custodial Storage, Building receiving, MDF & IDF rooms, Electrical Room, Central Mechanical room.	✓	✓	✓+	\$↑	Scope Add: Additional restroom with shower	
Custodial Workroom	✓	✓-	✓-			* change, 45sf as required will not meet ADA and the current code requirements this needs to be increased.
Outdoor Equipment Storage	✓	✗				
<b>COMMUNITY &amp; PARTNER USES</b>						
Partner Program Office, Pantry, Clothing Closet	✓	✓+	✓+	\$↑		
<b>Misc</b>						
Net to gross ratio of 29%	✓+	✓+	✓+			* change, the edspec needs to be updated with a higher % walls, cooridors and circulation areas for a middle school account for more than 29%

Key:

✓-	✓	✓+	\$↑	✗	*
Partially meets Ed Spec	Meets Ed Spec	Exceeds Ed Spec	Cost Increase due to program area increase	Cut as part of cost reduction process	Recommended MS Ed Spec revisions

PPS Middle School Grades 6 through 8

MIDDLE SCHOOL PROGRAM <sup>1</sup>

Preferred: spaces preferred but not required or applied to area program total				Master Planning Program			SD Program			DD Program		
AREA	Quantity	S.F. Room	S.F. Total	Proposed Quantity	Proposed S.F. Room	Proposed S.F. Total	Proposed Quantity	Proposed S.F. Room	Proposed S.F. Total	Proposed Quantity	Proposed S.F. Room	Proposed S.F. Total
<b>CLASSROOMS <sup>2</sup></b>												
Classrooms <sup>3</sup>	22	980	21,560	22	980	21,560	22	880	19,360	22	900	19,800
ESL classroom <sup>4</sup>	1	900	900	1	900	900	1	880	880	1	900	900
ESL Classroom - Scope Add	0	0	0	1	80	80	0	80	0	0	80	0
Science Classrooms	5	1,300	6,500	5	1,300	6,500	5	1,200	6,000	5	1,200	6,000
Science Prep	1	150	150	1	150	150	1	150	150	1	150	150
Science Storage (chemical storage optional)	1	64	64	1	64	64	1	64	64	1	64	64
Science Prep - Scope Add				2	150	300	2	150	300	2	250	500
Science Storage (chemical storage optional) - Scope Add				2	64	128	0	64	0	1	36	36
Extended Learning Area <sup>5</sup>	6	1,000	6,000	6	1,000	6,000	2	1,000	2,000	6	589	3,534
Student Lockers (grades 6, 7, & 8) 225 students <sup>6</sup>	1	190	190	3	190	570	3	190	570	3	190	570
Student Lockers (includes 2'-0" clear space in front of lockers) - Scope Add				1	665	665	1	665	665	1	695	695
Conference Room	1	200	200	1	200	200	0	200	0	0	200	0
<b>Required</b>			<b>29,364</b>			<b>29,744</b>			<b>27,024</b>			<b>27,484</b>
Preferred			6,200			6,200			2,000			3,534
Scope Add			0			508			965			1,231
<b>Subtotal required + preferred + scope add</b>			<b>35,564</b>			<b>36,452</b>			<b>29,989</b>			<b>32,249</b>

Notes:

<sup>1</sup> Planning capacity for Middle School program is 675 students with a maximum of three sections of students at each grade level. Consult PPS Long Range Facilities Plan for determination student capacity for each instructional space.

<sup>2</sup> "Specialist" classroom functions such as Title I, Reading, and Math to be accommodated in "Extended Learning" areas

<sup>3</sup> Self-contained classrooms that deliver science curriculum for grades 6-8 need to be large enough to provide the additional sinks, outlets, eyewash and work space needs sufficient for a minimum of 32 students in a science classroom

<sup>4</sup> Room should be divisible into two smaller classrooms

<sup>5</sup> One Commons/Extended Learning Area @ 1,500 SF required per classroom type (grades 6,7,8). Two per classroom type @ 1,000 SF preferred

<sup>6</sup> Lockers can be full height; half height lockers should be stacked.

MIDDLE SCHOOL PROGRAM <sup>1</sup>

Preferred: spaces preferred but not required or applied to area program total				Proposed			Proposed			Proposed		
AREA	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>EXPLORATORY</b>												
Music (Band & Choir) Room <sup>7,8</sup>	1	1,400	1,400	1	1,400	1,400	1	1,400	1,400	1	1,400	1,400
Music Office	1	120	120	1	120	120	1	120	120	1	120	120
Art	1	1,200	1,200	1	1,200	1,200	1	1,200	1,200	1	1,200	1,200
Art Storage	1	120	120	1	120	120	1	120	120	1	120	120
Computer Lab	1	980	980	1	980	980	0	980	0	0	980	0
STEAM Lab <sup>9</sup>	1	1,200	1,200	1	1,200	1,200	1	1,200	1,200	1	1,200	1,200
Practice Rooms	2	50	100	0	0	0	0	0	0	0	0	0
Kiln Room	1	100	100	1	100	100	0	100	0	0	100	0
Student Project Storage	1	200	200	0	0	0	0	0	0	0	0	0
Dance <sup>10</sup>	1	980	980	1	980	980	0	980	0	0	980	0
Music, instrument, uniform storage	1	120	120	1	120	120	1	120	120	1	100	100
<b>Required</b>			<b>3,820</b>			<b>3,820</b>			<b>2,840</b>			<b>2,840</b>
Preferred			2,700			2,400			1,320			1,300
<b>Subtotal required + preferred</b>			<b>6,520</b>			<b>6,220</b>			<b>4,160</b>			<b>4,140</b>

MEDIA/TECHNOLOGY

Media Center <sup>11</sup>	1	1,650	1,650	1	1,650	1,650	1	1,650	1,650	1	1,650	1,650
Media Workroom (text book/media storage)	1	200	200	1	200	200	1	200	200	1	500	500
Conference/Small Group Study	1	200	200	1	200	200	1	200	200	0	200	0
Media Office	1	100	100	0	0	0	0	0	0	0	0	0
Media Center	1	1,550	1,550	1	1,550	1,550	1	650	650	1	690	690
<b>Required</b>			<b>2,050</b>			<b>2,050</b>			<b>2,050</b>			<b>2,150</b>
Preferred			1,650			1,550			650			690
<b>Subtotal required + preferred</b>			<b>3,700</b>			<b>3,600</b>			<b>2,700</b>			<b>2,840</b>

Notes:

<sup>7</sup> Music Room with stage may be elevated 18 inches above adjacent cafeteria; separate with acoustic/operable wall that opens to cafeteria; stage to provide space for dance (or dance floor storage) if not provided elsewhere

<sup>8</sup> Music room should incorporate instrument storage if not built separately

<sup>9</sup> Science Technology Engineering Arts and Math (STEAM) lab equipped to accommodate science curriculum as well as fabrication and maker space activities

<sup>10</sup> Dance optional unless it is part of core program; can be located as pull out floor under stage/music room if it opens to cafeteria

<sup>11</sup> 1,650 SF Media Center required; 3,200 SF preferred

**PPS Middle School Grades 6 through 8**

**MIDDLE SCHOOL PROGRAM <sup>1</sup>**

Preferred - spaces preferred but not required or applied to area program total

AREA	Quantity	S.F. Room	S.F. Total	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	
				Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>PHYSICAL EDUCATION/ATHLETICS</b>												
Gym (main) seating for 750 person assembly	1	6,800	6,800	1	6,800	6,800	1	6,800	6,800	1	6,700	6,700
Covered Play Area *	1	4,000	4,000	1	4,000	4,000	1	4,000	4,000	1	4,000	4,000
PE Storage	2	200	400	2	200	400	2	200	400	2	135	270
Club Storage	3	80	240	3	80	240	3	80	240	2	144	288
PE Office <sup>12</sup>	1	120	120	1	120	120	1	120	120	1	120	120
Boy's Locker Room <sup>13</sup>	1	800	800	1	800	800	1	400	400	1	400	400
Girls Locker Room <sup>13</sup>	1	800	800	1	800	800	1	400	400	1	400	400
Table/Chair Storage - Scope Add	0	0	0	1	200	200	0	200	0	0	200	0
<b>Required</b>			<b>13,160</b>			<b>13,160</b>			<b>12,360</b>			<b>12,178</b>
<b>Scope Add</b>			<b>0</b>			<b>200</b>			<b>0</b>			<b>0</b>
<b>Subtotal required + scope add</b>			<b>13,160</b>			<b>13,360</b>			<b>12,360</b>			<b>12,178</b>
<b>ADMINISTRATION</b>												
Reception/Secretary	1	450	450	1	450	450	1	450	450	1	500	500
Health Room/Toilet	1	200	200	1	200	200	1	200	200	1	190	190
Principal's Office <sup>14</sup>	1	180	180	1	180	180	1	180	180	1	170	170
Assistant Principal's Office <sup>15</sup>	1	120	120	1	120	120	1	120	120	1	115	115
Workroom/Mail	1	350	350	1	350	350	1	350	350	1	370	370
Staff Room	1	500	500	1	500	500	1	500	500	1	500	500
Conference Room <sup>16</sup>	1	180	180	1	200	200	1	180	180	1	180	180
Restroom <sup>17</sup>	2	45	90	2	64	128	2	45	90	2	54	108
Lost & Found	1	50	50	1	50	50	0	50	0	0	50	0
Flex Office	1	120	120	0	0	0	0	0	0	0	0	0
Secure Storage/Records <sup>18</sup>	1	150	150	1	150	150	0	150	0	0	150	0
<b>Required</b>			<b>2,120</b>			<b>2,178</b>			<b>2,070</b>			<b>2,133</b>
<b>Preferred</b>			<b>270</b>			<b>150</b>			<b>0</b>			<b>0</b>
<b>Subtotal required + preferred</b>			<b>2,390</b>			<b>2,328</b>			<b>2,070</b>			<b>2,133</b>

- Notes:
- <sup>12</sup> 120 SF PE Office required; 200 SF office with shower preferred
  - <sup>13</sup> 800 SF Locker Rooms required; 1,200 SF preferred; locker room showers are optional
  - <sup>14</sup> 180 SF Principal's Office required; 200 SF preferred
  - <sup>15</sup> 120 SF Assistant Principal's Office required; 150 SF preferred
  - <sup>16</sup> 180 SF Conference Room required; 200 SF preferred
  - <sup>17</sup> 45 SF single user, gender neutral restrooms required; 64 SF preferred.
  - <sup>18</sup> Secure Storage/Records optional only if records securely stored in administration

**MIDDLE SCHOOL PROGRAM <sup>1</sup>**

Preferred - spaces preferred but not required or applied to area program total

AREA	Quantity	S.F. Room	S.F. Total	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	
				Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>COUNSELING</b>												
Counselor's Office	2	120	240	2	120	240	2	120	240	2	120	240
Record Storage	1	100	100	1	100	100	1	100	100	1	130	130
Mediation/Tutorial Room	1	120	120	1	120	120	1	120	120	1	110	110
Conference Room	1	200	200	1	200	200	0	200	0	0	200	0
<b>Required</b>			<b>460</b>			<b>460</b>			<b>460</b>			<b>480</b>
<b>Preferred</b>			<b>200</b>			<b>200</b>			<b>0</b>			<b>0</b>
<b>Subtotal required + preferred</b>			<b>660</b>			<b>660</b>			<b>460</b>			<b>480</b>

**MIDDLE SCHOOL PROGRAM <sup>1</sup>**

Preferred - spaces preferred but not required or applied to area program total

AREA	Quantity	S.F. Room	S.F. Total	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	
				Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>SPECIAL EDUCATION</b>												
Learning Center <sup>19</sup>	1	800	800	1	800	800	1	800	800	1	800	800
Learning Center - Scope Add	0	0	0	1	180	180	1	80	80	1	100	100
Itinerant Offices (Psych/Speech Path/Flex Office) <sup>20</sup>	3	80	240	3	80	240	0	80	0	0	80	0
Offices - Scope Add	0	0	0	3	70	210	0	70	0	0	70	0
Special Needs Toilet	1	120	120	1	120	120	1	120	120	1	120	120
Sensory Support Room	1	150	150	1	150	150	0	150	0	1	300	300
Intensive Skills Room <sup>21</sup>	1	980	980	1	980	980	1	880	880	1	880	880
<b>Required</b>			<b>1,160</b>			<b>1,160</b>			<b>920</b>			<b>920</b>
<b>Preferred</b>			<b>1,130</b>			<b>1,130</b>			<b>880</b>			<b>1,180</b>
<b>Scope Add</b>			<b>0</b>			<b>390</b>			<b>80</b>			<b>100</b>
<b>Subtotal required + preferred + scope add</b>			<b>2,290</b>			<b>2,680</b>			<b>1,880</b>			<b>2,200</b>
<b>COMMUNITY SUPPORT</b>												
Parent/Volunteer Room	1	200	200	1	200	200	1	200	200	1	200	200
Parent/Family/Community Resource Room	1	800	800	1	800	800	1	800	800	1	765	765
Parent/Family/Community Resource Room - Scope Add	0	0	0	1	120	120	0	120	0	0	120	0
Community Restroom - Scope Add in DD	0	0	0	0	0	0	0	0	0	1	64	64
Parent/Family Resource Offices <sup>22</sup>	1	120	120	1	120	120	1	120	120	1	120	120
<b>Required</b>			<b>1,120</b>			<b>1,120</b>			<b>1,120</b>			<b>1,085</b>
<b>Scope Add</b>			<b>0</b>			<b>120</b>			<b>0</b>			<b>64</b>
<b>Subtotal required + scope add</b>			<b>1,120</b>			<b>1,240</b>			<b>1,120</b>			<b>1,149</b>

- Notes:
- <sup>19</sup> Number of Learning Centers dependent on SPED population within school; One 800 SF Learning Center required; additional Learning Centers may be smaller, min. of 600 SF
  - <sup>20</sup> Three 80 SF Itinerant Office required; three offices at 120 SF preferred
  - <sup>21</sup> Need for Intensive Skills room dependent on the needs of the student population
  - <sup>22</sup> One 120 SF Parent/Family Resource Office required; two 120 SF offices preferred

PPS Middle School Grades 6 through 8

MIDDLE SCHOOL PROGRAM<sup>1</sup>

Preferred - spaces preferred but not required or applied to area program total				Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	
AREA	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>CAFETERIA/COMMONS</b>												
Cafeteria <sup>23</sup>	1	4,250	4,250	1	4,250	4,250	1	4,250	4,250	1	4,250	4,250
Cafeteria - Scope Add	0	0	0	1	1,580	1,580	1	720	720	1	662	662
Kitchen	1	800	800	1	800	800	1	800	800	1	800	800
Kitchen - Scope Add	0	0	0	0	315	0	1	120	120	1	178	178
Dishwashing <sup>24</sup>	1	250	250	1	250	250	1	250	250	1	250	250
Kitchen Freezer/Cooler <sup>25</sup>	0	140	0	0	140	0	1	140	140	1	140	140
Kitchen Office Alcove <sup>26</sup>	1	60	60	1	60	60	1	60	60	1	60	60
Servery <sup>27</sup>	1	900	900	1	900	900	1	900	900	1	900	900
Servery - Scope Add	0	0	0	1	315	315	1	315	315	1	300	300
Kitchen Staff Lockers <sup>28</sup>	1	20	20	1	20	20	1	20	20	1	20	20
Kitchen Restroom <sup>29</sup>	1	45	45	1	45	45	1	45	45	1	45	45
Table/Chair Storage	1	200	200	1	200	200	1	200	200	1	200	200
Kitchen Storage	1	150	150	1	150	150	1	150	150	1	200	200
Stage <sup>30</sup>	1	1,000	1,000	0	0	0	0	0	0	0	0	0
Stage Storage <sup>31</sup>	1	200	200	0	0	0	0	0	0	0	0	0
Cafeteria	1	250	250	1	250	250	1	250	250	1	250	250
Kitchen Staff Lockers	1	80	80	1	80	80	1	80	80	1	10	10
Restroom	1	19	19	1	19	19	0	19	0	1	20	20
<b>Required</b>			<b>6,675</b>			<b>6,675</b>			<b>6,815</b>			<b>6,865</b>
<b>Preferred</b>						<b>349</b>			<b>330</b>			<b>280</b>
<b>Scope Add</b>			<b>0</b>			<b>1,895</b>			<b>1,155</b>			<b>1,140</b>
<b>Subtotal required + preferred + scope add</b>			<b>6,224</b>			<b>8,919</b>			<b>8,300</b>			<b>8,285</b>

Notes:

- <sup>23</sup> 4,500 SF Cafeteria preferred; three lunch periods allowed; two lunch periods preferred when scheduling allows
- <sup>24</sup> Separate dishwashing area not required if kitchen over 1,000 SF
- <sup>25</sup> Separate freezer/cooler area not required if installed in kitchen and kitchen is over 800 SF
- <sup>26</sup> 60 SF Kitchen Office Alcove required; 100 SF preferred
- <sup>27</sup> Smaller servery allowed if more than two lunches served
- <sup>28</sup> 20 SF for staff lockers required; 100 SF preferred
- <sup>29</sup> 45 SF single user, gender neutral Kitchen Restroom required; 64 SF preferred
- <sup>30</sup> Music room to double as stage is preferred; Music Room and stage should have close proximity to cafeteria to allow space for spectators
- <sup>31</sup> For tables and chairs to support stage function. For installation of stage adjacent cafeteria only: preferred in/adjacent to cafeteria; alternatively install adjacent to music room if it includes a stage function.

MIDDLE SCHOOL PROGRAM<sup>1</sup>

Preferred - spaces preferred but not required or applied to area program total				Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	
AREA	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>BUILDING SUPPORT</b>												
Restrooms <sup>32</sup>	6	45	270	6	45	270	5	45	225	5	70	350
Restroom with Shower - Scope Add	0	0	0	0	100	0	1	100	100	1	85	85
Toilets - Boys <sup>33</sup>	3	200	600	3	200	600	3	200	600	3	200	600
Toilets - Boys ADD - Scope Add	0	0	0	0	50	0	3	50	150	3	50	150
Toilets - Boys - Scope Add	0	0	0	0	300	0	1	300	300	1	250	250
Toilets - Girls <sup>33</sup>	3	200	600	3	200	600	3	200	600	3	200	600
Toilets - Girls ADD - Scope Add	0	0	0	0	50	0	3	50	150	3	50	150
Toilets - Girls - Scope Add	0	0	0	0	300	0	1	300	300	1	250	250
Custodial Rooms <sup>34</sup>	4	100	400	4	100	400	4	100	400	3	140	420
Custodial Office/Lockers <sup>35</sup>	1	150	150	1	150	150	1	150	150	1	150	150
Materials Storage <sup>36</sup>	1	350	350	1	350	350	1	350	350	1	330	330
Custodial Storage (Just-in-Time) <sup>37</sup>	1	350	350	1	350	350	1	350	350	1	275	275
Building Storage/Receiving <sup>38</sup>	1	650	650	1	650	650	1	650	650	1	730	730
MDF Room <sup>39</sup>	1	160	160	1	160	160	1	160	160	1	160	160
IDF Rooms <sup>40</sup>	3	80	240	3	80	240	3	80	240	3	80	240
Electrical Room <sup>41</sup>	1	180	180	1	180	180	1	180	180	1	180	180
Electrical Room ADD - Scope Add	0	0	0	0	200	0	1	200	200	1	345	345
Central Mechanical Room <sup>42</sup>	1	600	600	1	600	600	1	600	600	1	264	264
Water Entrance Room ADD - Scope Add in DD										1	200	200
Elevator Closet - Scope Add in DD										1	15	15
Corridors <sup>44</sup>	Variable											
Electrical Generator Room <sup>43</sup>	1	200	200	1	200	200	1	200	200	1	200	200
Custodial Work Area	1	180	180	1	180	180	0	180	0	1	50	50
Outdoor Equipment Storage	1	200	200	1	200	200	0	200	0	0	200	0
MDF Rooms	1	20	20	1	20	20	0	20	0	0	20	0
IDF Rooms	3	20	60	3	20	60	3	20	60	3	50	150
Electrical Room	1	20	20	1	20	20	1	20	20	1	50	50
Central Mechanical Room	1	200	200	1	200	200	1	200	200	1	310	310
Concessions	1	100	100	0	0	0	0	0	0	0	0	0
<b>Required</b>			<b>4,550</b>			<b>4,550</b>			<b>4,505</b>			<b>4,299</b>
<b>Preferred</b>						<b>880</b>			<b>480</b>			<b>760</b>
<b>Scope Add</b>			<b>0</b>			<b>950</b>			<b>1,200</b>			<b>1,445</b>
<b>Subtotal Required + Preferred</b>			<b>5,530</b>			<b>5,430</b>			<b>6,185</b>			<b>6,504</b>

Notes:

- <sup>32</sup> Six 45 SF gender neutral restrooms required; six 64 SF restrooms preferred. Provide at least one gender neutral restroom on each floor and near gym facilities. Also ensure at least one gender inclusive and one accessible restroom are included within each area to be accessed outside regular school hours.
- <sup>33</sup> Three 200 SF toilet rooms for boys and girls for grades 6-8 required or as required by applicable plumbing code
- <sup>34</sup> Four 100 SF Custodial Rooms required; Five 100 SF rooms preferred
- <sup>35</sup> 150 SF Custodial Office/Lockers required; 180 SF preferred
- <sup>36</sup> 350 SF Materials Storage required; 400 SF preferred
- <sup>37</sup> 350 SF Custodial Storage required; 400 SF preferred
- <sup>38</sup> 650 SF Building Storage/Receiving required; 800 SF preferred
- <sup>39</sup> 160 SF MDF Room required; 180 SF preferred
- <sup>40</sup> Three 80 SF IDF Rooms required; three 100 SF rooms preferred
- <sup>41</sup> One 180 SF Electrical Room required; 200 SF preferred
- <sup>42</sup> One 600 SF Central Mechanical Room required; 800 SF preferred
- <sup>43</sup> Can be located outside building if site conditions allow; inside building preferred
- <sup>44</sup> See Corridor Characteristics

PPS Middle School Grades 6 through 8

MIDDLE SCHOOL PROGRAM <sup>1</sup>

Preferred: spaces preferred but not required or applied to area program total				Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed
AREA	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>COMMUNITY &amp; PARTNER USES</b>												
Partner Program Office	1	150	150	1	150	150	2	150	300	2	140	280
Partner Program Office - Scope Add	1	150	150	1	150	150	0	150	0	0	150	0
Pantry <sup>45</sup>	1	200	200	1	200	200	1	200	200	1	170	170
Clothes Closet	1	120	120	0	0	0	0	0	0	0	0	0
Partner Program Storage / Office - Scope Add	0	0	0	4	88	350	0	88	0	0	88	0
Laundry Room - Scope Add	0	0	0	1	100	100	0	100	0	0	100	0
After school instruction <sup>46</sup>	2	500	1,000	0	0	0	0	0	0	0	0	0
<b>Required</b>			<b>620</b>			<b>350</b>			<b>500</b>			<b>450</b>
<b>Preferred</b>			<b>1,000</b>			<b>0</b>			<b>0</b>			<b>0</b>
<b>Scope Add</b>			<b>0</b>			<b>600</b>			<b>0</b>			<b>0</b>
<b>Subtotal required + preferred + scope add</b>			<b>1,000</b>			<b>950</b>			<b>500</b>			<b>450</b>

MIDDLE SCHOOL PROGRAM <sup>1</sup>

Preferred: spaces preferred but not required or applied to area program total				Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	Proposed	
AREA	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>MIDDLE SCHOOL PROGRAM TOTAL REQUIRED AREA</b>			<b>65,099</b>			<b>65,267</b>			<b>60,664</b>			<b>60,884</b>
<b>MIDDLE SCHOOL PROGRAM TOTAL PREFERRED AREA</b>			<b>15,673</b>			<b>12,859</b>			<b>5,660</b>			<b>7,744</b>
<b>MIDDLE SCHOOL PROGRAM TOTAL SCOPE ADD</b>			<b>0</b>			<b>3,713</b>			<b>3,400</b>			<b>3,980</b>
<b>SUB-TOTAL MIDDLE SCHOOL AREA (minus Covered Play)</b>			<b>76,778</b>			<b>77,839</b>			<b>65,724</b>			<b>68,608</b>
<i>SD Modeling / Floor Plan Layout Deviation -0.6% <sup>48</sup></i>									<b>417</b>			
<i>DD Modeling / Floor Plan Layout Deviation -1.0% <sup>48</sup></i>												<b>729</b>
<i>Ed Spec Net to gross ratio of 29% <sup>47</sup></i>			<b>22,266</b>			<b>22,573</b>						
<i>SD Net to gross ratio of 48.9% <sup>49</sup></i>									<b>32,348</b>			
<i>DD Net to gross ratio of 50.9% <sup>49</sup></i>												<b>35,322</b>
<b>GROSS MIDDLE SCHOOL PROGRAM TOTAL</b>			<b>99,044</b>			<b>100,412</b>			<b>98,489</b>			<b>104,659</b>

Notes:

<sup>45</sup> 200 SF Pantry required; 300 SF preferred

<sup>46</sup> Number of after school instructional spaces to be determined in conjunction with program provider and PPS Facilities and Asset Management

<sup>47</sup> Gross area includes walls, corridors and circulation areas; 29% net to gross for new construction; ratio for modernization projects will vary depending on extent of work

<sup>48</sup> Square footages currently in the REVIT model contain overages in multiple rooms to provide spatial alignment

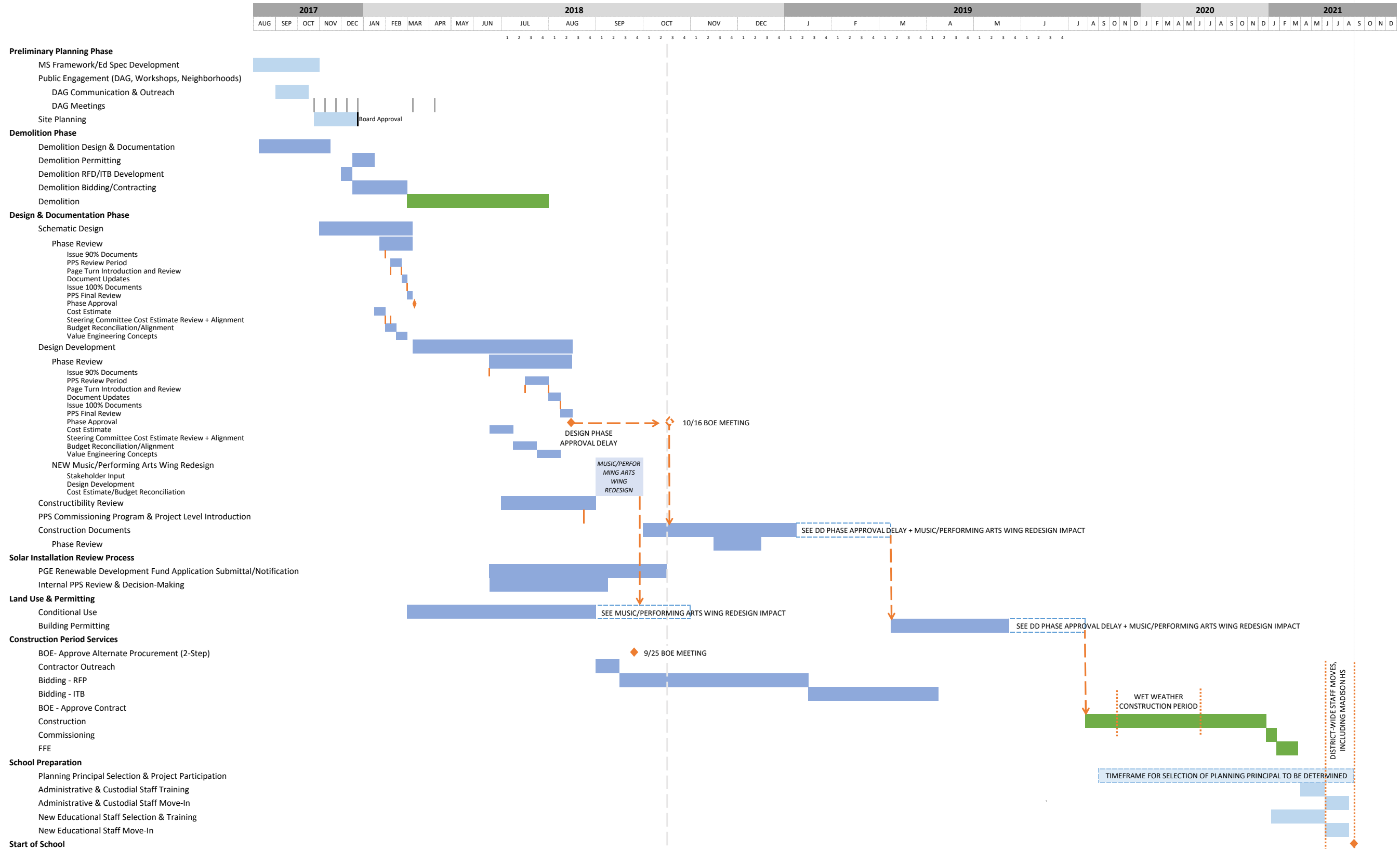
<sup>49</sup> Gross area includes walls, corridors and circulation areas; 48.9% net to gross for new construction in SD; 50.9% net to gross for new construction in DD

**EXHIBIT I**

PROJECT UPDATE

KELLOGG MIDDLE SCHOOL

PROJECT SCHEDULE





**EXHIBIT J**

**PROJECT UPDATE**

**KELLOGG MIDDLE SCHOOL**

**STAKEHOLDER ENGAGEMENT PLAN**

				DECREASING LEVEL OF STAKEHOLDER IMPACT																																							
				2017				2018				2019				2020				2021																							
				PLANNING				SCHEMATIC DESIGN				DESIGN DEVELOPMENT				CONSTRUCTION DOCUMENTS				PERMITTING				CONSTRUCTION				SCHOOL PREPARATION															
				Phase Review				Phase Review				Plan Review																															
Month	Week	Year	Phase	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
PPS Dept	PPS Sub-Department	Sub-Group/Building System	Staff Lead(s)																																								
DAG Meetings																																											
Steering Committee Meetings	Bi-Weekly Meetings with Leadership with Project Updates and Decision Making																																										
Quarterly Executive Leadership Meetings (see Chiefs and Senior Directors)																																											
Superintendent	Deputy Superintendent		Yvonne Curtis																																								
Superintendent	Chief of Staff		Stefanie Soden																																								
CIPA																																											
Finance																																											
Equity																																											
Operations	Maintenance & Operations	Director	Jere High																																								
	Maintenance	Mechanical	Steve Nitsch/Wyatt Whitson																																								
	Maintenance	DDC Controls	Chuck Morgan																																								
	Maintenance	Electrical	Brian Taylor																																								
	Maintenance	Low Voltage/Alarms	Stacy Milnes																																								
	Maintenance	Kilns	Adam Maurer																																								
	Maintenance	Plumbing	Steve Nitsch/Jerry Turney																																								
	Maintenance	Grounds	Mark Franklin																																								
	Maintenance	Multi-Craft	Mike Smith/Patrick McMenomy																																								
	Maintenance	Door Hardware	Jayne Olson																																								
	Maintenance	Elevators	Kerry Young																																								
	Operations	Facilities Operations Managers	Daniel Lemay																																								
	COO Office	Chief Operating Officer	Claire Hertz																																								
	COO Office	Nutrition Services	Whitney Ellersick/Ben Dandaneau																																								
COO Office	Security	John Payne																																									
COO Office	Student Transportation	Terri Brady/Sandi Van Baggen																																									
Risk Management/EH&S	OSHA/Fall Protection	Terra Wheeler																																									
Strategic Office	Planning and Asset Management	Director	Sara King																																								
	Planning and Asset Management	Planning	Paul Cathcart																																								
	Planning and Asset Management	Sustainability/Site	tbd																																								
	Planning and Asset Management	FFE	Julie Roeder																																								
	Planning and Asset Management	Lease Management/Joint Use Agreements	Kirsten Cowden																																								
	Planning and Asset Management	Energy Management	Aaron Presberg																																								
	Strategic Office	Director	Travis Paakki (interim)																																								
	Information Technology	Network Operations	Mark Lancaster																																								
	Information Technology	Classroom Technology	Quran Fulton																																								
	Information Technology	Access Control	Jonathan Gilbert																																								
Office of Teaching and Learning	Information Technology	Bell System	Devin Bolt																																								
	Information Technology	Systems Development and Integration	Marita Ingalsbe																																								
	Office of Teaching and Learning	Middle School Planning Principal	tbd (after Brenda Fox's departure - 6/18)																																								
	Office of Teaching and Learning	TOSA Oversight	Sara Davis/Andrew Johnson																																								
	Teachers on Special Assignment	Science	Jennifer Mayo																																								
	Teachers on Special Assignment	Math	Jaclyn Herzog/Ernest Yago																																								
	Teachers on Special Assignment	Visual Arts	Kristen Brayson																																								
	Teachers on Special Assignment	Performing Arts	Kristen Brayson																																								
	Teachers on Special Assignment	Music	Kristen Brayson																																								
	Teachers on Special Assignment	Media/Library	Susan Stone																																								
	Teachers on Special Assignment	Health/PE	Jenny Withycombe																																								
	Teachers on Special Assignment	Social Studies	Robi Osborn																																								
	Teachers on Special Assignment	English Language Arts	Duncan Carranza																																								
	Teachers on Special Assignment	STEAM/STEM/Maker Spaces	Jennifer Mayo/Glennon Stratton																																								
Special Education	Special Education	Mary Pearson/Robert Cantwell																																									
Special Education/TOSA	Special Education	Rina Shriki																																									
Special Education	Occupational Therapist	Pete Carpenter																																									
Special Education	Physical Therapist	Marlien Gregory																																									
Special Education	Physical Therapist	Katherine Stribling																																									
Laurie Vandenberg	Counselor	Laurie Vandenberg																																									
Special Education	SPED Parent Advisory Group	Noelle Sisk																																									
Dual Language Immersion	Dual Language Immersion	Michael Bacon																																									
Office of School Performance	Office of School Performance	Assistant Superintendent	Antonio Lopez																																								
	PK-12 Programs	Senior Director	Jennifer Patterson																																								
	Multiple Pathways	Senior Director	Korinna Wolfe																																								
	Athletics	Athletics	Marshall Haskins																																								
	SUN Program	SUN Program	Dunya Minoos																																								
Vermont Hills Family Life Center	Vermont Hills Family Life Center	Nancy Hauth																																									

**KEY**

DR	Design Review, Page Turn Meeting	FG	Focus Group
AC	Inter-Departmental Discussions	RU	Regular Update
LS	AC: Access Control	QU	Quarterly Update
CT	LS: Lunch Service	SW	Construction Phase Site Walk
	CT: Classroom Technology	CO	Close Out Coordination
	tbd: other topics		