



# Board of Education

## Staff Analysis and Report to the Board

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Board Work Session Date: N/A

District Priority:

Board Meeting Date (if action item): 2/19/19

Executive Leadership Lead: Dan Jung, COO

Department: Office of School Modernization

Staff Lead: Scott Perala, Senior Director (interim)

**SUBJECT: Bond Program Status; Quarterly Update**

**I. BACKGROUND**

In November 2012 and May 2017 voters approved general obligation bonds to completed capital improvement projects for Portland Public Schools. The District's Office of School Modernization Staff has developed a set of performance measures to provide management information for the staff and reporting tools for the Bond Accountability Committee and the Board's oversight role. Performance metrics for the 2012/2017 bond program are based on the Balanced Scorecard (BSC).

**II. RELATED POLICIES/BEST PRACTICES**

The provided documentation includes metrics tracking the performance of the District's Equity in Public Purchasing and Contracting Policy.

**III. ANALYSIS OF SITUATION**

The bond program continues to make progress planning, designing and completing capital improvements. The attached documentation provides an overview of recent accomplishments and current status.

**IV. FISCAL IMPACT**

The current combined (2012/2017) program budget is \$1.4 billion. The provided documentation includes detailed financial information.

**V. COMMUNITY ENGAGEMENT (IF APPLICABLE)**

The bond program continues to engage internal and external stakeholders through public workshops, targeted project meetings, open houses, etc. Design Advisory Groups are active for Kellogg, Madison, Lincoln and Benson.

**VI. TIMELINE FOR IMPLEMENTATION/EVALUATION**

The provided information includes detailed project schedule information.

**VII. BOARD OPTIONS WITH ANALYSIS**

N/A

**VIII. STAFF RECOMMENDATION**

N/A

**IX. I have reviewed this staff report and concur with the recommendation to the Board.**

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**Guadalupe Guerrero**  
**Superintendent**  
**Portland Public Schools**

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**Date**

**ATTACHMENTS from 1/23/19 Bond Accountability Committee Meeting**

- A. Bond Accountability Committee Meeting Minutes
  - B. Bond Accountability Committee PowerPoint Presentation
  - C. Balanced Scorecard
  - D. GHS Accident and Safety Log
  - E. GMP Audit Response Memorandum
  - F. 2012 Program Cost Summary
  - G. 2017 Program Cost Summary
  - H. Project Management Cost Summary
-

# Meeting Minutes | January 23<sup>rd</sup>, 2019



**Portland Public Schools Bond Accountability Committee  
(BAC) Location: Lincoln High School Library**

**PORTLAND PUBLIC SCHOOLS  
Office of School Modernization**  
501 North Dixon Street • Portland, OR 97227

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*Members present:* Kevin Spellman, Dana White, Tom Peterson, Karen Weylandt, Dick Steinbrugge

*Not present:* Charlie Johnson, Cheryl Twete, Tenzin Gonta

*Guests present:* Ken Fisher, Curtis Matthews, Cathy Brady, Duran Brandon, Lien Luu, Erin Storlie, Brian Price, Jeff Moreland

*PPS/OSM staff present:* Dan Jung, Scott Perala, Dave Ruth, Derek Henderson, Darwin Dittmar, Mike Kwaske, Brian Oylear, Jamie Hurd, Aidan Gronauer

*Next meeting:* April 17<sup>th</sup>, 2019 (Location TBD)

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## **I. Welcome & Introductions**

Kevin Spellman calls meeting to order at 5:39 pm.

## **II. Public Comment**

- No comment.

## **III. Program Overview**

### **Bond Accountability Committee**

- OSM and the BAC welcome three new members, Dana White, Karen Weylandt, and Dick Steinbrugge.
- Tom Peterson has been appointed to serve another term.

### **Staffing**

- Dave Ruth has joined PPS as the OSM Director of Construction. Dave comes from the Bay Area with a wealth of industry knowledge. OSM looks forward to the benefits and insight Dave brings to further move the PPS Bond program forward. OSM welcomes Dave to the program.
- Steve Simonson joins OSM from FAM project management as a Senior Project Manager in charge of Health and Safety projects, focusing on composite (roofing, seismic, etc.) projects. Steve brings a wealth of knowledge and experience to the program and OSM welcomes him onboard.

## General Program Updates

- The Grant Modernization project team has identified a preferred location for the Grant Softball Field.
- The Benson Modernization Master Plan was approved by the Board of Education.
- Madison and Kellogg are mobilizing to construction phase starting in June of 2019.
- The Lincoln Rebuild is moving forward and starting the Construction Document phase. A limited subcontractor proposal process will take place later this spring.
- Summer 2018 Health and Safety work is wrapping up. Water fixture replacement and lead paint stabilization are ongoing and will continue at all buildings across the district. Summer 2019 projects are near to design completion and bids will be on the street in the next few weeks.
- Scope for the Health and Safety program of the 2017 Bond is now identified in detail and will be forecasting for how the 150 million set aside for Health and Safety will be spent.
- Rider Levett Bucknall is under contract to review program costs compared to other markets/projects. OSM expects this report to be completed near the end of February.
- Sjoberg Evashenk Consulting (SEC) is under contract and will serve as our performance auditors for the next several years. The current focus for SEC is working on the \$790 million 2017 Bond Ballot amount. OSM expects an audit report on this topic to be completed end of February as well. Findings will be reported to the Board in March.

## Balanced Scorecard: BUDGET

- **2012 Bond Budget**
  - Clarification on reporting strategy for the two bonds provided to the committee. OSM is able and willing to provide detail and/or focus on details of the 2012 and the 2017 budget, as well as the total program overall as needed by the committee.

OSM/BAC Discussion: *The BAC highlighted the need for detailed tracking of the Health and Safety projects since there is a wide range of work going on. Not only will this allow for the tracking of details, this will also allow for detailed communication about the work for all stakeholders. OSM agrees and suggests that we make Health and Safety a key focus for the next BAC meeting in April. OSM also clarifies that the reporting on Health and Safety needs to account for the ballot language of “spend up to \$150 million on Health and Safety work”.*

OSM/BAC Discussion: *The BAC and OSM engaged in discussion about contingency budgets for the 2012 bond, close out status, current budget details and forecasting, possible savings within project budgets or contingencies, and where the money could or should go if it becomes available. The BAC continually recommends that the two passed bonds, 2012 moving towards program completion, and 2017 well underway, remain clean and separate funding sources that execute the language of the ballot*

*measure that voters approved. OSM agrees and will continue and track allocation of funds pursuant to the 2012 and 2017 bond measures.*

- **2017 Bond Budget**

- OSM reports that Board-approved funding for the Middle School Conversion Plan that took place over the summer of 2018 has been reversed and the Board is now looking at different funding sources for this work outside of the 2017 Bond. Funds that were previously allocated to the Middle School Conversion Plan from the bond will now be used on the Benson Modernization.
- OSM reports on the 2017 Bond Premium compared to the 2012 Bond Premium. The 2012 Premium was larger and allocated to projects. Issuance costs were not factored in for the 2017 bond. The 2012 bond had a higher premium that yielded more funds for projects. The 2017 Premium was less than the issuance cost so we did not see additional funds for that, but this bond is made up of taxable and non-taxable bonds and may yield more interest revenue. Projected interest earnings have now been included in the 2012 and 2017 Program Cost Summaries.

**Balance Scorecard: EQUITY**

- OSM reviews current numbers for equity goals for Certified Business (Minority, Woman Owned, or Emerging Small Business), Workforce Apprenticeship, and Career Learning efforts.
- A few relatively minor discrepancies were noted in the perspective slide. Corrections will be made prior to posting on the website.

**Balance Scorecard: STAKEHOLDER**

- OSM reports that past methods of gathering stakeholder information is no longer providing value. The original survey was targeted at quantifying frequency of opportunities to be engaged in the project, but now that OSM has modified how we do stakeholder engagement (Bi-Weekly Project Steering Committees), we have a system where we can track how many opportunities stakeholders have to be involved.
- OSM will review the situation and create a new plan for getting stakeholder feedback for the next BAC meeting in April.

**Balance Scorecard: SCHEDULE**

- OSM reports that all projects are currently tracking on schedule.
- OSM is reviewing how to report for the Health and Safety schedule, mainly because there are so many projects happening. OSM is considering options for schedule tracking on the Health and Safety work and will report to the BAC at the April meeting.
- OSM reports on ongoing challenges for schedule and permitting with the city. OSM is working to overcome known and anticipated challenges.

OSM/BAC Discussion: *The BAC and OSM discuss the difficulties of tracking project schedules. Often times, one change order can throw you in the red, and then the target is reached, and the project is back in the green. The discussion emphasizes the need for as much detailed and complete design work at the front end of the project. Many lessons were learned from the 2012 Bond, which not only had projects running on the same schedule, but education specifications were in development at the same time, so it became challenging to have this work complete during design. Discussion continues about lessons learned on past projects and*

*the need for clear and concise communication to staff about the construction process, what they can expect when the school opens, the definition of a punch list, and all pertinent information regarding occupancy and new buildings coming on-line.*

*Discussion continues regarding the current market and any indicators of market slow down. The City is reporting a drop in multi-family housing projects, which could be a pre-indicator that commercial projects may slow down as well. Current project demand is outpacing subcontractor availability. This has led to a subcontractor-driven market in terms of price and schedule.*

*Review of Owner Controlled Insurance Program related to the 2012 and 2017 Bonds. Neither had budget to pay for this. 2012 used program budget to pay for this, and 2017 will allocate payment for this from the project budgets directly.*

## **IV. Projects Update**

### **GRANT MODERNIZATION**

- Erin Storlie of Andersen/Colas Construction and Brian Oylear, Senior Project Manager for Grant proved a detailed presentation and update for the Grant Modernization Project.
- Grant Student Drone Video Presentation: <https://www.youtube.com/watch?v=t4CC2uDpvD8>
- Project Status Update:
  - Overall, the project is mostly setting finishes. Brick is in, most windows, utilities installed below grade, land and landscapes going, trailers are coming off site in next few months. New gym is well underway, and drywall and finishes are next. Mechanical room is well underway. Boilers are in with one operational and the others coming online soon. Mock-up classroom is complete and being used to coordinate efforts. Lights, plumbing, and fixtures going in. Polished concrete floors are in and protected and will just need a buff once the school is ready.
- Project Budget Update:
  - OSM had been tracking the budget for Grant holding at just over \$151 million. Due to a number of issues, OSM is now tracking the budget for Grant to be just over \$157 million.

*OSM/BAC Discussion: The BAC and OSM discuss the reasons for this increase in budget. Many factors have contributed to this. There have been significant challenges with the structural condition of the historic building. The project utilized new technologies and incorporated more destructive testing than previous projects, but many of the structural issues were not discoverable until demolition. This also holds true for the asbestos dump the team found buried on site (mid-century abatement practice). This would not have been discoverable either until it was actually excavated.*

*Another significant challenge is the number of change orders based on structural and hazardous material issues. The GMP was set at 50 percent construction drawings, and OSM is working on getting 100 percent construction drawings before the GMP is set for future projects. Grant had a large number of change orders due to the design having to accommodate these unforeseen conditions and working from incomplete documents. Currently, Madison is looking at being at least 90 percent if not 100 percent. The BAC strongly recommends that all projects reach 100 percent CD prior to setting the GMP. One of the dangers of bidding with incomplete documents is the lack of appeal for subcontractors due to real and perceived risk. Certainly, bidding on projects with complete drawings is more desirable than bidding on documents with incomplete drawings as it takes a lot of guesswork out of consideration.*

*OSM is also refining practice to bring the CMGC itself on earlier in the project. Additional adjustments based on lessons learned include adding in more site investigation early on to identify issues. Now that Grant is the third historic high school to be modernized, OSM is factoring in some of the expected issues (hazardous materials, structural surprises, magnesite, etc.) that have been found at all three sites. OSM is expecting less*

*of these issues at Madison as it was built mid-century. OSM is also planning to begin pre-construction work earlier and looking at ETP as a benefit with the strategy being to attract low bids.*

*The BAC recommends setting up some performance metrics to help explain the process and maybe be able to help tell the story to the BOE and voters. Tom Peterson did something similar at the Port of Portland. Scott Perala will coordinate with Tom on this effort.*

*Brian Oylear congratulates the entire Grant Modernization Team on their continued hard work and adjustments. At one point, the project was looking at a possible schedule slip of 120 business days (approximately 6 calendar months) for critical path, but the team was able to recover the lost time and is currently tracking to deliver the project on time.*

*The BAC requests that OSM provide an update on safety data for Grant and all other projects. OSM to provide the BAC with safety information on all current projects.*

### **ROOSEVELT MODERNIZATION**

- Update on Roosevelt
- The Roosevelt Modernization is looking to have phase three completed end of February, not including the tennis courts.
- Phase 4 funding sources are being identified by the BOE.
- OSM to provide the BAC with any cost comparison or energy savings data between the new and old schools. OSM to investigate and report to the BAC.

### **HEALTH AND SAFETY**

- Update on Health and Safety
- OSM engaged with site staff and stakeholders in a lessons-learned effort for the work that was done summer of 2018.
- Chapman roof has been postponed due to the project only being 75 percent designed. The reason behind this being that the project came in late. Originally, FAM was going to do some work on the skylights, but investigation revealed the need for further design. This project will be bid and constructed in 2020.
- Termination of contract with Corp Inc. has occurred.
- New definitions of water fixture standards from the state has spawned the need for course correction.

### **KELLOGG**

- Update on Kellogg
- Kellogg is on schedule with land use, permitting, and bids going out soon.
- Current budget estimates show Kellogg to be within budget with identified additive alternates

### **MADISON**

- Update on Madison
- Madison's DD cost estimate came in within \$2M of the budget. The team has identified VE options that exceed what is needed to meet the budget, giving some flexibility and choice.
- Destructive testing continues to take place.
- Permitting and land use under way.
- Right of Way negotiation with ODOT is under way.

### **LINCOLN**

- Update on Lincoln
- Discussion on the Value Engineering process for Lincoln and Target Value Design principles.

- The BAC has been invited to a meeting in early February to review the Value Engineering process and Target Value Design strategy in detail.

### **OSM ACTION ITEMS**

- OSM to coordinate possible tour of the Lincoln Site.
- OSM to coordinate possible tours of Franklin, Roosevelt, and/or Faubion.
- OSM to update the Health and Safety cost reporting structure.
- 

Next BOE Presentation: February 19<sup>th</sup>, 2019.

## **V. Adjournment**

*Kevin adjourned the meeting at 8:37 PM.*





# **School Improvement Bond Update**

## **Bond Accountability Committee**

### **Meeting**

**January 23, 2019**



## Agenda

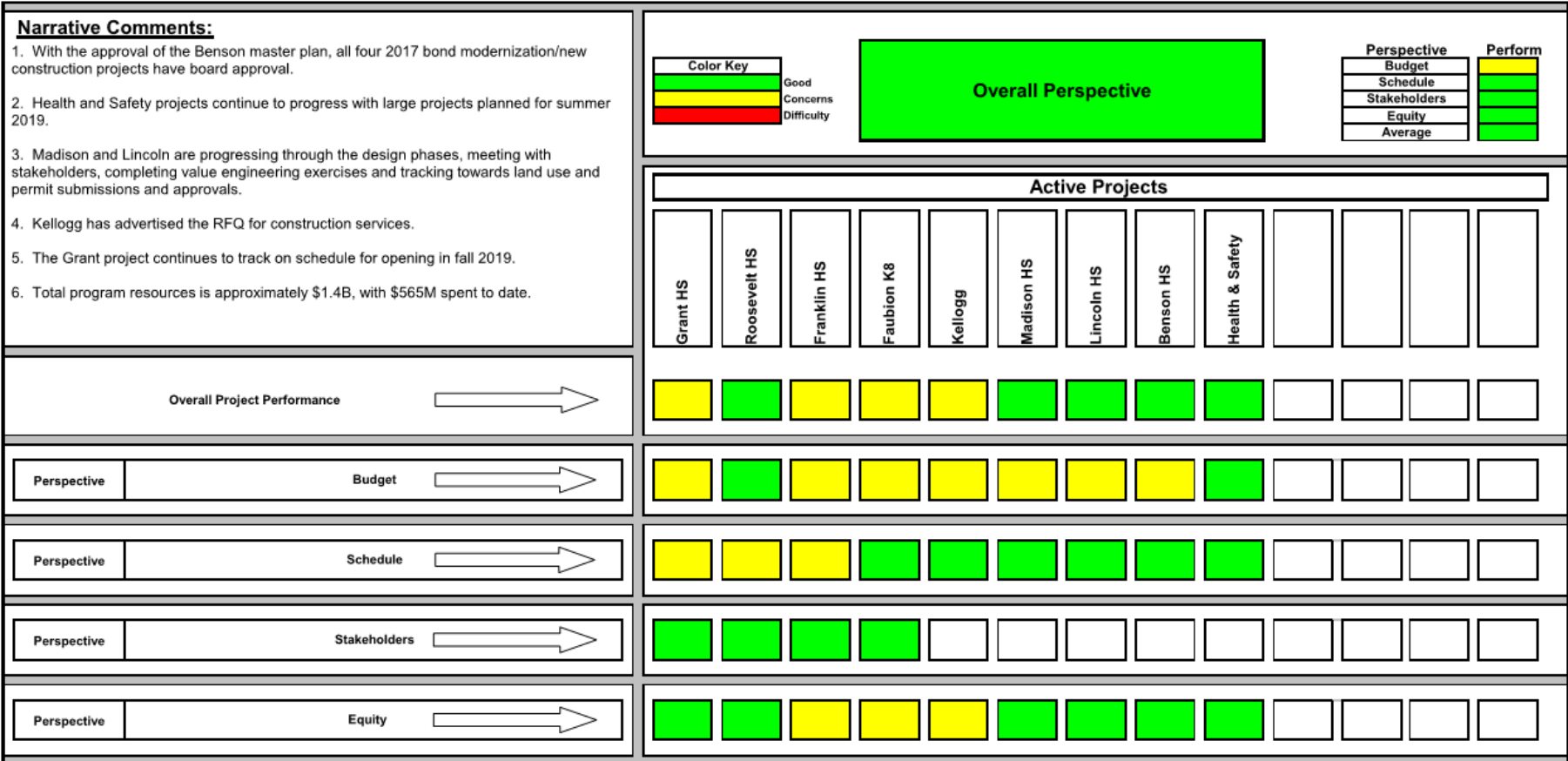
- **Welcome & Introductions**
- **Public Comments**
- **Balanced Scorecard**
- **Program Update**
- **Grant HS Presentation**
- **Project Reports**
- **Questions**
- **Wrap-Up and Adjourn**



# Public Comment



# Program Update – Balanced Scorecard





# Program Update – Balanced Scorecard

<p><b>Narrative Comments:</b></p> <ol style="list-style-type: none"> <li>Grant HS Modernization costs are forecasted over budget. As reflected last quarter, the program contingency has been anticipating an overage and accounted for the costs in the program forecast. The total program continues to track under budget.</li> <li>The unspent RHS Maker Space funds have been transferred back to the program level.</li> <li>The Kellogg's 50% CD cost estimate came in right on target.</li> <li>The Madison and Lincoln 100% SD estimates were above the previous cost estimates. Value engineering exercises completed by the teams have brought the project back into budget with some design modifications. Modifications will be designed into the DD set and repriced.</li> <li>The Benson Master Plan has been approved with a total project budget of \$296,000,000. The board resolution approving the master plan notes the additional funding necessary to complete the project is intended to come into the form of an approved future bond in 2020, or full faith and credit obligation.</li> </ol>			<div style="display: flex; justify-content: space-between; align-items: center;"> <div style="border: 1px solid black; padding: 5px;"> <p><b>Color Key</b></p> <table border="1"> <tr><td style="background-color: green; width: 15px; height: 10px;"></td><td>Good</td></tr> <tr><td style="background-color: yellow; width: 15px; height: 10px;"></td><td>Concerns</td></tr> <tr><td style="background-color: red; width: 15px; height: 10px;"></td><td>Difficulty</td></tr> </table> </div> <div style="text-align: center; flex-grow: 1;"> <div style="background-color: yellow; border: 2px solid black; padding: 10px; display: inline-block;"> <b>Budget Perspective</b> </div> </div> <div style="border: 1px solid black; padding: 5px;"> <table border="1"> <tr><th>Strategic Obj.</th><th>Perform</th></tr> <tr><td>A</td><td style="background-color: yellow;"></td></tr> <tr><td>B</td><td style="background-color: yellow;"></td></tr> <tr><td>C</td><td style="background-color: yellow;"></td></tr> <tr><td>D</td><td style="background-color: yellow;"></td></tr> <tr><td>Average</td><td style="background-color: yellow;"></td></tr> </table> </div> </div>													Good		Concerns		Difficulty	Strategic Obj.	Perform	A		B		C		D		Average																			
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# Budget Update:

Combined Project Cost Summary Report for Capital Improvement Bond Program

Report Run Date:

01.01.2018

Project Name	Original Budget	Approved Budget Changes	Current Budget	Current Commitments	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved
<b>2012 BOND</b>							
Franklin HS Modernization	81,585,655	31,899,040 <sup>1</sup>	113,484,695	113,446,246	113,484,695	-	112,279,672
Grant HS Modernization	88,336,829	63,350,681 <sup>2</sup>	151,687,510	146,834,509	157,191,329	5,503,820	92,259,748
Grant - GHS Grant Bowl Improvements - 4919 - FY19	-	250,000 <sup>3</sup>	250,000	-	250,000	-	-
Roosevelt HS Modernization	68,418,695	33,467,919 <sup>4</sup>	101,886,614	99,298,865	101,250,000	(636,614)	97,023,774
Roosevelt - Modulars-relocated and store - 4435 - FY17	-	186,749 <sup>5</sup>	186,749	186,749	186,749	-	186,749
Faubion Add-Ons - 4918 - DA004 - FY19	-	100,000 <sup>6</sup>	100,000	24,834	100,000	-	6,197
Faubion Replacement	27,035,537	22,900,014 <sup>7</sup>	49,935,551	49,743,565	50,433,098	497,547	49,697,026
Improvement Project 2013	9,467,471	2,495,668 <sup>8</sup>	11,963,139	11,963,139	11,963,139	-	11,963,139
Improvement Project 2014	13,620,121	4,191,667 <sup>9</sup>	17,811,788	17,811,788	17,811,788	-	17,811,788
Improvement Project 2015	13,521,066	102,076 <sup>10</sup>	13,623,142	13,497,438	13,497,438	(125,704)	13,497,438
Improvement Project 2015 - Maplewood	-	1,518,698 <sup>11</sup>	1,518,698	1,518,698	1,518,698	-	1,518,698
Improvement Project 2015 - SCI	-	2,057,687 <sup>12</sup>	2,057,687	2,057,686	2,057,686	(1)	2,057,686
Improvement Project 2016	15,274,437	1,386,346 <sup>13</sup>	16,660,783	16,468,882	16,660,783	-	16,404,180
GROUP 3 (IP 2017)	6,796,707	34,670,986 <sup>14</sup>	41,467,693	20,628,640	41,467,693	-	18,831,185
Improvement Project 2018	9,062,119	(9,062,119) <sup>15</sup>	-	-	-	-	-
Improvement Project 2019	-	- <sup>16</sup>	-	-	-	-	-
Master Planning - Benson HS	191,667	206,975 <sup>17</sup>	398,642	398,642	398,642	-	398,642
Master Planning - Cleveland HS	191,667	(191,667) <sup>18</sup>	-	-	-	-	-
Master Planning - Jefferson HS	191,667	(191,667) <sup>19</sup>	-	-	-	-	-
Master Planning - Lincoln HS	191,667	165,427 <sup>20</sup>	357,094	357,094	357,094	-	357,094
Master Planning - Madison HS	191,667	208,333 <sup>21</sup>	400,000	324,080	324,080	(75,920)	324,070
Master Planning - Wilson HS	191,667	(191,667) <sup>22</sup>	-	-	-	-	-
Marshall Swing Site - Bond 2012	-	4,070,103 <sup>23</sup>	4,070,103	4,070,103	4,070,103	-	4,070,103
Tubman Swing Site - Bond 2012	-	1,164,776 <sup>24</sup>	1,164,776	1,164,776	1,164,776	-	1,164,776
Swing Sites & Transportation	9,550,000	(9,550,000) <sup>25</sup>	-	-	-	-	-
Educational Specification	-	275,168 <sup>26</sup>	275,168	275,168	275,168	-	275,168
Debt Repayment	45,000,000	-	45,000,000	45,000,000	45,000,000	-	45,000,000
2012 Bond Program	93,181,361	(50,998,515) <sup>27</sup>	42,182,846	30,525,549	36,820,229	(5,362,617)	24,546,179
	<b>482,000,000</b>	<b>134,482,678</b>	<b>616,482,678</b>	<b>575,596,449</b>	<b>616,283,188</b>	<b>(199,490)</b>	<b>509,673,313</b>
Additional Funding Resource (If/When Needed)	-	10,000,000 <sup>*</sup>	10,000,000	-	-	(10,000,000)	-
	<b>482,000,000</b>	<b>144,482,678</b>	<b>626,482,678</b>	<b>575,596,449</b>	<b>616,283,188</b>	<b>(10,199,490)</b>	<b>509,673,313</b>



# Budget Update:

2017 BOND									
Benson HS Modernization	202,000,000	(134,677,429)	28	67,322,571	*	3,585,596	296,000,000	228,677,429	506,812
Kellogg Replacement	45,000,000	14,800,000	29	59,800,000		5,996,993	59,800,000	-	4,012,327
Lincoln HS Replacement	187,000,000	55,500,000	30	242,500,000		12,629,563	242,500,000	-	2,284,335
Madison HS Modernization	146,000,000	53,000,000	31	199,000,000		14,110,974	199,000,000	-	5,627,781
	<b>580,000,000</b>	<b>(11,377,429)</b>		<b>568,622,571</b>		<b>36,323,126</b>	<b>797,300,000</b>	<b>228,677,429</b>	<b>12,431,254</b>
Benson HS Modernization: Pre-Design - Pre-Bond	-	561,725	32	561,725		561,725	561,725	-	561,725
Kellogg Replacement: Pre-Design - Pre-Bond	-	385,873	33	385,873		385,873	385,873	-	385,873
Lincoln HS Modernization: Pre-Design - Pre-Bond	-	378,557	34	378,557		378,557	378,557	-	378,557
Madison HS Modernization: Pre-Design - Pre-Bond	-	274,297	35	274,297		274,297	274,297	-	274,297
Cleveland HS Modernization-Pre-Design - Pre-Bond - 4964 - FY19	-	100,000	36	100,000		-	100,000	-	-
Jefferson HS Modernization-Pre-Design - Pre-Bond - 4965 - FY19	-	100,000	37	100,000		-	100,000	-	-
Wilson HS Modernization-Pre Design - Pre-Bond - 4966 - FY19	-	100,000	38	100,000		-	100,000	-	-
2017 Bond Program: Pre-Design - Pre-Bond	-	81,323	39	81,323		81,323	81,323	-	81,323
2017 Bond Program	210,000,000	(74,884,319)	40	135,115,681		15,282,647	102,997,287	(32,118,394)	5,902,240
	<b>210,000,000</b>	<b>(72,902,544)</b>		<b>137,097,456</b>		<b>16,964,422</b>	<b>104,979,062</b>	<b>(32,118,394)</b>	<b>7,584,015</b>
Chapman - Re-Roof and Fire Sprinkler System Installation - Bond Funded - 4671 - FY18	-	2,842,000	41	2,842,000		526,382	2,842,000	-	86,359
GROUP 2 - Fire Alarm / Sprinkler	-	8,533,136	42	8,533,136		1,006,420	8,533,136	-	496,823
GROUP 4 - ASBESTOS	-	3,033,661	43	3,033,661		1,410,616	3,033,661	-	1,233,869
Harrison Park - Copy Room-Abate Asbestos Tile - 4664 - FY18	-	10,185	44	10,185		10,185	10,185	-	10,185
Harrison Park - K Classrooms-Abate Asbestos from floor tiles - 4441 - FY18	-	24,009	45	24,009		24,009	24,009	-	24,009
Hayhurst SRGP	-	2,500,000	46	2,500,000		399,990	2,899,990	399,990	-
Hosford - Wood Shop Floor-Asbestos - 4573 - FY18	-	41,523	47	41,523		41,523	41,523	-	41,523
Jefferson - Camera-Pull Stations - 4528 - FY17	-	30,859	48	30,859		30,859	30,859	-	30,859
Lee - Roof Repair - 4497 - FY18	-	97,000	49	97,000		97,000	97,000	-	97,000
Lent - Radon Mitigation - 4344 - FY17	-	59,512	50	59,512		59,512	59,512	-	59,512
Multi-2018-4675-Bond-Security FY18-19	-	4,265,727	51	4,265,727		13,000	4,265,727	-	13,000
Multiple Site - Lead Paint Remediation	-	-		-		-	-	-	-
Multiple Sites - 2018-2019 Middle School Conversions - 4586-FY18	-	32,540,735	52	32,540,735		31,173,995	32,540,735	-	29,128,430
Multiple Sites - Asbestos Bond Projects-2018-19 - 4923 - FY19	-	500,000	53	500,000		298,426	500,000	-	17,819
Multiple Sites - Asbestos Bond Projects-2019-20 - 4924 - FY20	-	-		-		-	-	-	-
Multiple Sites - Asbestos Bond Projects-2020-21 - 4925 - FY21	-	-		-		-	-	-	-
Multiple Sites - Day CPM Management Services - 4610 - FY18	-	1,977,243	54	1,977,243		1,975,804	1,977,243	-	981,209
Multiple Sites - Fire Alarm Equipment Purchase - FY15/16/17/18 - X0114	-	507,151	55	507,151		383,606	507,151	-	383,606
Multiple Sites - Floor Replacement-Bond Compensible - 4565 - FY18	-	281,044	56	281,044		125,331	281,044	-	124,841
Multiple Sites - Lead in Water Repairs - 4517 -Fund 424 - FY17	-	7,129,460	57	7,129,460		2,003,488	7,129,460	-	1,379,436
Multiple Sites - Lead Paint Abatement - BOND	-	10,050,000	58	10,050,000		30,853	10,050,000	-	12,003
Multiple Sites - Lead Paint Abatement - Emergency Declaration - 4284 - FY17	-	1,273,500	59	1,273,500		1,273,500	1,273,500	-	1,273,500
Multiple Sites - Lead Paint Abatement - Fund 423 - 4493 -FY17	-	577,003	60	577,003		577,003	577,003	-	577,003
Multiple Sites - Radon Mitigation - 4609 - FY18	-	230,915	61	230,915		113,354	230,915	-	113,354
Sitton - Health & Safety Improvements	-	1,000,000	62	1,000,000		497,114	1,000,000	-	-
Woodstock - Hallway-Abate and replace floor tiles - 4738 - FY18	-	8,614	63	8,614		8,614	8,614	-	8,614
Multiple Sites - Moving Services Contracts - 3851 - FY15/16/17	-	-		-		-	-	-	-
	-	77,513,277		77,513,277		42,080,584	77,913,267	399,990	36,092,953
	-	<b>790,000,000</b>		<b>783,233,304</b>		<b>95,368,132</b>	<b>980,192,329</b>	<b>196,959,025</b>	<b>56,108,223</b>
	-	<b>1,272,000,000</b>		<b>1,409,715,982</b>		<b>670,964,581</b>	<b>1,596,475,516</b>	<b>186,759,535</b>	<b>565,781,535</b>



# Budget Update:

## 2012 Program Costs Summary

1/1/2019

	Original Budget	Approved Budget Changes		Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved
Bond Management	15,117,563	14,336,683	1	29,454,246	24,491,628	(4,962,617)	20,157,340
Bond Issuance Costs	3,000,000	(521,346)	2	2,478,654	2,478,654	-	2,056,501
PBOT IGA	5,000,000	-		5,000,000	5,000,000	-	-
OCIP	-	2,857,473	3	2,857,473	2,857,473	-	2,332,338
Escalation	45,000,000	(45,000,000)	4	-	-	-	-
Fund 424	-	-	5	-	-	-	-
Bond Premium	-	-	6	-	-	-	-
Contingency - OSM	5,063,798	(2,671,325)	7	2,392,474	2,392,474	-	-
Contingency - BOE Reserves	20,000,000	(20,000,000)	8	-	-	-	-
Additional Criteria Financing (FHS/RHS)	-	-	9	-	-	-	-
Interest Revenue (Projected)	-	-		-	(400,000)	(400,000)	-
	<b>93,181,361</b>	<b>(50,998,515)</b>		<b>42,182,846</b>	<b>36,820,229</b>	<b>(5,362,617)</b>	<b>24,546,179</b>





# Budget Update:

## 2017 Program Costs Summary

1/1/2019

	Original Budget	Approved Budget Changes		Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved
Bond Management	40,000,000	12,005,610	1	52,005,610	51,046,970	(958,640)	3,742,487
Bond Issuance Costs	-	2,159,753	2	2,159,753	5,000,000	2,840,247	2,159,753
OCIP	-	-		-	-	-	-
Escalation	-	-		-	-	-	-
Contingency - OSM	20,000,000	(1,319,396)	3	18,680,604	18,680,604	-	-
Bond Premium	-	-	4	-	-	-	-
Contingency - BOE Reserves	-	-		-	-	-	-
Projected Earned Interest	-	-		-	(34,000,000)	(34,000,000)	-
	<b>60,000,000</b>	<b>12,845,967</b>		<b>72,845,967</b>	<b>40,727,574</b>	<b>(32,118,393)</b>	<b>5,902,240</b>
ACCESSIBILITY - UNALLOCATED BUDGET	10,000,000	(9,510,443)	5	489,557	489,557	-	-
ASBESTOS - UNALLOCATED BUDGET	12,000,000	(5,337,546)	6	6,662,454	6,662,454	-	-
FIRE ALARM/SPRINKLER - UNALLOCATED BUDGET	25,849,990	(19,871,332)	7	5,978,658	5,978,658	-	-
LEAD PAINT - UNALLOCATED BUDGET	16,623,936	(12,933,321)	8	3,690,615	3,690,615	-	-
RADON- UNALLOCATED BUDGET	1,126,125	(239,902)	9	886,223	886,223	-	-
ROOFS - UNALLOCATED BUDGET	50,907,949	(36,482,449)	10	14,425,500	14,425,500	-	-
SECURITY - UNALLOCATED BUDGET	5,000,000	(5,000,000)	11	-	-	-	-
WATER FIXTURES/PIPES - UNALLOCATED BUDGET	28,492,000	(10,608,021)	12	17,883,979	17,883,979	-	-
OSCIM GRANT- UNALLOCATED BUDGET	-	8,000,000	13	8,000,000	8,000,000	-	-
	<b>150,000,000</b>	<b>(91,983,013)</b>		<b>58,016,987</b>	<b>58,016,987</b>	<b>0</b>	<b>0</b>
	<b>210,000,000</b>	<b>(79,137,046)</b>		<b>130,862,954</b>	<b>98,744,560</b>	<b>(32,118,393)</b>	<b>5,902,240</b>



# Program Update – Balanced Scorecard

**Narrative Comments:**

- Overall OSM is tracking at 25% and 14% for consultants and contractors respectively for certified business participation, for a cumulative of 17%. A 1% increase since last quarter. Qualifying costs breakdown as:  
 MBE: 31%  
 WBE: 52%  
 SDVBE: 0.1%  
 ESB: 16%
- OSM continues to exceed the 20% apprenticeship trade hours goal (currently 26% overall). Kellogg is the only active project not currently exceeding the goal, however this data is on demolition only. Demolition has traditionally been a challenging trade to procure apprentices. We anticipate the goal will be met at Kellogg.
- OSM met all student engagement goals in 2019. The team is planning for even more engagement in 2020.

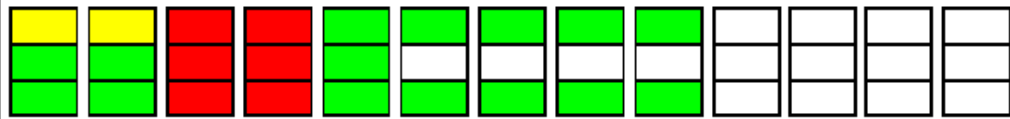


Strategic Objectives	Performance Measures	Performance Targets
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**Active Projects**



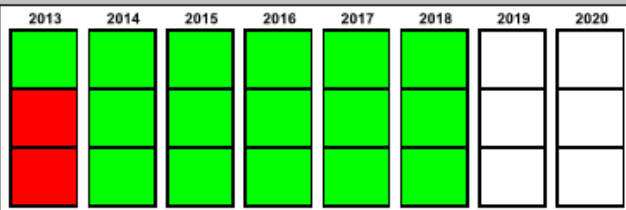
Objective A Meets Aspirational Certified		
1	Consultants - % of payments made to Certified owned	Green: Certified >18% Yellow: Certified >10% Red: Certified <10%
2	Contractors - % of payments made to Certified owned	
3	Project Overall - % of payments made to Certified owned	



Objective B apprenticeable trade participation		
4	Contractors % of labor hours/apprenticeable trade	Green: participation >20% Yellow: participation >10% Red: participation <10%



Objective C Meets student participation		
5	Tier 1 - Group Activities EG: career fairs, guest speakers	Green: students > 500 Yellow: students > 100 Red: students < 100
6	Tier 2 - 1-on-1, Short-Term Activities EG: job shadows, mock interviews	Green: students > 50 Yellow: students > 20 Red: students < 20
7	Tier 3 - 1-on-1, Long-Term Activities EG: internships	Green: students > 10 Yellow: students > 5 Red: students < 5





# Program Update – Balanced Scorecard

**Narrative Comments:**

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

<p><b>Color Key</b></p> <table style="width: 100%; border-collapse: collapse;"> <tr><td style="width: 20px; height: 10px; background-color: green; border: 1px solid black;"></td><td>Good</td></tr> <tr><td style="width: 20px; height: 10px; background-color: yellow; border: 1px solid black;"></td><td>Concerns</td></tr> <tr><td style="width: 20px; height: 10px; background-color: red; border: 1px solid black;"></td><td>Difficulty</td></tr> </table>		Good		Concerns		Difficulty	<div style="background-color: green; color: white; padding: 10px; display: inline-block; border: 2px solid black;"> <b>Stakeholder Perspective</b> </div>	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; border: 1px solid black; padding: 2px;"><b>Strategic Obj.</b></td> <td style="width: 15%; border: 1px solid black; padding: 2px;">A</td> <td style="width: 15%; border: 1px solid black; padding: 2px;">Perform</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">B</td> <td style="border: 1px solid black; padding: 2px;"></td> <td style="border: 1px solid black; padding: 2px;"></td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">C</td> <td style="border: 1px solid black; padding: 2px;"></td> <td style="border: 1px solid black; padding: 2px;"></td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;"><b>Average</b></td> <td style="border: 1px solid black; padding: 2px;"></td> <td style="border: 1px solid black; padding: 2px;"></td> </tr> </table>	<b>Strategic Obj.</b>	A	Perform	B			C			<b>Average</b>		
	Good																			
	Concerns																			
	Difficulty																			
<b>Strategic Obj.</b>	A	Perform																		
B																				
C																				
<b>Average</b>																				

Active Projects											
Grant HS	Roosevelt HS	Franklin HS	Faubion K8	Kellogg	Madison HS	Lincoln HS	Benson HS	Health & Safety			
█	█	█	█								

Strategic Objectives	Performance Measures	Performance Targets																					
<b>Objective A</b> Meets Educational Needs	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%; border: 1px solid black; padding: 2px;">1</td> <td style="width: 70%; border: 1px solid black; padding: 2px;">Project Scope Meets Educational Needs</td> <td style="width: 25%; border: 1px solid black; padding: 2px;">Green: Rating of ≥ 4.0 (1 - 5 scale)</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">2</td> <td style="border: 1px solid black; padding: 2px;">Design Meets Educational Needs</td> <td style="border: 1px solid black; padding: 2px;">Yellow: 3.0 - 4.0</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">3</td> <td style="border: 1px solid black; padding: 2px;">Construction Meets Educational Needs</td> <td style="border: 1px solid black; padding: 2px;">Red: &lt; 3.0</td> </tr> </table>	1	Project Scope Meets Educational Needs	Green: Rating of ≥ 4.0 (1 - 5 scale)	2	Design Meets Educational Needs	Yellow: 3.0 - 4.0	3	Construction Meets Educational Needs	Red: < 3.0	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 8%; border: 1px solid black; padding: 2px;">█</td> <td style="width: 8%; border: 1px solid black; padding: 2px;">█</td> <td style="width: 8%; border: 1px solid black; padding: 2px;">█</td> <td style="width: 8%; border: 1px solid black; padding: 2px;">█</td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> </tr> </table>	█	█	█	█								
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2	Design Meets Educational Needs	Yellow: 3.0 - 4.0																					
3	Construction Meets Educational Needs	Red: < 3.0																					
█	█	█	█																				
<b>Objective B</b> Meets Maintenance / Facility Needs	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%; border: 1px solid black; padding: 2px;">4</td> <td style="width: 70%; border: 1px solid black; padding: 2px;">Project Scope Meets Maint. / Facility Needs</td> <td style="width: 25%; border: 1px solid black; padding: 2px;">Green: Rating of ≥ 4.0 (1 - 5 scale)</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">5</td> <td style="border: 1px solid black; padding: 2px;">Design Meets Maint. / Facility Needs</td> <td style="border: 1px solid black; padding: 2px;">Yellow: 3.0 - 4.0</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">6</td> <td style="border: 1px solid black; padding: 2px;">Construction Meets Maint. / Facility Needs</td> <td style="border: 1px solid black; padding: 2px;">Red: &lt; 3.0</td> </tr> </table>	4	Project Scope Meets Maint. / Facility Needs	Green: Rating of ≥ 4.0 (1 - 5 scale)	5	Design Meets Maint. / Facility Needs	Yellow: 3.0 - 4.0	6	Construction Meets Maint. / Facility Needs	Red: < 3.0	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 8%; border: 1px solid black; padding: 2px;">█</td> <td style="width: 8%; border: 1px solid black; padding: 2px;">█</td> <td style="width: 8%; border: 1px solid black; padding: 2px;">█</td> <td style="width: 8%; border: 1px solid black; padding: 2px;">█</td> <td style="width: 8%; border: 1px solid black; padding: 2px;">█</td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> </tr> </table>	█	█	█	█	█							
4	Project Scope Meets Maint. / Facility Needs	Green: Rating of ≥ 4.0 (1 - 5 scale)																					
5	Design Meets Maint. / Facility Needs	Yellow: 3.0 - 4.0																					
6	Construction Meets Maint. / Facility Needs	Red: < 3.0																					
█	█	█	█	█																			
<b>Objective C</b> Design Advisory Group (DAG) Needs	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%; border: 1px solid black; padding: 2px;">7</td> <td style="width: 70%; border: 1px solid black; padding: 2px;">Master Planning: Scope Meets DAG Needs</td> <td style="width: 25%; border: 1px solid black; padding: 2px;">Green: Rating of ≥ 4.0 (1 - 5 scale)</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">8</td> <td style="border: 1px solid black; padding: 2px;">Design Meets DAG Needs</td> <td style="border: 1px solid black; padding: 2px;">Yellow: 3.0 - 4.0;</td> </tr> <tr> <td style="border: 1px solid black; padding: 2px;">9</td> <td style="border: 1px solid black; padding: 2px;">Construction Meets DAG Needs</td> <td style="border: 1px solid black; padding: 2px;">Red: &lt; 3.0</td> </tr> </table>	7	Master Planning: Scope Meets DAG Needs	Green: Rating of ≥ 4.0 (1 - 5 scale)	8	Design Meets DAG Needs	Yellow: 3.0 - 4.0;	9	Construction Meets DAG Needs	Red: < 3.0	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 8%; border: 1px solid black; padding: 2px;">█</td> <td style="width: 8%; border: 1px solid black; padding: 2px;">█</td> <td style="width: 8%; border: 1px solid black; padding: 2px;">█</td> <td style="width: 8%; border: 1px solid black; padding: 2px;">█</td> <td style="width: 8%; border: 1px solid black; padding: 2px;">█</td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> <td style="width: 8%; border: 1px solid black; padding: 2px;"></td> </tr> </table>	█	█	█	█	█							
7	Master Planning: Scope Meets DAG Needs	Green: Rating of ≥ 4.0 (1 - 5 scale)																					
8	Design Meets DAG Needs	Yellow: 3.0 - 4.0;																					
9	Construction Meets DAG Needs	Red: < 3.0																					
█	█	█	█	█																			



# Program Update – Balanced Scorecard

**Narrative Comments:**

- Grant continues to track on overall schedule. The recovery schedule to make up lost days in winter has made great progress. Transition planning heavily underway for summer 2019
- Roosevelt is nearing completion of Phase 3 in Feb 2019. Asphalt paving for tennis courts may hold pending weather until April.
- Kellogg MS abatement is complete. RFP for select bidders is current active in market. Bidding planned for March/April
- Madison HS is proceeding with construction documents. Sub packages 1 & 2 are live in construction market.
- Lincoln DDs complete and VE workshop completed. CM/GC on board and started select destructive testing

**Color Key**

	Good
	Concerns
	Difficulty

**Schedule Perspective**

**Strategic Obj. Perform**

A	
B	
C	
D	
Average	

Strategic Objectives	Performance Measures	Performance Targets																	
Objective A Establish Schedule Target & Strategy	1 Baseline Schedule Established	Green = completed																	
	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 5%;">2</td> <td style="width: 75%;">Design Contract Award</td> <td style="width: 20%;">Green = &lt; 0 weeks impact</td> </tr> <tr> <td>3</td> <td>Schematic Design Completed</td> <td>Yellow = 0 - 4 weeks</td> </tr> <tr> <td>4</td> <td>Design Development Completed</td> <td>Red &gt; 4 weeks</td> </tr> <tr> <td>5</td> <td>Construction Contract Documents</td> <td>(measured from baseline schedule)</td> </tr> <tr> <td>6</td> <td>Land Use Permit Approved</td> <td></td> </tr> <tr> <td>7</td> <td>Building Permit Approved</td> <td></td> </tr> </table>	2	Design Contract Award	Green = < 0 weeks impact	3	Schematic Design Completed	Yellow = 0 - 4 weeks	4	Design Development Completed	Red > 4 weeks	5	Construction Contract Documents	(measured from baseline schedule)	6	Land Use Permit Approved		7	Building Permit Approved	
2	Design Contract Award	Green = < 0 weeks impact																	
3	Schematic Design Completed	Yellow = 0 - 4 weeks																	
4	Design Development Completed	Red > 4 weeks																	
5	Construction Contract Documents	(measured from baseline schedule)																	
6	Land Use Permit Approved																		
7	Building Permit Approved																		
Objective B Construction on Schedule	8 Construction Started	Green = < 0 weeks impact																	
	9 Substantial Completion	Yellow = 0 - 4 weeks																	
	10 Final Completion	Red > 4 weeks																	
Objective C Meet Occupancy / Completion Schedule Target	11 Current Project Schedule	On target for school opening																	

**Active Projects**

Grant HS	Roosevelt HS	Franklin HS	Faubion K8	Kellogg	Madison HS	Lincoln HS	Benson HS	Health & Safety				



# Schedule Update:

CBRE   HEERY		Portland Public Schools (PPS) Master Planning Schedule PPS - R2.1 BL Variance Summary							Data Date: 15-Oct-18 Run Date: 18-Jan-19																										
Activity ID	Activity Name	At Completion Duration	Start	Finish	BL Project Duration	BL Project Start	BL Project Finish	Total Float	2017			2018			2019			2020			2021			2022			2023			2024			2025		
									Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
<b>Roosevelt High School</b>																																			
Portland Public Schools Milestones																																			
Construction																																			
Close-Out																																			
<b>Grant Modernization</b>																																			
Portland Public Schools Milestones																																			
Construction, FF&E																																			
Owner Move In																																			
Close-Out																																			
<b>Kellogg Replacement</b>																																			
Portland Public Schools Milestones																																			
Planning, Design & Construction Documents																																			
Construction, FF&E																																			
Owner Move In																																			
Close-Out																																			
<b>Madison Modernization</b>																																			
Portland Public Schools Milestones																																			
Planning, Design & Construction Documents																																			
Construction, FF&E																																			
Owner Move In																																			
Close-Out																																			
<b>Lincoln Replacement</b>																																			
Portland Public Schools Milestones																																			
Planning, Design & Construction Documents																																			
Phase 1 - Construction, FF&E																																			
Phase 1 - Owner Move In																																			
Phase 1 - Close-out																																			
Phase 2 - Construction, FF&E																																			
Phase 2 - Owner Move In																																			
Phase 2 - Close-out																																			
<b>Benson Modernization</b>																																			
Portland Public Schools Milestones																																			

■ Remaining Level of Effort   
 ■ Baseline   
 ■ Actual Work   
 ■ Critical Remaining ...  
■ Actual Level of Effort   
 ■ Primary Baseline   
 ■ Remaining Work   
 ◆ ◆ Milestone



# Schedule Update:

CBRE   HEERY		Portland Public Schools (PPS) Master Planning Schedule PPS - R2.1 BL Variance Summary							Data Date: 15-Oct-18 Run Date: 18-Jan-19											
Activity ID	Activity Name	At Completion Duration	Start	Finish	BL Project Duration	BL Project Start	BL Project Finish	Total Float	17 2018 2019 2020 2021 2022 2023 2024 2025											
									Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
	Planning, Design & Construction Documents	961	01-Nov-17 A	06-Aug-21	961	01-Nov-17	06-Aug-21	1148	Planning, Design & Construction Documents											
	Phase 1 - Construction, FF&E	305	14-Jun-21	12-Aug-22	305	14-Jun-21	12-Aug-22	1	Phase 1 - Construction, FF&E											
	Phase 1 - Owner Move In	50	13-Jun-22	19-Aug-22	50	13-Jun-22	19-Aug-22	1	Phase 1 - Owner Move In											
	Phase 1 - Close-out	96	16-May-22	26-Sep-22	96	16-May-22	26-Sep-22	642	Phase 1 - Close-out											
	Phase 2 - Construction, FF&E	305	13-Jun-22	11-Aug-23	305	13-Jun-22	11-Aug-23	5	Phase 2 - Construction, FF&E											
	Phase 2 - Owner Move In	50	12-Jun-23	18-Aug-23	50	12-Jun-23	18-Aug-23	5	Phase 2 - Owner Move In											
	Phase 2 - Close-out	96	15-May-23	25-Sep-23	96	15-May-23	25-Sep-23	382	Phase 2 - Close-out											
	Phase 3 - Construction, FF&E	310	12-Jun-23	16-Aug-24	310	12-Jun-23	16-Aug-24	0	Phase 3 - Construction, FF&E											
	Phase 3 - Owner Move In	70	20-May-24	23-Aug-24	70	20-May-24	23-Aug-24	0	Phase 3 - Owner Move In											
	Phase 3 - Close-out	96	20-May-24	30-Sep-24	96	20-May-24	30-Sep-24	117	Phase 3 - Close-out											
	Phase 4 - Construction	147	10-Jun-24	31-Dec-24	147	10-Jun-24	31-Dec-24	0	Phase 4 - Construction											
	Phase 4 - Owner Move In	20	01-Jan-25	28-Jan-25	20	01-Jan-25	28-Jan-25	31	Phase 4 - Owner Move In											
	Phase 4 - Close-out	71	04-Dec-24	12-Mar-25	71	04-Dec-24	12-Mar-25	0	Phase 4 - Close-out											
	<b>Health &amp; Safety - Group 3</b>	443	11-Sep-17 A	03-Jun-19	422	11-Sep-17	02-May-19	-22	Health & Safety - Group 3											
	Portland Public Schools Milestones	443	11-Sep-17 A	03-Jun-19	422	11-Sep-17	02-May-19	-22	Portland Public Schools Milestones											
	Planning, Design & Construction Documents	204	11-Sep-17 A	21-Jun-18 A	204	11-Sep-17	21-Jun-18		Planning, Design & Construction Documents											
	Construction	201	13-Jun-18 A	29-Mar-19	180	13-Jun-18	28-Feb-19	-22	Construction											
	Close-Out	96	17-Jan-19 A	03-Jun-19	86	02-Jan-19	02-May-19	-22	Close-Out											
	<b>Health &amp; Safety - Asb/Fire/Lead/Water</b>	1314	04-Sep-17 A	17-Oct-22	1314	04-Sep-17	17-Oct-22	9	Health & Safety - Asb/Fire/Lead/Water											
	Portland Public Schools Milestones	1314	04-Sep-17 A	17-Oct-22	1314	04-Sep-17	17-Oct-22	9	Portland Public Schools Milestones											
	Water Fixtures	255	02-Jan-18 A	31-Dec-18 A	255	02-Jan-18	31-Dec-18		Water Fixtures											
	Group 2 - Fire Alarm & Fire Sprinkler	569	04-Sep-17 A	25-Nov-19	539	04-Sep-17	10-Oct-19	24	Group 2 - Fire Alarm & Fire Sprinkler											
	Lead Paint	741	02-Jan-18 A	01-Dec-20	678	02-Jan-18	31-Aug-20	-63	Lead Paint											
	Asbestos: 2017-2018	289	01-Nov-17 A	14-Dec-18 A	247	01-Nov-17	15-Oct-18		Asbestos: 2017-2018											
	Asbestos: 2018-2019	434	01-Feb-18 A	16-Oct-19	434	01-Feb-18	16-Oct-19	780	Asbestos: 2018-2019											
	Asbestos: 2019-2020	404	12-Mar-19	13-Oct-20	403	13-Mar-19	13-Oct-20	529	Asbestos: 2019-2020											
	Asbestos: 2020-2021	404	16-Mar-20	08-Oct-21	403	17-Mar-20	08-Oct-21	274	Asbestos: 2020-2021											
	Asbestos: 2021-2022	419	09-Mar-21	14-Oct-22	418	10-Mar-21	14-Oct-22	9	Asbestos: 2021-2022											

■ Remaining Level of Effort   
 ■ Baseline   
 ■ Actual Work   
 ■ Critical Remaining ...  
■ Actual Level of Effort   
 ■ Primary Baseline   
 ■ Remaining Work   
 ◆ Milestone



## Accomplishments

- Continued collaboration with peer organizations
- Contracted with RLB to address cost/sf equivalency study
- On-site visits with performance auditors
- Coming back up to speed after the holidays
- A/R/R study of Summer 2018 projects
  - Fernwood/Lewis/King

## Next Steps

- Performance auditors report out – 2017 Bond Amount Analysis
- RLB cost comparison
- Overhaul to OSM approval processes to incorporate DoC
- OCIP renewal
- VE process report out

## Challenges & Opportunities

- New Chief Operating Officer – Dan Jung and New Director of Construction – Dave Ruth
  - OSM bond management approach moving forward
- Market conditions – subcontractor attitudes towards work
- Seeing indicators for market slow down...primarily in multi-family housing
- Communications program
- 2012 Performance Audit Tracking
- On-call service contracts
  - Legal, moving, cleaning



# Grant HS Presentation





# Progress Update:



January 2019



## Progress Update:



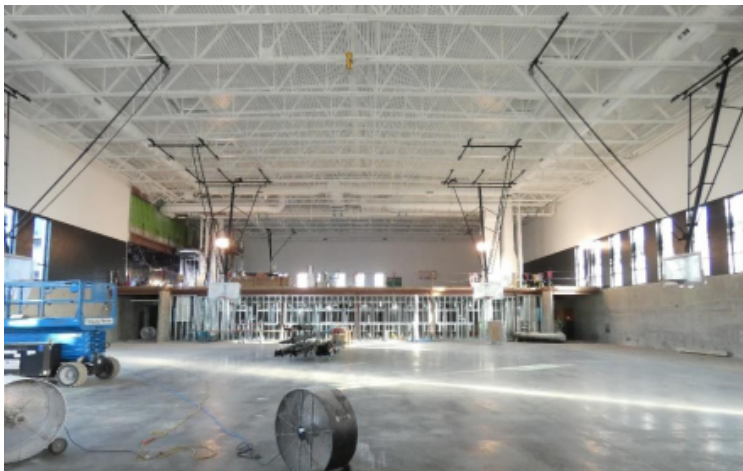
Exterior



Mechanical Room



Mock Up Classroom



New Gym



Main Commons

January 2019



# Budget Update:

Grant High School Modernization  
Budget Update  
January 2019

		<u>Post GMP Budget</u>		<u>Projected Budget</u>	<u>Delta</u>
		<u>(December 2018)</u>	<u>Current Budget</u>		
01	Cost of Construction	112,648,602	130,745,731	136,764,503	6,018,772
02	Professional Services	11,825,723	11,969,417	12,256,993	287,576
03	Owner Costs	7,868,218	8,677,066	7,970,081	-706,985
04	Contingency	18,444,261	295,295	295,295	0
<b>Total Budget</b>		<b>150,786,804</b>	<b>151,687,509</b>	<b>157,286,872</b>	<b>5,599,363</b>

- Additional Risks Include:
  - Additional General Requirements and General Conditions (.75M)
  - Limited recovery of funds from Auditorium Fire (.5M)
  - Subcontractor Claims Adjustments (.5M)
  - Future RFI's (1.2M)
  - Buyout Allowance Overruns (2M)
  
- Due diligence for items with ANCO and subcontractors will need to be completed including verification of cost validation, and are compensable
- Projected values for potential claims, GC's and GR's are not included at face value. We anticipate final costs will be at reduced value
- Projected value of future RFI's are based on historical trends
- Buyout packages are nearly complete. A few minor scopes remain i.e. signage, final cleaning.



# Schedule Update:

**Grant High School Modernization  
Schedule Update  
January 2019**

	<u>Planned Schedule</u>	<u>Current Schedule</u>
Furniture Installation Begins	5/20/19	5/20/19
IT Set Up Begins	7/15/19	7/15/19
Substantial Completion	7/26/19	7/26/19
Administration Returns to GHS	8/6/19	8/6/19
Staff Training for New Building Systems	8/12/19 - 8/16/19	8/12/19 - 8/16/19
School Begins	8/26/19	8/26/19

- Project continues to be on schedule
- Project team has overcome over 120 days of critical path schedule impacts
- Challenges this past quarter have been:
  - AHU Delivery
  - Existing Structure
  - Abatement
  - Waterproofing existing conditions
- Project team has completed detailed plan for installation of FF&E and Move-In
- Commissioning process has begun and is on track
- Detailed schedule for training PPS and GHS Administrative Staff will be developed this quarter



## Accomplishments

- Rapid progress towards completing the project
  - \$6M+ billing last month
- Master planning work continuing for “Bowl”
- GHS Community and FAM Connections
- Positive outcome with Grant Bowl
- SIS schedule oversight
- Updated Pay App Review Process
- Overcoming all of the structural and haz mat issues

## Next Steps

- Continuing progress towards TCO
- On-going move logistics planning
- Assessing budget status as claims are finalized
- Preparing GHS for the move back

## Challenges & Opportunities

- Subcontractor claims
- Neighbor claims



## Accomplishments

- Continued progress to addressing outstanding issues
- Progressing with Ph 3 work
  - Stormwater planters
  - Subgrades/site improvements
- Cx efforts on-going

## Next Steps

- Wrap up of Ph 3
  - Some work will carry over
- Address outstanding mechanical issues to bring the entire system online
- Fields adjustments/corrections as weather dries out

## Challenges & Opportunities

- Mechanical system continues to be challenging
- On-going challenges with Preventive and Deferred Maintenance support
- OSM considering new approach to address mechanical system issues
- South façade heat gain issues



## Accomplishments

- A/A/R Study field work
- Design work continues for summer 2019 work
  - Tabled Chapman roof till summer 2020
- Planning efforts for Asbestos and Painting projects
- New approach for water fixture replacement
- Security improvements coordination

## Next Steps

- A/A/R report out
- Finishing designs
- ITBs
- Complete design and procurement for first round of security projects
- Coordinating building closures for Asbestos Abatement and Lead Paint Stabilization projects

## Challenges & Opportunities

- Prep for Summer 2019 projects
- Termination of Fernwood contractor
  - Addressing Fernwood leak potentials
  - Addressing self perform work with possible M/W/ESB contractor
- A/R/R interviews
- New water fixture requirements from State...significant uptick in number of “taps” we have to address



## Accomplishments

- Reviews of contract, Div 0 & 1 and GCs
- Building permit documentation
- On-going design efforts wrapping up
- Addressed outstanding issues with demolition contractor and erosion issues
- 50% CD estimate on budget

## Next Steps

- RFP process to shortlist bidders
- Building permit submission
- Finalization of design for bidding

## Challenges & Opportunities

- Latest estimates show KMS on track for meeting budget
- CoP permitting timeline/resources
- Bid market





## Accomplishments

- 50% CD estimate shows MHS within budget target by approx. \$2M
- Bid packages 1 & 2 active in subcontracting market
- Destructive testing on-going...rounds 2 & 3
- On-going design efforts
- Transition planning

## Next Steps

- Bid package #3 on the streets
- Land use approval
- Building permit processing
- Finalization of design
- Transportation Plan communications

## Challenges & Opportunities

- CoP permitting – requirements of staff, turn around times and multiple “incompletes”
- ODOT right-of-way acquisition from neighbor



## Accomplishments

- SDs completed, DDs underway
- Pathway to budget
- TVD process
- VE process
- CM/GC procurement complete
- Phasing of permit to allow for early start

## Next Steps

- Continuing Design and Destructive Testing
- Constructability review
- TVD process w/ Hoffman
- DAG #7
- 75% DD Cost Estimate
- Review of VE process with BAC

## Challenges & Opportunities

- VE process – over \$30M savings through process
- Coordinating athletic swing space
- Land use process and CoP
- Follow up tour?



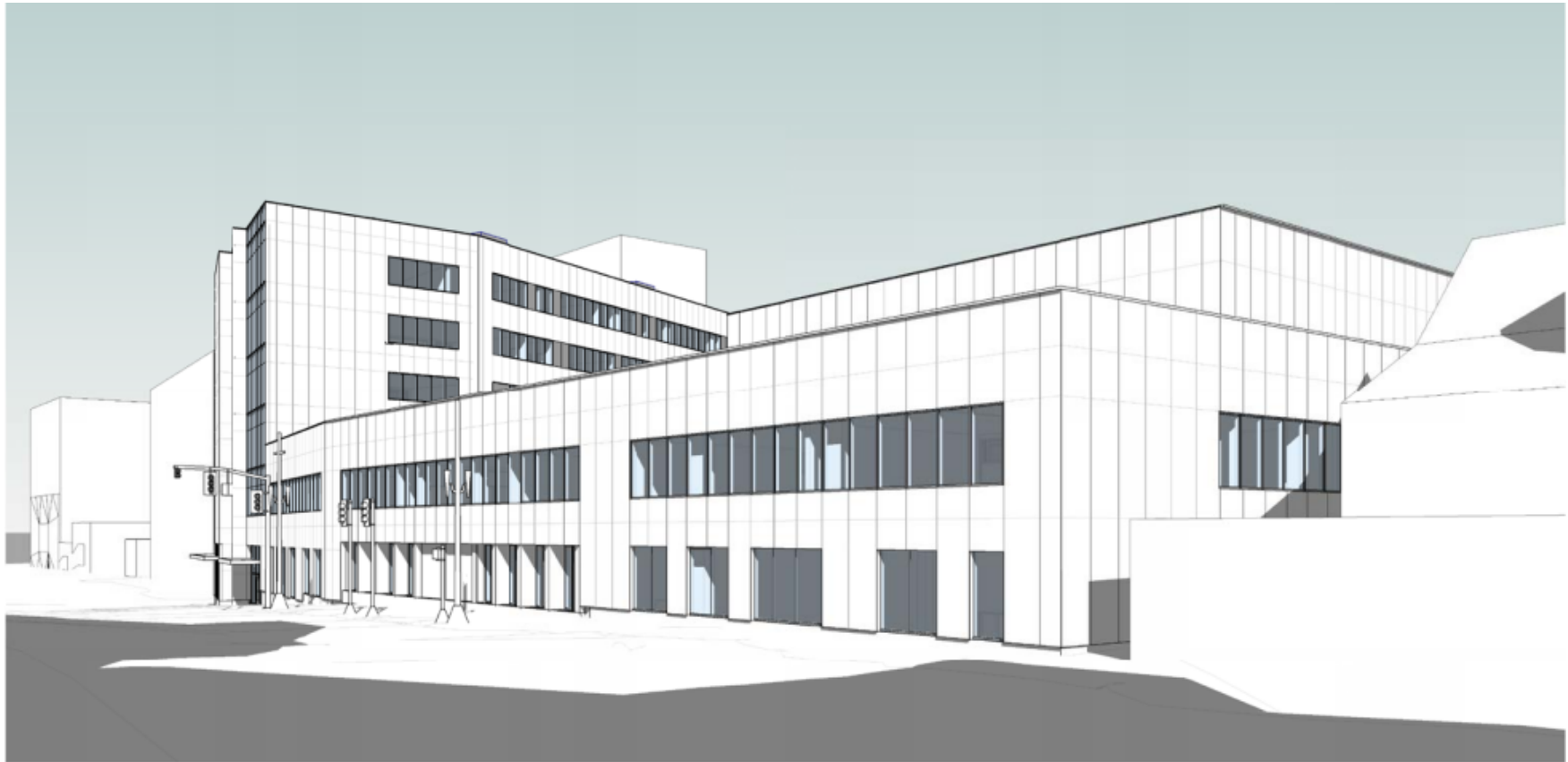


# Lincoln HS Modernization



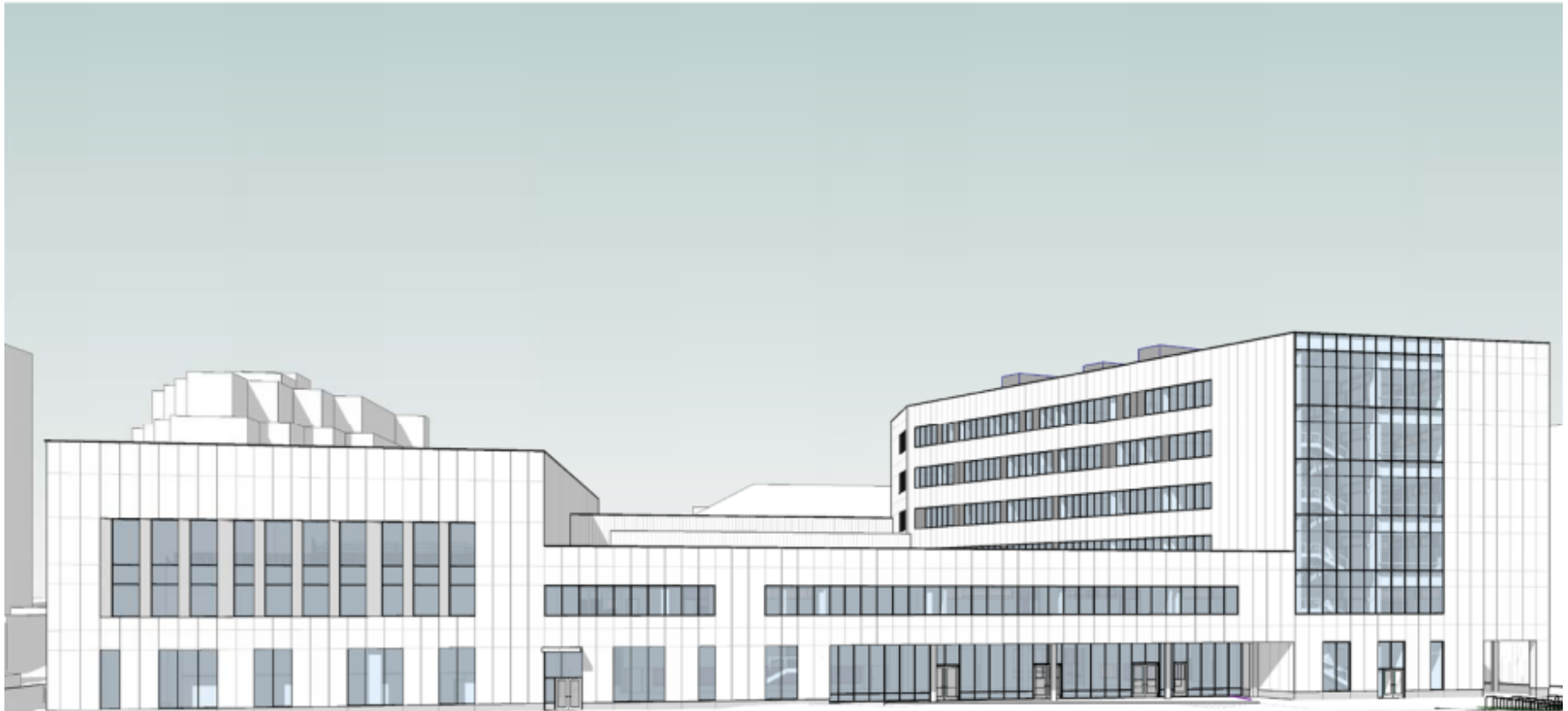


# Lincoln HS Modernization



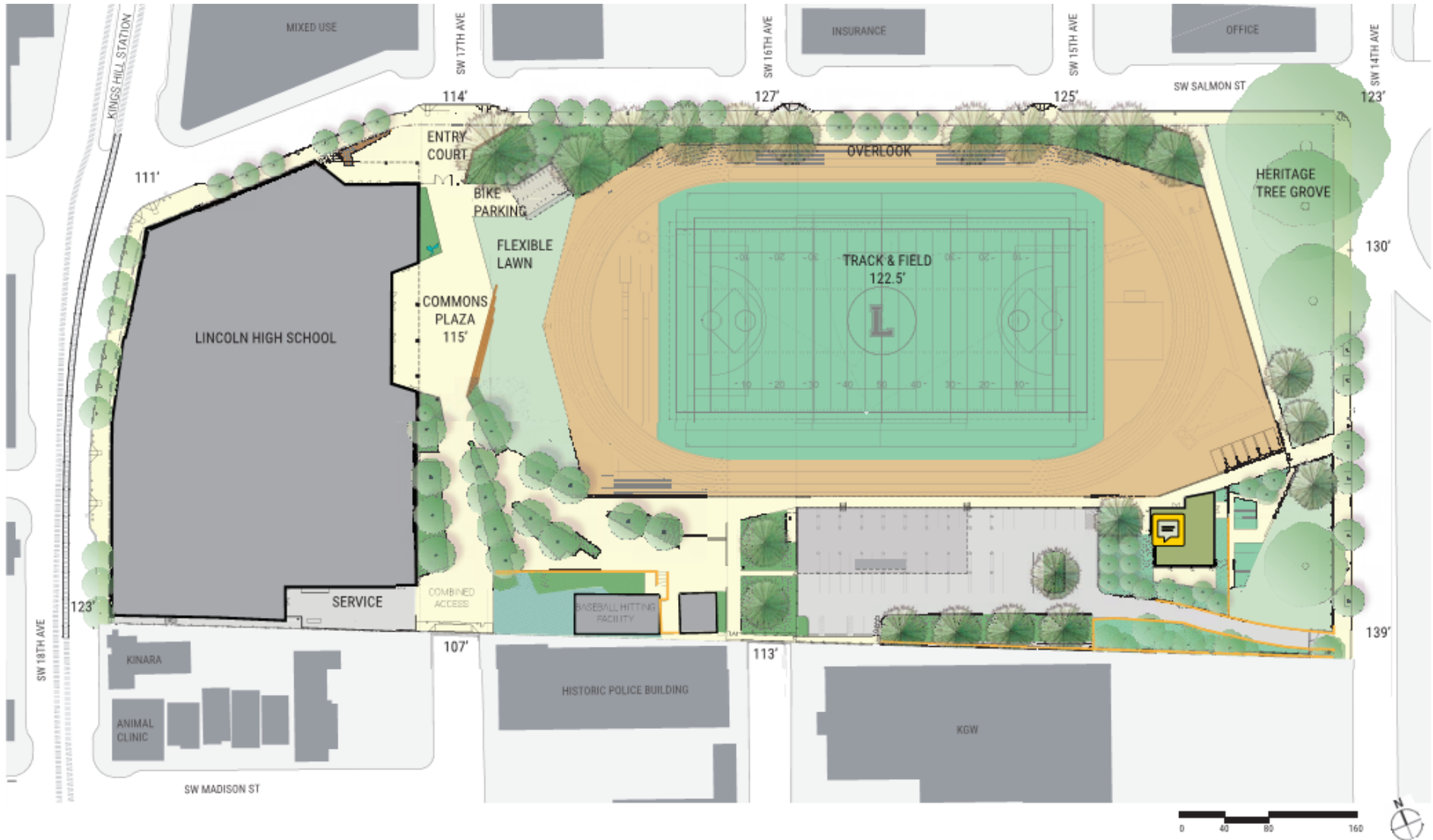


# Lincoln HS Modernization





# Lincoln HS Modernization





## Accomplishments

- Design Advisory Group (DAG) pre-design work sessions
- Programming & Site Specific Ed Spec & Master Plan completion
- Board Work sessions & Meetings for approval
- Additional geotechnical testing
- AIA Historic Resources Panel project review

## Next Steps

- Schematic stakeholder engagement
- Continued DAG work sessions and DAG tours of GHS, RHS, FHS
- Coordination with PPR regarding south driveway/Buckman field connection
- CMGC RFP and selection
- Master plan revisions for Board by end of March

## Challenges & Opportunities

- Occupied site planning & considerations
- Determine feasibility & impacts of off-site swing to Marshall
- Multiple Pathways to Graduation schools & program placement
- Value Engineering Charrette & Study





## BAC Discussion

## Questions

## Next Board Presentation

TBC

## Next BAC Meeting

Date: TBD

Place: TBD

**Narrative Comments:**

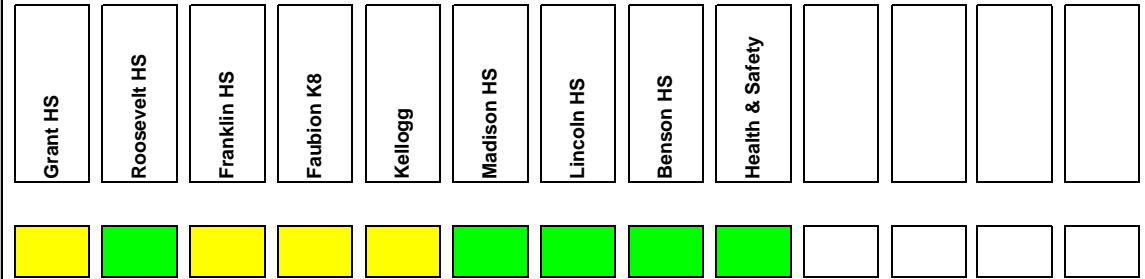
1. With the approval of the Benson master plan, all four 2017 bond modernization/new construction projects have board approval.
2. Health and Safety projects continue to progress with large projects planned for summer 2019.
3. Madison and Lincoln are progressing through the design phases, meeting with stakeholders, completing value engineering exercises and tracking towards land use and permit submissions and approvals.
4. Kellogg has advertised the RFQ for construction services.
5. The Grant project continues to track on schedule for opening in fall 2019.
6. Total program resources is approximately \$1.4B, with \$565M spent to date.

Color Key	
	Good
	Concerns
	Difficulty

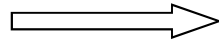


Perspective	Perform
Budget	
Schedule	
Stakeholders	
Equity	
Average	

**Active Projects**

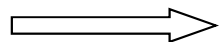


Overall Project Performance



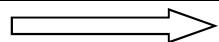
Perspective

Budget



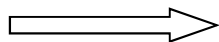
Perspective

Schedule



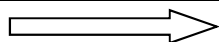
Perspective

Stakeholders



Perspective

Equity



**Narrative Comments:**

- Grant HS Modernization costs are forecasted over budget. As reflected last quarter, the program contingency has been anticipating an overage and accounted for the costs in the program forecast. The total program continues to track under budget.
- The unspent RHS Maker Space funds have been transferred back to the program level.
- The Kellogg's 50% CD cost estimate came in right on target.
- The Madison and Lincoln 100% SD estimates were above the previous cost estimates. Value engineering exercises completed by the teams have brought the project back into budget with some design modifications. Modifications will be designed into the DD set and repriced.
- The Benson Master Plan has been approved with a total project budget of \$296,000,000. The board resolution approving the master plan notes the additional funding necessary to compete the project is intended to come into the form of an approved future bond in 2020, or full faith and credit obligation.

Color Key	
	Good
	Concerns
	Difficulty



Strategic Obj.	Perform
A	
B	
C	
D	
Average	

**Active Projects**

Grant HS	Roosevelt HS	Franklin HS	Faubion K8	Kellogg	Madison HS	Lincoln HS	Benson HS	Health & Safety				
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Strategic Objectives	Performance Measures	Performance Targets
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Objective A Project Budget and Scope Aligned		
1	Initial Project Budget and Scope Identified	Green > 10% Project Contingency Yellow 0% - 10% Project Contingency Red < 0% Project Contingency
2	Master Plan Budget and Scope Aligned	Red < 0% Project Contingency


Objective B Planning & Design Costs within Budget		
3	Schematic Design Budget and Scope Aligned	Green > 10% Project Contingency Yellow 0% - 10% Project Contingency Red < 0% Project Contingency
4	Design Deve Budget and Scope Aligned	Yellow 0% - 10% Project Contingency
5	Construct Docs Budget and Scope Aligned	Red < 0% Project Contingency


Objective C Construction Costs within Budget		
6	Project Budget and Scope Aligned at Construction Award / GMP	Green > 10% Project Contingency Yellow 0% - 10% Project Contingency Red < 0% Project Contingency
7	Project Budget and Scope Aligned at 50% Complete	Green > 5% Project Contingency Yellow 0% - 5% Project Contingency Red < 0% Project Contingency


Objective D Project within Budget		
8	Current Project Budget	Within Budgeted Amount

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**Narrative Comments:**

1. Overall OSM is tracking at 26% and 15% for consultants and contractors respectively for certified business participation, for a cumulative of 17%. Qualifying costs breakdown as:

- MBE: 31%
- WBE: 52%
- SDVBE: 0.1%
- ESB: 16%

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

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

Color Key	
	Good
	Concerns
	Difficulty



Strategic Obj.	Perform
A	
B	
C	
Average	

**Active Projects**

Grant HS	Roosevelt HS	Franklin HS	Faubion K8	Kellogg	Madison HS	Lincoln HS	Benson HS	Health & Safety				
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Strategic Objectives	Performance Measures	Performance Targets
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<b>Objective A</b> Meets Aspirational Certified	1	Consultants - % of payments made to Certified owned	Green: Certified >18% Yellow: Certified >10% Red: Certified <10%
	2	Contractors - % of payments made to Certified owned	
	3	Project Overall - % of payments made to Certified owned	


<b>Objective B</b> apprenticable trade participation	4	Contractors % of labor hours/apprenticable trade	Green: participation >20% Yellow: participation >10% Red: participation <10%
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<b>Objective C</b> Meets student participation	5	Tier 1 - Group Activities EG: career fairs, guest speakers	Green: students > 500 Yellow: students > 100 Red: students < 100
	6	Tier 2 - 1-on-1, Short-Term Activities EG: job shadows, mock interviews	Green: students > 50 Yellow: students > 20 Red: students < 20
	7	Tier 3 - 1-on-1, Long-Term Activities EG: internships	Green: students > 10 Yellow: students > 5 Red: students < 5

2013	2014	2015	2016	2017	2018	2019	2020



**Narrative Comments:**

- Grant continues to track on overall schedule. The recovery schedule to make up lost days in winter has made great progress. Transition planning heavily underway for summer 2019
- Roosevelt is nearing completion of Phase 3 in Feb 2019. Asphalt paving for tennis courts may hold pending weather until April.
- Kellogg MS abatement is complete. RFP for select bidders is current active in market. Bidding planned for March/April
- Madison HS is proceeding with construction documents. Sub packages 1 & 2 are live in construction market.
- Lincoln DDs complete and VE workshop completed. CM/GC on board and started select destructive testing

Color Key	
	Good
	Concerns
	Difficulty



Strategic Obj.	Perform
A	
B	
C	
D	
Average	

**Active Projects**

Grant HS	Roosevelt HS	Franklin HS	Faubion K8	Kellogg	Madison HS	Lincoln HS	Benson HS	Health & Safety				
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Strategic Objectives	Performance Measures	Performance Targets
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<b>Objective A</b> Establish Schedule Target & Strategy	1	Baseline Schedule Established	Green = completed
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<b>Objective B</b> Planning, Permitting & Design Phases on Schedule	2	Design Contract Award	Green = < 0 weeks impact Yellow = 0 - 4 weeks Red > 4 weeks  (measured from baseline schedule)
	3	Schematic Design Completed	
	4	Design Development Completed	
	5	Construction Contract Documents	
	6	Land Use Permit Approved	
7	Building Permit Approved		


<b>Objective C</b> Construction on Schedule	8	Construction Started	Green = < 0 weeks impact Yellow = 0 - 4 weeks Red > 4 weeks  (measured from baseline schedule)
	9	Substantial Completion	
	10	Final Completion	


<b>Objective D</b> Meet Occupancy / Completion Schedule Target	11	Current Project Schedule	On target for school opening
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**Grant High School Recordable (All Subcontractors)**

<b>Date</b>	<b>Company</b>	<b>Type of Activity</b>	<b>Comments</b>	<b>Actions taken</b>	<b>Corrective Action</b>	<b>Recordable/Reason</b>	<b>Total Jobsite Hours</b>
10/24/2017	Andersen Colas	ANCO employee reported a strain injury	Andersen-Colas Employee reported an injury with a shoulder strain while performing a salvage operation in the 50's gym	Employee taken to the Clinic for an evaluation	All Benches will be temp powered to expanded for Demolishing	<b>Recordable Employee received a Prescription</b>	49,486
12/4/2017	Corepac	Corepac Employee sustained a laceration to his lip	A Corepac employee received a deep laceration to his lip while he was trying to remove a 2" hydraulic fitting from an attachment to the excavator, while he was pulling down on the twisted hose the fitting broke free and the tail of the hose with the fitting flexed into the employees lower lip	Release the twisted hose tension from the hose prior to disconnecting from the excavator	Re-positioned the attachment to help position the hose to be safely removed front the excavator	<b>Recordable</b> employee received Sutures	79,320.50
2/12/2018	Prairie Electric	Prairie Electric Employee Strained his back Standing up in the crawl space	A Prairie Electric Employee was working in the Crawl Space and was bent over, as he moved to an area to let him stand up, he strained his lower Back	Employee was taken to the clinic for an evaluation and prescribed restrictive duty	Have Prairie Electric employees follow protocols for stretching before work.	<b>Recordable</b> , Employee received restrictive duty	117,283.50
3/8/2018	Western Rebar	A Western Rebar employee was working tying Rebar	A Western Rebar employee was working tying rebar in building E slab on grade. While walking across the slab on grade elevated bar, he rolled his ankle	Replaced the bar mat slab on grade to make it uniform for workers to walk across and maintain the bar elevations	Inspected the mat and remove any extra blocking elevating the rebar	<b>Recordable</b> , Employee received restrictive duty	
3/14/2018	Raimore Construction	A Raimore employee was unloading a material cart off of a forklift on the Roof	A Raimore employee was unloading a material cart off a forklift on the roof of zone A. While he was unloading this cart one of the wheels caught the handrail and caused the cart to become stuck. The employee tried to free the wheel while attempting to free to wheel the cart released from the rail and fell into the employee. The cart hit his knee causing an abrasion and swelling of the knee.	Incident reviewed and loading and unload procedures identified	1) Set up their forklift with the right attachment to increase the height of the load to clear the handrail. 2) Identify and install loading pads to load and unload the roof materials	<b>Recordable</b> , Employee received restrictive duty	216,174.50
6/6/2018	Carr Construction	A Carr Employee was cleaning slag (welding debris) from welds on the steel installation of Zone G.	The employee was wearing standard PPE (Safety Glasses) reported some debris from cleaning that was lodged into his eye under his safety glasses. He was taken off site for a medical evaluation.	The employee had the debris removed from his eye and received a prescription for an antibiotic eye drops.	Carr Construction reviewed the weld cleaning processes conducted a retraining with the employee	<b>Recordable</b> (Prescribed Eye Drops)	221,704.50
6/22/2018	NorthStar	A NorthStar employee strained his left shoulder while loading out concrete from the auditorium roof.	NorthStar employee experienced pain in his left shoulder while doing loadout of concrete debris from the roof demolition.	The employee was taken off site for medical evaluation and received a prescription for pain medication and physical therapy.	The employee returned to work to his regular job duties. No loss time. The crew was aware of the situation and trained on overexertion and lifting activities.	<b>Recordable</b> , Prescribed physical therapy and pain medication	228,355.50
7/6/2018	ASI	Two ASI employees were moving a skylight when one lost her grip. The load shifted and she received a laceration on her left shoulder/chest area.	An ASI employee received 14 stitches in her left shoulder/chest from moving a skylight frame in awkward position.	The employee was taken off site for medical evaluation and received 14 stitches. No loss time.	The employee returned to work to her regular job duties. No loss time. An incident review occurred to determine cause and preventive measures. This includes creating an access to avoid picking up the skylight.	<b>Recordable</b> , employee received Sutures	254,470.50
7/26/2018	ASI	The employee was doing overhead chipping of concrete with a chipping hammer and the bit slipped (bounced) from the concrete striking the employees hand which was up above the concrete corner. The bit impacted the left hand pinky finger crushing it against the wall.	ASI employee received stiches in left pinky finger from chipping hammer striking employee's hand.	The employee was taken off site for medical evaluation and received stitches. Employee released for temporary alternate/modified duty.	Employee released for temporary alterate/modified duty. An incident review occurred to determine cause and preventive measured. This includes getting correct tool and attachment to perform work safely.	<b>Recordable</b> , employee recieved sutures and restricted work	324,893.50
9/24/2018	Snyder Roofing	Snyder roofing employee was cutting the extra membrane off of a metal HVAC curb with a hook knife when his knuckle drug over the plate cutting it open. This resulted in 6 stitches.	Snyder Roofing employee received 6 stiches on knuckle/finger.	Employee was taken off site for medical evaluation and received stitches. Employee released for full duty.	Employee released for full duty. An incident review occurred to determine the cause and preventive measures. This includes using cut resistant, task specific gloves.	<b>Recordable</b> , employee received sutures.	452,170.50



**PORTLAND PUBLIC SCHOOLS  
OFFICE OF SCHOOL MODERNIZATION**

501 North Dixon Street / Portland, OR 97227  
Telephone: (503) 916-2222/ Fax: (503) 916-3253  
Mailing Address: P. O. Box 3107 / 97208-3107

**Date:** January 2, 2019  
**To:** Claire Hertz, Deputy Superintendent  
**From:** Dan Jung  
**Subject:** Contract Audit - Controls Recommendations

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The Office of School Modernization (OSM) contracted with Curtis P. Matthews, CPA LLC (CPM) to complete construction contract audits of the Franklin High School Modernization and Roosevelt High School Modernization projects. In addition to the contract specific observations, the audits included several recommendations to improve contract controls. Below are the noted recommendations:

**RECOMMENDATION #1**

Require documented review and approval of all agreed upon self-performed work cost and pricing. Where insufficient competitive bidding is available for establishment of self-performed subcontract price: a) obtain independent cost analysis to support self-performed work pricing and negotiate a fair and reasonable price and/or b) price lump sum work on a not-to-exceed cost reimbursable basis on future projects. Obtain self-performed work subcontracts to better establish self-performed work scope, pricing and payment terms.

**OSM RESPONSE**

OSM agrees with this recommendation. PPS's CMGC contracts allow for two potential options for self-performed work:

CM/GC Self-Performance or Performance by CM/GC Affiliates or Subsidiaries With Competition. If the CM/GC or an Affiliate or subsidiary of the CM/GC will be included in the subcontractor selection process to perform particular construction Work on the project, the CM/GC must disclose that fact in the selection process documents and announcements. The District must review and approve the conditions, processes and procedures the CM/GC will utilize in that competitive process in order to make the process impartial, competitive and fair. The District will monitor the selection process.



CM/GC Self-Performance or Performance by CM/GC Affiliates or Subsidiaries Without Competition. Other than for GC Work, in order for the CM/GC or an Affiliate or subsidiary of the CM/GC to perform elements of the construction Work without competition from subcontractors, the CM/GC must provide a detailed proposal for performance of the Work by the CM/GC or an Affiliate or subsidiary of the CM/GC. If required by the District, the CM/GC's proposal to perform the construction Work must be supported by at least one independent cost estimate prior to the Work being included in the Contract.

## **RECOMMENDATION #2**

Require visibility and reconciliation of project management systems and accounting systems of record utilized for project cost accounting and subcontractor payments.

### **OSM RESPONSE**

OSM agrees with the recommendation. The District's contract terms and conditions include clauses to ensure visibility of and access to the GC accounting system records by the District.

## **RECOMMENDATION #3**

Perform quarterly reviews of project change order files for application of expected cost analysis and related approval requirements. Add approval controls designed to prevent proceeding with work prior to full vetting of project design along with related budget. Verify architect progress against key milestones to help ensure timely and complete project work scope inclusion in plans. To prevent untimely and expensive owner directed changes, require further approval controls for work scope modification.

### **OSM RESPONSE**

OSM agrees with the recommendation. Early projects proceeded through design phases without a proscribed process for reconciling project design and budget. OSM has implemented the "Design Phase Approval" process that requires reconciliation of the project design, schedule, cost estimate, budget and stakeholder engagement prior to approval to proceed into the next phase of design. This process compels the project team to fully address all known design / budget inconsistencies, and does not allow for unresolved issues to progress through design phases.

Additionally OSM is in the process of developing a proscriptive monthly pay application process review intended to be followed uniformly by all GMP contracts. This process requires reconciliation of pay apps on a monthly basis, will streamline and organize pay application materials into an easily auditable format, and should reduce confusion on allowable costs.

OSM is also in the process of recruiting for the position of Project Accountant. Amongst other responsibilities, this position will review project encumbrances and expenditures against contract language, and monthly reconcile project financials. This position will provide a stronger level of consistency between projects and contracts.

#### **RECOMMENDATION #4**

To strengthen existing District controls over system information integrity and consistent with good payment application approval control practices, prior to each payment, require eBuilder to include monthly secondary review of the reconciliation between District electronic records to Contractor cumulative payment application contract totals, commitments and costs incurred.

#### **OSM RESPONSE**

OSM agrees with this recommendation. As noted above, the prescriptive monthly pay application process will assist in route reconciliations. Additionally an essential function of the Project Accountant will be to assist in reconciliation of project financials, including reconciling encumbrances to expenditures as well as ensuring the software systems e-Builder and PeopleSoft are up to date.

#### **RECOMMENDATION #5**

Require consistent and complaint application of contract rates to deduct change orders.

#### **OSM RESPONSE**

This audit observation noted change order mark-ups had not been applied consistently to deductive changes. OSM agrees with this recommendation and will put procedures in place to increase consistency of application of mark-ups. The Project Accountant will be heavily involved with reconciliation efforts.

#### **RECOMMENDATION #6**

On future projects, require contractors to identify and account for changes by contract line item and in compliance with contract requirements. Require maintenance of an allowance log that specifies budget as included under the GMP schedule of values, cost support for proposed uses of allowance amounts, approved allowance amounts used along with approval documentation by project allowance line item.

#### **OSM RESPONSE**

OSM agrees with this recommendation. The audit observed difficulty in reconciling allowance expenditures and balances. Prior commencement of construction on the Grant High School Modernization project, OSM modified the process for approving expenses against GMP allowances. This processes, codified in e-Builder, allows for the team to track all pending and approved allowance costs and manage current balances.

**RECOMMENDATION #7**

Verify application of the contractual requirement for fixed fee calculation.

**OSM RESPONSE**

The audit observed the potential for fee calculations to become inaccurate over time as change orders are processed. As recommended, OSM will modify template contract language to require updated fee calculations based upon final cost of the work.

**RECOMMENDATION #8**

For future projects, add approval controls designed to prevent proceeding with work prior to full vetting of project design, along with related budget and to reduce owner directed changes, where possible.

**OSM RESPONSE**

OSM agrees with this recommendation. Similar to Recommendation #3 above, the audit observed a high percentage of change orders were design related. Though there are multiple causes for this, a significant driver was due to late design changes in order to reduce costs. We believe the implemented Design Phase Approval process will help to control this risk and reduce design related change orders.

**RECOMMENDATION #9**

Implement construction program oversight controls to document verification of independent cost analysis performed on self-performed work procurements, when District competitive bidding procedures are not applied.

**OSM RESPONSE**

Similar to the response to Recommendation #1, OSM agrees with this recommendation and has implemented contract changes to comply. Additionally, OSM has initiated the practice of third party estimating and constructability support for all GMP projects.

**RECOMMENDATION #10**

District project management personnel should require visibility, timely access and sign-off on work cost application applied by the Contractor.

**OSM RESPONSE**

OSM agrees with this recommendation. The audit observed a lack of transparency of categorization of some general conditions expenditures between reimbursable or lump sum categories. As recent projects have moved away from lump sum general conditions this is less of a concern, nevertheless the point is taken, a careful review of cost coding is an important component of the pay application review process.

## 2012 Program Costs Summary

1/1/2019

	Original Budget	Approved Budget Changes		Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved
Bond Management	15,117,563	14,336,683	1	29,454,246	24,491,628	(4,962,617)	20,157,340
Bond Issuance Costs	3,000,000	(521,346)	2	2,478,654	2,478,654	-	2,056,501
PBOT IGA	5,000,000	-		5,000,000	5,000,000	-	-
OCIP	-	2,857,473	3	2,857,473	2,857,473	-	2,332,338
Escalation	45,000,000	(45,000,000)	4	-	-	-	-
Fund 424	-	-	5	-	-	-	-
Bond Premium	-	-	6	-	-	-	-
Contingency - OSM	5,063,798	(2,671,325)	7	2,392,474	2,392,474	-	-
Contingency - BOE Reserves	20,000,000	(20,000,000)	8	-	-	-	-
Additional Criteria Financing (FHS/RHS)	-	-	9	-	-	-	-
Interest Revenue (Projected)	-	-		-	(400,000)	(400,000)	-
	<b>93,181,361</b>	<b>(50,998,515)</b>		<b>42,182,846</b>	<b>36,820,229</b>	<b>(5,362,617)</b>	<b>24,546,179</b>

changes from last meeting noted in green

Budget Change Footnotes	To / From	Amt
1 Transfer Admin budget from Projects to Program	(10 projects)	12,333,182
Traffic Engineering Services	(10 projects)	300,000
FAM contribution to e-Builder licenses	new resource	15,000
Reallocated Program Management Budget	PBOT budget line	800,000
Additional CMs for IP2014	CM budget line	398,500
Div 01 Document Development	FHS	(3,375)
FAM contribution to e-Builder licenses - 2015	new resource	21,760
FAM contribution to e-Builder licenses - 2016	new resource	21,760
Transfer \$10k from COO/CSM to payroll	Cont COO/CSM	10,000
FAM contribution to e-Builder licenses - 2017	new resource	21,760
Move funds for Bond Management	Bond MGMT	329,391
Add GF funds for contracts audit	new source	87,225
FAM contribution to e-Builder licenses - 2018	new resource	21,760

	Budget Change Footnotes	To / From	Amt
	Reallocated Program Management Budget	varies	(420,280)
	Reallocated Program Management Budget	varies	200,000
	Transfer funds to payroll account	Bond MGMT	200,000
			<b>14,336,683</b>
2	Transfer funds for Schematic Design (FHS/GHS/RHS)	Cont COO/CSM	(621,820)
	Reallocated Program Management Budget	Bond Oversight	(800,000)
	Bond Issuance Funds	Bond Premium	1,015,474
	Add funds to cover costs of final issuance	Cont COO	(115,000)
			<b>(521,346)</b>
3	Move funds from COO Cont to cover OCIP	Cont CoO/CSM	2,435,000
	FAM contribution to OCIP	new resource	21,998
	FAM contribution to OCIP (correction)	new resource	475
	Move funds to cover estimated cost to cover remainder of GHS		400,000
			<b>2,857,473</b>
4	Escalation (applied to current budget)	Franklin	(5,858,911)
	Escalation (applied to current budget)	IP2014	(493,462)
	Escalation (applied to BOE transfer)	RHS	(740,882)
	Escalation (applied to BOE transfer)	FHS	(362,367)
	Escalation (applied to current budget)	Roosevelt	(4,625,345)
	Escalation (applied to current budget)	IP2014	(58,029)
	Escalation (applied to current budget)	Faubion	(2,418,588)
	Escalation (applied to current budget)	IP2015	(733,908)
	Escalation (applied to current budget)	IP2015-SCI	(151,129)
	Escalation (applied to current budget)	Grant	(10,143,276)
	Schematic Design Budget	FHS/GHS/RHS	(19,414,103)
			<b>(45,000,000)</b>
5	Add Taxable Funds to Program	General Fund (424)	4,000,000
	Allocate Budget to Faubion	Faubion	(450,000)
	Earned interest	new source	82,554

Budget Change Footnotes	To / From	Amt
Correcting earned interest allocation	Cont COO	(82,554)
Allocate Budget to Faubion	Faubion	(3,141,344)
Remove Budget from Program	out of program	(408,656)
		<u><u>0</u></u>

6 Bond Premium	new resource	13,870,119
Transfer Bond Premium	Cont COO	(13,870,119)
Bond Premium #2 received	new resource	33,211,833
Transfer funds for project allocation	Cont COO	(30,000,000)
Transfer funds to cover issuance expenses	Bond Issuance	(1,015,474)
Allocate "first" portion of Maker Space Budget	RHS	(2,196,359)
Bond Premium	new resource	9,854,606
Allocate "last" portion of Maker Space Budget	RHS	(2,803,641)
Allocate budget to GHS for GMP	GHS	(7,050,965)
		<u><u>-</u></u>

7 Budget adjustment (Contingency - COO)	IP2013	(2,223,190)
Solar roof study	IP2013	(32,350)
Ockley Green SL	IP2013	(115,278)
Adding Fund 405 funds to COO Contingency	Fund 405	546,441
Move funds from Contingency COO to IP2013	IP2013	(546,441)
Moving funds from IP2013 to COO Contingency	IP2013	546,441
Reallocation of IP scope of work	IP2014	(14,938,982)
Reallocation of IP scope of work	IP2014	13,558,581
Solar roof study	IP2014	(67,135)
Reallocation of IP scope of work	IP2015	(13,887,403)
Reallocation of IP scope of work	IP2015	13,521,066
Ockley Green SL	IP2016	115,278
Reallocation of IP scope of work	IP2016	(7,483,385)
Reallocation of IP scope of work	IP2016	15,159,159
Reallocation of IP scope of work	IP2017	(13,782,466)
Reallocation of IP scope of work	IP2017	6,796,708
Reallocation of IP scope of work	IP2018	(8,005,396)

Budget Change Footnotes	To / From	Amt
Reallocation of IP scope of work	IP2018	9,062,120
Swing Site Funding Change.	Swing & Trans	(1,500,000)
Swing Site Funding Change.	Marshall	1,500,000
FHS Turf/Track Enhancements	Marshall	(1,300,000)
Move funds for Fund 405 reconciliation	IP2013	(62,560)
Reallocation of IP scope of work	IP2016	7,181,967
Reallocation of IP scope of work	IP2017	13,227,332
Reallocation of IP scope of work	IP2015	12,917,006
Reallocation of IP scope of work	IP2018	7,682,952
Reallocation of IP scope of work	IP2016	(12,319,254)
Reallocation of IP scope of work	IP2017	(10,192,356)
Reallocation of IP scope of work	IP2015	(11,803,551)
Reallocation of IP scope of work	IP2019	(1,949,393)
Reallocation of IP scope of work	IP2018	(2,314,069)
Reallocation of IP scope of work	IP2015-SCI	(2,048,500)
Reallocation of IP scope of work	IP2015-ADA	(382,134)
Consolidate IP2015-SCI and IP2015-ADA	IP2015-ADA	382,134
Consolidate IP2015-SCI and IP2015-ADA	IP2015-SCI	(382,134)
OCIP	Bond Oversight	(2,435,000)
Budget savings	IP2013	1,000,000
Adjust Scope	IP2018	1,785,187
Adjust Scope	IP2019	1,285,755
Apply budget to construction bids	IP2014	(3,000,000)
Schematic Design Budget	FHS/GHS/RHS	(490,005)
FY2013/14 Interest Earned	new source	10,772
Holladay Annex ADA	IP2015-SCI	39,610
Budget savings	IP2013	93,537
Budget savings	IP2014	1,100,000
Additional CMs for IP2014	CM budget line	(398,500)
Remove unused FAM funds and SB1149 funds	out of program	(5,552)
Transfer funds to Maplewood (equivalent of Esc)	Maplewood	(122,477)
Earned interest	new source	299,546
Transfer Bond Premium	Bond Premium	13,870,119

Budget Change Footnotes	To / From	Amt
Schematic Design Budget	Faubion	(4,000,000)
Reallocation of IP scope of work	IP16-IP19	22,582,080
Reallocation of IP scope of work	IP16-IP19	(22,582,080)
E-Rate + Add'l swing site funds	RHS	(1,826,150)
E-Rate	FHS	(698,400)
Construction bid delta	IP2015-Maplewood	(400,000)
E-Rate	Faubion	(229,950)
Escalation	IP2016	(1,950,943)
Transfer Bond Premium	Bond Premium	30,000,000
Master Planning budget increases	BHS/LHS/MHS	(329,998)
Grout Window Restoration	IP2016	(175,000)
"remove" Additional Criteria Financing	out of program	(6,985,057)
Escalation	GHS	(12,705,525)
Additional Criteria funding	GHS	(4,984,796)
E-Rate	GHS	(676,350)
Allocate budget to cover current costs	Marshall	(350,000)
IP2015 unforeseen conditions	IP2015	(175,000)
Allocate budget to cover current costs	Marshall	(250,000)
Allocate budget to cover current costs	IP2016	(175,000)
Project Close Out	IP2013	6,161
Project Close Out	IP2015-Maplewood	125,829
Project Close Out	Ed Specs	24,832
Earned interest	new source	295,056
Allocate budget to cover current costs	IP2016	(2,500,000)
Allocate budget to cover current costs: Schematic Design	IP2016	(5,000,000)
Project Close Out	IP2014	295,011
Project Close Out	IP2015-SCI	484,467
Transfer moving budget from Tubman	Tubman	371,521
Transfer moving budget to Faubion	Faubion	(371,521)
Transfer fall protection budget to IP2017	IP2017	(1,000,000)
Remove Benson IP scope of work from IP2017	IP2017	1,326,691
Remove Benson IP scope of work to IP2018	IP2018	(1,326,691)
Project Close Out	Master Plan - Benson	101,358



Budget Change Footnotes	To / From	Amt
Project Close Out	Tubman	798,703
Earned interest	new source	1,850,384
Remove Funding	IP2018	1,969,002
Remove Funding	IP2019	273,995
Project Close Out	Master Plan - Lincoln	42,905
Transfer \$10k from COO/CSM to payroll	Bond MGMT	(10,000)
Transfer moving budget to Faubion	Faubion	(28,928)
Transfer additional funds to IP2016	IP2016	(150,000)
Transfer IP2017 "postponed" scope of work	IP2017	8,243,934
Transfer RHS modular move funding	RHS Modular Sale/Rec	(162,402)
Project Close Out	Marshall	529,885
Move funds for Bond Management	Bond MGMT	(329,391)
Project Close Out	Marshall	9,092
Transfer funds for South Grandstands	FHS	(315,315)
<b>Add 10M of budget for GHS</b>	<b>TBD</b>	<b>10,000,000</b>
Allocate budget to GHS	GHS	(19,839,542)
Additional funds for IP2016	IP2016	(23,347)
Budget Correction	Remove from Program	(1,000)
Additional funds for IP2016	IP2016	(270,000)
Earned interest	new source	1,631,931
Correcting earned interest allocation	Fund 424	82,554
Move earned taxable interest to Faubion	Faubion	(82,554)
RHS mobile clinic sale proceeds	new source	43,450
Add funds to cover costs of final issuance	bond issuance costs	(265,000)
Reallocated Program Management Budget	varies	(399,720)
Reallocated Program Management Budget	varies	600,000
TEMPORARY BUDGET CHANGE	FHS	(100,000)
Transfer Savings	Faubion	3,141,344
Transfer Additional funds to Faubion	Faubion	(100,000)
Transfer unspect Maker Space budget	RHS	4,824,656
Transfer funds to payroll account	Bond MGMT	(200,000)
Transfer budget to Lewis SRGP	Lewis	(100,000)

	Budget Change Footnotes	To / From	Amt
	Transfer budget for GHS ROW work	GHS	(900,705)
	Transfer budget for GHS "bowl" planning	GHS Bowl	(250,000)
	<b>Remove 10M of budget for GHS</b>	<b>TBD</b>	<b>(10,000,000)</b>
			<b>(2,671,324)</b>
8	Increase Target Capacity to 1700	FHS, RHS, GHS	(10,000,000)
	RHS Shop Bldg set aside		(2,000,000)
	Restore RHS Shop Bldg budget		2,000,000
	Transfer budget to Franklin	FHS	(6,000,000)
	Transfer budget to Grant	GHS	(4,000,000)
			<b>(20,000,000)</b>
9	Additional Criteria Financing	new source	8,000,000
	Allocate Financing to FHS & RHS	FHS/RHS	(6,985,057)
	"remove" Additional Criteria Financing	out of program	(1,014,943)
			<b>-</b>

## 2017 Program Costs Summary

1/1/2019

	Original Budget	Approved Budget Changes		Current Budget	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved
Bond Management	40,000,000	12,005,610	1	52,005,610	51,046,970	(958,640)	3,742,487
Bond Issuance Costs	-	2,159,753	2	2,159,753	5,000,000	2,840,247	2,159,753
OCIP	-	-		-	-	-	-
Escalation	-	-		-	-	-	-
Contingency - OSM	20,000,000	(1,319,396)	3	18,680,604	18,680,604	-	-
Bond Premium	-	-	4	-	-	-	-
Contingency - BOE Reserves	-	-		-	-	-	-
Projected Earned Interest	-	-		-	(34,000,000)	(34,000,000)	-
	<b>60,000,000</b>	<b>12,845,967</b>		<b>72,845,967</b>	<b>40,727,574</b>	<b>(32,118,393)</b>	<b>5,902,240</b>
ACCESSIBILITY - UNALLOCATED BUDGET	10,000,000	(9,510,443)	5	489,557	489,557	-	-
ASBESTOS - UNALLOCATED BUDGET	12,000,000	(5,337,546)	6	6,662,454	6,662,454	-	-
FIRE ALARM/SPRINKLER - UNALLOCATED BUDGET	25,849,990	(19,871,332)	7	5,978,658	5,978,658	-	-
LEAD PAINT - UNALLOCATED BUDGET	16,623,936	(12,933,321)	8	3,690,615	3,690,615	-	-
RADON- UNALLOCATED BUDGET	1,126,125	(239,902)	9	886,223	886,223	-	-
ROOFS - UNALLOCATED BUDGET	50,907,949	(36,482,449)	10	14,425,500	14,425,500	-	-
SECURITY - UNALLOCATED BUDGET	5,000,000	(5,000,000)	11	-	-	-	-
WATER FIXTURES/PIPES - UNALLOCATED BUDGET	28,492,000	(10,608,021)	12	17,883,979	17,883,979	-	-
OSCIM GRANT- UNALLOCATED BUDGET	-	8,000,000	13	8,000,000	8,000,000	-	-
	<b>150,000,000</b>	<b>(91,983,013)</b>		<b>58,016,987</b>	<b>58,016,987</b>	<b>0</b>	<b>0</b>
	<b>210,000,000</b>	<b>(79,137,046)</b>		<b>130,862,954</b>	<b>98,744,560</b>	<b>(32,118,393)</b>	<b>5,902,240</b>

changes from last quarter noted in green

Budget Change Footnotes	To / From	Amt
1   Transfer 8% of H&S Budget for MGMT Blue Beam Cost Share	H&S SCOPES	12,000,000
	General Fund	5,610
		<b>12,005,610</b>
2   Transfer Bond Premium to Cover Issuance Costs Transfer OSM Contingency to Cover Issuance Costs	Bond Premium	1,205,755
	Contingency - OSM	953,998
		<b>2,159,753</b>
3   Transfer to Benson Pre-Design	Benson Pre-Design	(65,398)

Budget Change Footnotes	To / From	Amt
Transfer OSM Contingency to Cover Issuance Costs	Contingency - OSM	(953,998)
Transfer budget for master planning	CHS / JHS / WHS	(300,000)
		<b>(1,319,396)</b>
4 Add Bond Premium	new resource	1,205,755
Transfer Bond Premium to Cover Issuance Costs	Bond Issuance Costs	(1,205,755)
		-
5 Transfer 8% of H&S Budget for MGMT	Bond MGMT	(800,000)
Transfer budget to Group 3	Group 3	(1,000,000)
Transfer budget to Middle School Conversion	MS Conversion	(4,720,740)
Transfer budget to Group 3	Group 3	(3,299,415)
Reallocation of Middle Schools Budget	MS Conversion	496,712
Transfer budget to Middle School Conversion	MS Conversion	(187,000)
		<b>(9,510,443)</b>
6 Transfer 8% of H&S Budget for MGMT	Bond MGMT	(960,000)
Transfer budet to GROUP 4	Group 4	(1,000,000)
Transfer budget to Middle School Conversion	MS Conversion	(776,821)
Transfer budet to GROUP 4	Group 4	(2,033,661)
Reallocation of Middle Schools Budget	MS Conversion	118,310
Transfer budget for reimburseable expenses	Multiple Sites	(101,044)
Transfer budget for reimburseable expenses	Harrison Park	(10,185)
Transfer budget for reimburseable expenses	Harrison Park	(24,009)
Transfer budget for reimburseable expenses	Hosford	(41,523)
Transfer budget for reimburseable expenses	Woodstock	(8,613)
Transfer Budget to Asbestos Project	Asbestos Project	(500,000)
		<b>(5,337,546)</b>
7 Transfer 8% of H&S Budget for MGMT	Bond MGMT	(2,067,999)
Transfer budet to Group 3	Group 3	(1,000,000)
Transfer budget to Group 2	Group 2	(2,000,000)
Transfer budget to Group 3	Group 3	(8,223,674)
Transfer budget to Group 2	Group 2	(6,533,136)
Transfer budget for reimburseable expenses	Multiple Sites	(46,523)

Budget Change Footnotes	To / From	Amt
Transfer budget	Chapman	(959,000)
Remove fire sprinkler scope of work	Chapman	959,000
		<b>(19,871,332)</b>

8 Transfer 8% of H&S Budget for MGMT	Bond MGMT	(1,329,915)
Transfer to fund construction management service	Multi-Site Day CPM	(99,972)
Transfer to fund exterior lead paint scope	Multi-Site Lead Paint	(438,795)
Transfer budget for reimburseable expenses	Multiple Sites	(669,397)
Transfer budget for reimburseable expenses	Multiple Sites	(377,266)
Transfer budget for reimburseable expenses	Multiple Sites	(10,063)
Transfer budget to Lead Paint Abatement Project - Bond	Multiple Sites	(10,000,000)
Transfer budget to Lead Paint Abatement Project - Bond	Multiple Sites	(7,914)
		<b>(12,933,321)</b>

9 Transfer 8% of H&S Budget for MGMT	Bond MGMT	(90,090)
Transfer budget for reimburseable expenses	Lent	(38,938)
Transfer budget for reimburseable expenses	Multiple Sites	(110,874)
		<b>(239,902)</b>

10 Transfer 8% of H&S Budget for MGMT	Bond MGMT	(4,072,636)
Transfer budget to Tubman Roof	Tubman	(2,743,000)
Transfer budget to Group 4	Group 4	(5,000,000)
Transfer budget to Middle School Conversion	MS Conversion	(3,285,115)
Transfer budget to Group 3	Group 3	(19,689,295)
Reallocation of Middle Schools Budget	MS Conversion	(104,817)
Return "original" Tubman Roof Allocation	MS Conversion	2,743,000
Transfer to cover expense of Lee Roof	Lee - Roof Repair	(96,750)
Transfer budget to Middle School Conversion	MS Conversion	(319,737)
Transfer budget to Middle School Conversion	Holladay Center	(72,099)
Transfer budget	Chapman	(2,842,000)
Transfer budget (initial set up)	Sitton	(1,000,000)
		<b>(36,482,449)</b>

11 Transfer 8% of H&S Budget for MGMT	Bond MGMT	(400,000)
Transfer budget to Middle School Conversion	MS Conversion	(218,784)

Budget Change Footnotes	To / From	Amt
Reallocation of Middle Schools Budget	MS Converstion	(17,191)
Transfer funds for security assessment	Security Assessment	(13,000)
Transfer budget for reimburseable expenses		(67,439)
Transfer budget for reimburseable expenses	Jefferson	(30,859)
Transfer remaining budget	Multi-Site Secuirty	(4,252,727)
		<b>(5,000,000)</b>

12	Transfer 8% of H&S Budget for MGMT	Bond MGMT	(2,279,360)
	Transfer funds for construction MGMT	Day CPM MGMT	(650,000)
	Transfer budget for fixture replacement	Lead WTR Repairs	(204,096)
	Transfer budget for fixture replacement	Lead WTR Repairs	(1,247,263)
	Transfer to fund construction management service	Multi-Site Day CPM	(99,972)
	Transfer budget for fixture replacement	Lead WTR Repairs	(5,000,000)
	Transfer budget for contract amendment	Multi-Site Day CPM	(1,127,330)
			<b>(10,608,021)</b>

13	OSCIM Grant	new resource	8,000,000
			<b>8,000,000</b>

Project Name	Original Budget	Approved Budget Changes	Current Budget	Current Commitments	Estimate At Completion	Forecasted Over/(Under)	Actuals Approved
<b>2012 BOND</b>							
Franklin HS Modernization	81,585,655	31,899,040 <sup>1</sup>	113,484,695	113,446,246	113,484,695	-	112,279,672
Grant HS Modernization	88,336,829	63,350,681 <sup>2</sup>	151,687,510	146,834,509	157,191,329	5,503,820	92,259,748
Grant - GHS Grant Bowl Improvements - 4919 - FY19	-	250,000 <sup>3</sup>	250,000	-	250,000	-	-
Roosevelt HS Modernization	68,418,695	33,467,919 <sup>4</sup>	101,886,614	99,298,865	101,250,000	(636,614)	97,023,774
Roosevelt - Modularity-relocated and store - 4435 - FY17	-	186,749 <sup>5</sup>	186,749	186,749	186,749	-	186,749
Faubion Add-Ons - 4918 - DA004 - FY19	-	100,000 <sup>6</sup>	100,000	24,834	100,000	-	6,197
Faubion Replacement	27,035,537	22,900,014 <sup>7</sup>	49,935,551	49,743,565	50,433,098	497,547	49,697,026
Improvement Project 2013	9,467,471	2,495,668 <sup>8</sup>	11,963,139	11,963,139	11,963,139	-	11,963,139
Improvement Project 2014	13,620,121	4,191,667 <sup>9</sup>	17,811,788	17,811,788	17,811,788	-	17,811,788
Improvement Project 2015	13,521,066	102,076 <sup>10</sup>	13,623,142	13,497,438	13,497,438	(125,704)	13,497,438
Improvement Project 2015 - Maplewood	-	1,518,698 <sup>11</sup>	1,518,698	1,518,698	1,518,698	-	1,518,698
Improvement Project 2015 - SCI	-	2,057,687 <sup>12</sup>	2,057,687	2,057,686	2,057,686	(1)	2,057,686
Improvement Project 2016	15,274,437	1,386,346 <sup>13</sup>	16,660,783	16,468,882	16,660,783	-	16,404,180
GROUP 3 (IP 2017)	6,796,707	34,670,986 <sup>14</sup>	41,467,693	20,628,640	41,467,693	-	18,831,185
Improvement Project 2018	9,062,119	(9,062,119) <sup>15</sup>	-	-	-	-	-
Improvement Project 2019	-	- <sup>16</sup>	-	-	-	-	-
Master Planning - Benson HS	191,667	206,975 <sup>17</sup>	398,642	398,642	398,642	-	398,642
Master Planning - Cleveland HS	191,667	(191,667) <sup>18</sup>	-	-	-	-	-
Master Planning - Jefferson HS	191,667	(191,667) <sup>19</sup>	-	-	-	-	-
Master Planning - Lincoln HS	191,667	165,427 <sup>20</sup>	357,094	357,094	357,094	-	357,094
Master Planning - Madison HS	191,667	208,333 <sup>21</sup>	400,000	324,080	324,080	(75,920)	324,070
Master Planning - Wilson HS	191,667	(191,667) <sup>22</sup>	-	-	-	-	-
Marshall Swing Site - Bond 2012	-	4,070,103 <sup>23</sup>	4,070,103	4,070,103	4,070,103	-	4,070,103
Tubman Swing Site - Bond 2012	-	1,164,776 <sup>24</sup>	1,164,776	1,164,776	1,164,776	-	1,164,776
Swing Sites & Transportation	9,550,000	(9,550,000) <sup>25</sup>	-	-	-	-	-
Educational Specification	-	275,168 <sup>26</sup>	275,168	275,168	275,168	-	275,168
Debt Repayment	45,000,000	-	45,000,000	45,000,000	45,000,000	-	45,000,000
2012 Bond Program	93,181,361	(50,998,515) <sup>27</sup>	42,182,846	30,525,549	36,820,229	(5,362,617)	24,546,179
	<b>482,000,000</b>	<b>134,482,678</b>	<b>616,482,678</b>	<b>575,596,449</b>	<b>616,283,188</b>	<b>(199,490)</b>	<b>509,673,313</b>
Additional Funding Resource (If/When Needed)	-	10,000,000 <sup>*</sup>	10,000,000	-	-	(10,000,000)	-
	<b>482,000,000</b>	<b>144,482,678</b>	<b>626,482,678</b>	<b>575,596,449</b>	<b>616,283,188</b>	<b>(10,199,490)</b>	<b>509,673,313</b>

\* In February 2017 OSM was directed to proceed with design and construction of Grant HS under the direction an additional \$10M would be made available to OSM if/when needed.

<b>2017 BOND</b>							
Benson HS Modernization	202,000,000	(134,677,429) <sup>28</sup>	67,322,571 <sup>*</sup>	3,585,596	296,000,000	228,677,429	506,812
Kellogg Replacement	45,000,000	14,800,000 <sup>29</sup>	59,800,000	5,996,993	59,800,000	-	4,012,327
Lincoln HS Replacement	187,000,000	55,500,000 <sup>30</sup>	242,500,000	12,629,563	242,500,000	-	2,284,335
Madison HS Modernization	146,000,000	53,000,000 <sup>31</sup>	199,000,000	14,110,974	199,000,000	-	5,627,781
	<b>580,000,000</b>	<b>(11,377,429)</b>	<b>568,622,571</b>	<b>36,323,126</b>	<b>797,300,000</b>	<b>228,677,429</b>	<b>12,431,254</b>
Benson HS Modernization: Pre-Design - Pre-Bond	-	561,725 <sup>32</sup>	561,725	561,725	561,725	-	561,725
Kellogg Replacement: Pre-Design - Pre-Bond	-	385,873 <sup>33</sup>	385,873	385,873	385,873	-	385,873
Lincoln HS Modernization: Pre-Design - Pre-Bond	-	378,557 <sup>34</sup>	378,557	378,557	378,557	-	378,557
Madison HS Modernization: Pre-Design - Pre-Bond	-	274,297 <sup>35</sup>	274,297	274,297	274,297	-	274,297
Cleveland HS Modernization-Pre-Design - Pre-Bond - 4964 - FY19	-	100,000 <sup>36</sup>	100,000	-	100,000	-	-
Jefferson HS Modernization-Pre-Design - Pre-Bond - 4965 - FY19	-	100,000 <sup>37</sup>	100,000	-	100,000	-	-
Wilson HS Modernization-Pre Design - Pre-Bond - 4966 - FY19	-	100,000 <sup>38</sup>	100,000	-	100,000	-	-
2017 Bond Program: Pre-Design - Pre-Bond	-	81,323 <sup>39</sup>	81,323	81,323	81,323	-	81,323
2017 Bond Program	210,000,000	(74,884,319) <sup>40</sup>	135,115,681	15,282,647	102,997,287	(32,118,394)	5,902,240
	<b>210,000,000</b>	<b>(72,902,544)</b>	<b>137,097,456</b>	<b>16,964,422</b>	<b>104,979,062</b>	<b>(32,118,394)</b>	<b>7,584,015</b>
Chapman - Re-Roof and Fire Sprinkler System Installation - Bond Funded - 4671 - FY18	-	2,842,000 <sup>41</sup>	2,842,000	526,382	2,842,000	-	86,359
GROUP 2 - Fire Alarm / Sprinkler	-	8,533,136 <sup>42</sup>	8,533,136	1,006,420	8,533,136	-	496,823
GROUP 4 - ASBESTOS	-	3,033,661 <sup>43</sup>	3,033,661	1,410,616	3,033,661	-	1,233,869

Harrison Park - Copy Room-Abate Asbestos Tile - 4664 - FY18	-	10,185	<sup>44</sup>	10,185	10,185	10,185	-	10,185	
Harrison Park - K Classrooms-Abate Asbestos from floor tiles - 4441 - FY18	-	24,009	<sup>45</sup>	24,009	24,009	24,009	-	24,009	
Hayhurst SRGP	-	2,500,000	<sup>46</sup>	2,500,000	399,990	2,899,990	399,990	-	
Hosford - Wood Shop Floor-Asbestos - 4573 - FY18	-	41,523	<sup>47</sup>	41,523	41,523	41,523	-	41,523	
Jefferson - Camera-Pull Stations - 4528 - FY17	-	30,859	<sup>48</sup>	30,859	30,859	30,859	-	30,859	
Lee - Roof Repair - 4497 - FY18	-	97,000	<sup>49</sup>	97,000	97,000	97,000	-	97,000	
Lent - Radon Mitigation - 4344 - FY17	-	59,512	<sup>50</sup>	59,512	59,512	59,512	-	59,512	
Multi-2018-4675-Bond-Security FY18-19	-	4,265,727	<sup>51</sup>	4,265,727	13,000	4,265,727	-	13,000	
Multiple Site - Lead Paint Remediation	-	-		-	-	-	-	-	
Multiple Sites - 2018-2019 Middle School Conversions - 4586-FY18	-	32,540,735	<sup>52</sup>	32,540,735	31,173,995	32,540,735	-	29,128,430	
Multiple Sites - Asbestos Bond Projects-2018-19 - 4923 - FY19	-	500,000	<sup>53</sup>	500,000	298,426	500,000	-	17,819	
Multiple Sites - Asbestos Bond Projects-2019-20 - 4924 - FY20	-	-		-	-	-	-	-	
Multiple Sites - Asbestos Bond Projects-2020-21 - 4925 - FY21	-	-		-	-	-	-	-	
Multiple Sites - Day CPM Management Services - 4610 - FY18	-	1,977,243	<sup>54</sup>	1,977,243	1,975,804	1,977,243	-	981,209	
Multiple Sites - Fire Alarm Equipment Purchase - FY15/16/17/18 - X0114	-	507,151	<sup>55</sup>	507,151	383,606	507,151	-	383,606	
Multiple Sites - Floor Replacement-Bond Compensible - 4565 - FY18	-	281,044	<sup>56</sup>	281,044	125,331	281,044	-	124,841	
Multiple Sites - Lead in Water Repairs - 4517 -Fund 424 - FY17	-	7,129,460	<sup>57</sup>	7,129,460	2,003,488	7,129,460	-	1,379,436	
Multiple Sites - Lead Paint Abatement - BOND	-	10,050,000	<sup>58</sup>	10,050,000	30,853	10,050,000	-	12,003	
Multiple Sites - Lead Paint Abatement - Emergency Declaration - 4284 - FY17	-	1,273,500	<sup>59</sup>	1,273,500	1,273,500	1,273,500	-	1,273,500	
Multiple Sites - Lead Paint Abatement - Fund 423 - 4493 -FY17	-	577,003	<sup>60</sup>	577,003	577,003	577,003	-	577,003	
Multiple Sites - Radon Mitigation - 4609 - FY18	-	230,915	<sup>61</sup>	230,915	113,354	230,915	-	113,354	
Sitton - Health & Safety Improvements	-	1,000,000	<sup>62</sup>	1,000,000	497,114	1,000,000	-	-	
Woodstock - Hallway-Abate and replace floor tiles - 4738 - FY18	-	8,614	<sup>63</sup>	8,614	8,614	8,614	-	8,614	
Multiple Sites - Moving Services Contracts - 3851 - FY15/16/17	-	-		-	-	-	-	-	
	-	-		<b>77,513,277</b>	<b>77,513,277</b>	<b>42,080,584</b>	<b>77,913,267</b>	<b>399,990</b>	<b>36,092,953</b>
	-	<b>790,000,000</b>		<b>(6,766,696)</b>	<b>783,233,304</b>	<b>95,368,132</b>	<b>980,192,329</b>	<b>196,959,025</b>	<b>56,108,223</b>
	-	<b>1,272,000,000</b>		<b>137,715,982</b>	<b>1,409,715,982</b>	<b>670,964,581</b>	<b>1,596,475,516</b>	<b>186,759,535</b>	<b>565,781,535</b>

\* Budget does not include pending budget change of \$11.4M per BOE resolution 5737.

changes from last meeting noted in green

Budget Change Footnotes	To / From	Amt
<sup>1</sup> Turf and 8th lane at Stadium Field	Cont CSM/COO	1,300,000
Escalation (applied to current budget)	Cont Esc	5,858,911
Traffic Engineering Services	Program Budget	(30,000)
Transfer Admin budget from Projects to Program	Program Budget	(2,958,859)
Increase Target Capacity to 1700	BOE Reserve	5,045,084
Escalation (applied to BOE transfer)	Cont Esc	362,367
Schematic Design Approval	Cont Esc	8,297,804
Additional Criteria Financing	Cont CSM/COO	4,984,796
ETO Energy Modeling Assistance	new source	17,000
ETO Design Assistance	new source	2,500
Div 01 Document Development	Program Budget	3,375
SRPG	new source	1,337,218
Great Fields Funds	new source	65,517
e-Rate	Cont CSM/COO	698,400
FAM Capital Funds	Fund 438	1,091
Alumni Association	new source	90,000
Oregon Sport Authority	new source	75,000
FHS Boosters (stadium seating)	new source	18,000
Transfer from program reserve	BOE Reserve	6,000,000
FAM Contribution for Scoreboard Upgrade	new source	23,091
ETO Incentive	new source	25,000
FAM Student Dishwasher Contribution	new source	3,936
ETO Incentive	new source	6,480
ETO Incentive	new source	39,934
ETO Estimate Correction	removed	(17,000)
Alumni Association refund	removed	(529)
South Grandstand Funds	Cont CSM/COO	315,315



Budget Change Footnotes	To / From	Amt
Alumni Association	new source	561
ETO Incentive	new source	172,038
ETO Incentive	new source	30,937
RISK Contribution	new source	31,072
TEMPORARY BUDGET CHANGE TO FACILITATE CLOSE OUT. CORRECTION PENDING	Cont CSM/COO	100,000
		<b>31,899,039</b>
<sup>2</sup> Traffic Engineering Services	Program Budget	(30,000)
Transfer Admin budget from Projects to Program	Program Budget	(3,197,104)
Increase Target Capacity to 1700	BOE Reserve	(6,001,949)
Escalation	Cont Esc	10,143,276
Schematic Design Approval	Cont Esc	4,273,858
Escalation	Cont CSM/COO	12,705,525
Additional Criteria Financing	Cont CSM/COO	4,984,796
e-Rate	Cont CSM/COO	676,350
Schematic Design Approval	Cont CSM/COO	5,000,000
ETO Design Assistance	new source	2,500
ETO Incentive	new source	1,700
SRGP	new source	3,000,000
Additional Budget to Complete	Program Budget	26,890,507
ETO Incentive	new source	517
Additional Budget to Complete	BOE Reserve	4,000,000
Transfer PBOT Costs into GHS	Cont CSM/COO	900,705
		<b>63,350,681</b>
<sup>3</sup> Transfer Budget for GHS "Bow" Planning	Cont CSM/COO	250,000
		<b>250,000</b>
<sup>4</sup> Escalation (applied to current budget)	Cont Esc	4,625,345
Traffic Engineering Services	Program Budget	(30,000)
Transfer Admin budget from Projects to Program	Program Budget	(2,469,033)
Increase Target Capacity to 1700	BOE Reserve	10,956,865
Escalation (applied to BOE transfer)	Cont Esc	740,882
Schematic Design Approval	Cont Esc	7,954,266
Additional Criteria Financing	Cont CSM/COO	2,000,261
Swing Site	Swing & Trans	2,594,000
e-Rate	Cont CSM/COO	426,150
Additional Swing Budget	Cont CSM/COO	1,400,000
ETO Design Assistance	new source	25,000
Transfer "first" portion of Maker Space Budget	Bond Premium	2,196,359
QZAB Funding	new source	4,000,000
ETO Design Assistance	new source	96,477
ETO Incentive	new source	327,349
Transfer final portion of Maker Space Budget	Bond Premium	2,803,641
ETO Incentive	new source	20,013
Mobile Medical Clinic Sale Proceeds	new source	625,000
Transfer Unused Maker Space Budget back to Program	Cont CSM/COO	(4,824,656)
		<b>33,467,919</b>
<sup>5</sup> Modular Relocation Cost	Cont CSM/COO	186,749
<sup>6</sup> Transfer Budget to Faubion Add-Ons	Cont CSM/COO	100,000
		<b>100,000</b>
<sup>7</sup> Traffic Engineering Services	Program Budget	(30,000)
Transfer Admin budget from Projects to Program	Program Budget	(979,657)
Swing Site Funding (portable classrooms)	Swing & Trans	620,000

Budget Change Footnotes	To / From	Amt
Concordia University (design contract)	new source	114,738
Escalation	Cont Esc	2,418,588
Swing Site Evaluation	Swing & Trans	36,000
Concordia University contribution	new source	15,510,000
Concordia University reconciliation	out of program	(114,738)
e-Rate	Cont CSM/COO	229,950
Schematic Design Budget	Cont CSM/COO	4,000,000
Concordia University contribution	new source	29,710
Correction to CU contribution	removed source	(29,710)
Transfer moving budget	Cont CSM/COO	371,521
Additional Moving Costs from Tubman	Cont CSM/COO	28,928
Additional Budget to Complete	Fund 424	450,000
ETO Incentive	new source	85,834
ETO Incentive	new source	26,296
Allocate taxable interest	new source	82,554
TEMPORARY BUDGET CHANGE TO FACILITATE CLOSE OUT. CORRECTION ENTRY PENDING	Cont CSM/COO	50,000
		<b>22,900,014</b>
<sup>8</sup> State Rehabilitation Grant Program (SRGP)	Fund 438	1,500,000
SRGP PPS contribution	Fund 405	85,068
Budget adjustment (Contingency - COO)	Cont CSM/COO	2,223,190
FAM Capital Funds	Fund 438	4,010
FAM Capital Funds	Fund 438	448
Add Fund 405 Funds	Fund 405	546,441
Offset Fund 405 Funds via "roof" fund source	Cont CSM/COO	(546,441)
Increase scope (Ockley Green SL)	Cont CSM/COO	115,278
Energy Conservation (SB1149)	Fund 435	21,000
Solar roof study	Cont CSM/COO	32,350
Transfer Admin budget from Projects to Program	Program Budget	(385,977)
Fund 405 reconciliation	Cont CSM/COO	62,560
Fund 405 reconciliation	out of program	(62,560)
Transfer budget savings	Cont CSM/COO	(1,000,000)
Transfer budget savings	Cont CSM/COO	(93,537)
Transfer budget savings	Cont CSM/COO	(6,161)
		<b>2,495,669</b>
<sup>9</sup> Reallocation of IP scope of work	Cont CSM/COO	(13,558,581)
Reallocation of IP scope of work	Cont CSM/COO	14,938,982
Solar roof study	Cont CSM/COO	67,135
Escalation allocation	Cont Escalation	493,462
Transfer Admin budget from Projects to Program	Program Budget	(604,195)
Add SB1149 funds	new resources	780,810
Add Beach elevator scope	Cont CSM/COO	411,036
Escalation	Cont Esc	58,029
Construction bids	Cont CSM/COO	3,000,000
Transfer budget savings	Cont CSM/COO	(1,100,000)
Project Close Out	Cont CSM/COO	(295,011)
		<b>4,191,667</b>
<sup>10</sup> Reallocation of IP scope of work	Cont CSM/COO	(13,521,066)
Reallocation of IP scope of work	Cont CSM/COO	13,887,403
Transfer Admin budget from Projects to Program	Program Budget	(559,361)
Remove Beach elevator scope	Cont CSM/COO	(411,036)
Reallocation of IP scope of work	Cont CSM/COO	(12,917,006)
Reallocation of IP scope of work	Cont CSM/COO	11,803,551
Escalation	Cont Esc	733,908
Add SB1149 funds	new resources	804,205
FAM - skylights	new resources	60,000
Verizon design support	new resources	7,478

Budget Change Footnotes		To / From	Amt
	Fall Protection Design	new resources	39,000
	Transfer budget to cover unforeseen costs	Cont CSM/COO	175,000
			<b>102,076</b>
11	Initial project set up	Cont CSM/COO	1,122,050
	Escalation	Cont Esc	122,477
	Construction bid delta	Cont CSM/COO	400,000
	Project Close Out	Cont CSM/COO	(125,829)
			<b>1,518,698</b>
12	Reallocation of IP scope of work	Cont CSM/COO	2,048,500
	Reallocation of IP scope of work	Cont CSM/COO	382,134
	Escalation	Cont Esc	151,129
	Remove Holladay Annex scope	Cont CSM/COO	(39,610)
	Project Close Out	Cont CSM/COO	(484,467)
			<b>2,057,686</b>
13	Reduced scope (Ockley Green SL)	Science Labs	(115,278)
	Reallocation of IP scope of work	Cont CSM/COO	(15,159,159)
	Reallocation of IP scope of work	Cont CSM/COO	7,483,385
	Transfer Admin budget from Projects to Program	Program Budget	(301,418)
	Reallocation of IP scope of work	Cont CSM/COO	(7,181,967)
	Reallocation of IP scope of work	Cont CSM/COO	12,319,254
	Reallocation of IP scope of work	Cont CSM/COO	(12,319,254)
	Reallocation of IP scope of work	Cont CSM/COO	11,439,840
	Escalation	Cont CSM/COO	1,950,943
	Grout window restoration	Cont CSM/COO	175,000
	Construction bid delta	Cont CSM/COO	2,500,000
	Transfer funds to cover anticipated expenses	Cont CSM/COO	175,000
	Transfer funds to cover anticipated expenses	Cont CSM/COO	150,000
	Transfer funds to cover anticipated expenses	Cont CSM/COO	270,000
			<b>1,386,346</b>
14	Reallocation of IP scope of work	Cont CSM/COO	(6,796,708)
	Reallocation of IP scope of work	Cont CSM/COO	13,782,466
	Transfer Admin budget from Projects to Program	Program Budget	(555,134)
	Reallocation of IP scope of work	Cont CSM/COO	(13,227,332)
	Reallocation of IP scope of work	Cont CSM/COO	10,192,356
	Removed Maplewood Roof Scope	Cont CSM/COO	(1,122,050)
	Reallocation of IP scope of work	Cont CSM/COO	(9,070,306)
	Reallocation of IP scope of work	Cont CSM/COO	10,225,934
	Add SRGP Funds - Lewis	new source	333,621
	Transfer fall protection budget	Cont CSM/COO	1,000,000
	Remove Benson scope of work	Cont CSM/COO	(1,326,691)
	Remove (original) SRGP Funds - Lewis	remove	(333,621)
	Add (new) SRGP Funds - Lewis	new source	1,500,000
	Remove scope of "postponed" work	Cont CSM/COO	(8,243,934)
	Transfer 2017 Bond H&S Scope of work	H&S	38,212,384
	Add Budget to Cover Lewis Seismic Work	Cont CSM/COO	100,000
			<b>34,670,985</b>
15	Reallocation of IP scope of work	Cont CSM/COO	(9,062,120)
	Reallocation of IP scope of work	Cont CSM/COO	8,005,396
	Transfer Admin budget from Projects to Program	Program Budget	(322,444)
	Reallocation of IP scope of work	Cont CSM/COO	(7,682,952)
	Reallocation of IP scope of work	Cont CSM/COO	2,314,069
	Reduce scope of work	Cont CSM/COO	(1,785,187)
	Reallocation of IP scope of work	Cont CSM/COO	(528,882)
	Reallocation of IP scope of work	Cont CSM/COO	642,311

Budget Change Footnotes		To / From	Amt
	Add Benson scope of work	Cont CSM/COO	1,326,691
	Remove all Funding	Cont CSM/COO	<u>(1,969,002)</u>
			<b>(9,062,120)</b>
16	Reallocation of IP scope of work	Cont CSM/COO	1,949,393
	Reduce scope of work	Cont CSM/COO	(1,285,755)
	Reallocation of IP scope of work	Cont CSM/COO	(663,638)
	Reallocation of IP scope of work	Cont CSM/COO	273,995
	Remove all Funding	Cont CSM/COO	<u>(273,995)</u>
			-
17	Traffic Engineering Services	Program Budget	(30,000)
	Consolidate master planning	Cont CSM/COO	161,667
	Master Planning budget increase	Cont CSM/COO	176,666
	Project Closeout	Cont CSM/COO	<u>(101,358)</u>
			<b>206,975</b>
18	Traffic Engineering Services	Program Budget	(30,000)
	Consolidate master planning	Cont CSM/COO	<u>(161,667)</u>
			<b>(191,667)</b>
19	Traffic Engineering Services	Program Budget	(30,000)
	Consolidate master planning	Cont CSM/COO	<u>(161,667)</u>
			<b>(191,667)</b>
20	Traffic Engineering Services	Program Budget	(30,000)
	Consolidate master planning	Cont CSM/COO	161,667
	Master Planning budget increase	Cont CSM/COO	76,666
	Project Closeout	Cont CSM/COO	<u>(42,906)</u>
			<b>165,427</b>
21	Traffic Engineering Services	Program Budget	(30,000)
	Consolidate master planning	Cont CSM/COO	161,667
	Master Planning budget increase	Cont CSM/COO	<u>76,666</u>
			<b>208,333</b>
22	Traffic Engineering Services	Program Budget	(30,000)
	Consolidate master planning	Cont CSM/COO	<u>(161,667)</u>
			<b>(191,667)</b>
23	Allocate budget to project (Marshall)	Swing & Trans	4,000,000
	Reduce budget to remove field improvements	Swing & Trans	(1,500,000)
	Allocate budget to project (Marshall)	Swing & Trans	1,500,000
	ETO funds	new resource	9,080
	Allocate budget to cover current costs	Cont CSM/COO	350,000
	Allocate budget to cover current costs	Cont CSM/COO	250,000
	Project Closeout	Cont CSM/COO	(529,885)
	Project Closeout	Cont CSM/COO	<u>(9,092)</u>
			<b>4,070,103</b>
24	Initial project set up	Swing & Trans	2,300,000
	Fire Sprinklers	new resoure	35,000
	Transfer moving budget	Cont CSM/COO	(371,521)
	Project Closeout	Cont CSM/COO	<u>(798,703)</u>
			<b>1,164,776</b>
25	Allocate budget to project (Marshall)	Marshall	(4,000,000)
	Reduce budget to remove field improvements	Marshall	1,500,000

Budget Change Footnotes		To / From	Amt
	Swing Site Funding (portable classrooms)	Faubion	(620,000)
	Allocate budget to project (Marshall)	Marshall	(1,500,000)
	Swing Site Evaluation	Faubion	(36,000)
	Allocate budget to project (Tubman)	Tubman	(2,300,000)
	Allocate budget to project (RHS)	Roosevelt	(2,594,000)
			<u><b>(9,550,000)</b></u>
26	Educational Specification	Fund 405	300,000
	Project Close Out	Cont CSM/COO	(24,832)
			<u><b>275,168</b></u>
27	see 2012 Bond Program Budget Detail on next page		<u><b>(50,998,515)</b></u>
<hr/>			
28	Transfer Funds for Middle School Conversion (Resolution 5632)	Middle School Conversion	(3,793,310)
	Transfer Funds per Master Plan Approval (LHS & MHS)	Cont CSM/COO	(116,086,619)
	Transfer Funds to Support Kellogg	Cont CSM/COO	(14,797,500)
			<u><b>(134,677,429)</b></u>
29	ETO Incentive	new source	2,500
	Transfer Additional Budget	Cont CSM/COO	14,797,500
			<u><b>14,800,000</b></u>
30	Transfer Funds for Middle School Conversion (Resolution 5632)	Middle School Conversion	(3,793,310)
	Transfer Funds per Master Plan Approval	Cont CSM/COO	59,293,310
			<u><b>55,500,000</b></u>
31	Transfer Funds for Middle School Conversion (Resolution 5632)	Middle School Conversion	(3,793,310)
	Transfer Funds per Master Plan Approval	Cont CSM/COO	56,793,309
			<u><b>52,999,999</b></u>
32	Initial Budget	General Fund (Fund 424)	800,000
	Project Closeout	General Fund (Fund 424)	(238,275)
			<u><b>561,725</b></u>
33	Initial Budget	General Fund (Fund 424)	400,000
	Project Closeout	General Fund (Fund 424)	(14,127)
			<u><b>385,873</b></u>
34	Initial Budget	General Fund (Fund 424)	400,000
	Project Closeout	General Fund (Fund 424)	(21,443)
			<u><b>378,557</b></u>
35	Initial Budget	General Fund (Fund 424)	400,000
	Project Closeout	General Fund (Fund 424)	(125,703)
			<u><b>274,297</b></u>
36	Initial Budget	2017 Bond Program	<u>100,000</u>
			<b>100,000</b>
37	Initial Budget	2017 Bond Program	<u>100,000</u>
			<b>100,000</b>
38	Initial Budget	2017 Bond Program	<u>100,000</u>
			<b>100,000</b>
39	Initial Budget	General Fund (Fund 424)	750,000

Budget Change Footnotes	To / From	Amt
Project Closeout	General Fund (Fund 424)	<u>(668,677)</u>
		<b>81,323</b>
40 see 2017 Bond Program Budget Detail on next page		(74,884,319)
41 Initial Budget	H&S - ROOF & FIRE	3,801,000
Remove Fire Sprinkler Scope	H&S - FIRE	<u>(959,000)</u>
		<b>2,842,000</b>
42 Initial Budget (H&S FIRE)	2017 Bond Program	2,000,000
Align Budget with current scope	2017 Bond Program	<u>6,533,136</u>
		<b>8,533,136</b>
43 Initial Budget (H&S ASBESTOS)	2017 Bond Program	1,000,000
Align Budget with current scope	2017 Bond Program	<u>2,033,661</u>
		<b>3,033,661</b>
44 Bond eligible reimbursement	H&S - ASBESTOS	<u>10,185</u>
		<b>10,185</b>
45 Bond eligible reimbursement	H&S - ASBESTOS	<u>24,009</u>
		<b>24,009</b>
46 State Rehabilitation Grant Program (SRGP)	Fund 438	<u>2,500,000</u>
		<b>2,500,000</b>
47 Bond eligible reimbursement	H&S - ASBESTOS	<u>41,523</u>
		<b>41,523</b>
48 Bond eligible reimbursement	H&S - SECURITY	<u>30,859</u>
		<b>30,859</b>
49 Bond eligible reimbursement	2017 Bond Program	<u>96,750</u>
		<b>96,750</b>
50 Bond eligible reimbursement	H&S - RADON	38,938
FAM Funds	General Fund	<u>20,574</u>
		<b>59,512</b>
51 Initial Budget	H&S - SECURITY	13,000
Allocate remaining budget	H&S - SECURITY	<u>4,252,727</u>
		<b>4,265,727</b>
52 Initial Budget	General Fund	11,806,094
Transfer budget to Middle School Conversion	H&S	9,001,461
Adjust budget	General Fund	(400,000)
Reallocation of Middle Schools Budget	2017 Bond Program	(493,014)
Transfer Funds for Middle School Conversion (Resolution 5632)	BPHS/LHS/MHS	11,379,729
Add'l Roof Scope	H&S - ROOF	72,090
Add'l Security Scope	H&S - SECURITY	67,439
Add'l FAM Budget	General Fund	600,000
Add'l H&S Scope	General Fund	<u>506,937</u>
		<b>32,540,735</b>
53 Initial Budget	H&S Asbestos	<u>500,000</u>
		<b>500,000</b>

(250)

Budget Change Footnotes		To / From	Amt
54	Initial Budget	General Fund	230,000
	Project & Construction MGMT	2017 Bond Program	650,000
	Project & Construction MGMT	2017 Bond Program	99,972
	Project & Construction MGMT	2017 Bond Program	99,972
	Remove General Fund Contribution	General Fund	(230,000)
	Contract Amendment	2017 Bond Program	1,127,300
			<b>1,977,244</b>
55	Bond eligible reimbursement	H&S - FIRE	46,523
	FAM Funds	General Fund	460,628
			<b>507,151</b>
56	Bond eligible reimbursement	H&S - ASBESTOS	101,044
	FAM Funds	General Fund	180,000
			<b>281,044</b>
57	Initial Budget	General Fund	885,000
	Additional Funds	H&S - WATER	204,096
	Additional Funds	H&S - WATER	1,247,263
	Additional Funds	H&S - WATER	669,396
	Reduce FAM Funds	General Fund	(876,296)
	Additional Funds	H&S - WATER	5,000,000
			<b>7,129,459</b>
58	Initial Budget	H&S - PAINT	10,000,000
	Portland Water Bureau Grant	new resource	50,000
			<b>10,050,000</b>
59	Bond eligible reimbursement	H&S - PAINT	377,266
	FAM Funds	General Fund	909,297
	Additional Funds	H&S - Paint	7,914
	Reduce FAM Funds	General Fund	(20,976)
			<b>1,273,501</b>
60	Initial Budget	General Fund	138,209
	Additional Funds	H&S - PAINT	438,795
			<b>577,004</b>
61	Bond eligible reimbursement	H&S - RADON	110,875
	FAM Funds	General Fund	129,125
	Reduce FAM Funds	General Fund	(9,085)
			<b>230,915</b>
62	Initial Budget	H&S - Roof	1,000,000
			<b>1,000,000</b>
63	Initial Budget	H&S - ABATEMENT	8,614
			<b>8,614</b>



## **WATER QUALITY PROPOSAL**

### **LOW-LEAD DRINKING WATER STATION PILOT STUDY**

**2/19/2019**

#### **Water Quality Status**

Portland citizens supported a health and safety bond in May 2017 that proposed \$28.5M to reduce lead levels in drinking and food preparation water for all PPS schools. OSM staff have now tested over 2,500 sources of water used for these purposes and returned to service those functional fixtures that test between 0-14 parts per billion (ppb) for lead. During this process, over 500 drinking fixtures in these areas have been identified that test above the 15 ppb action level and several schools have a large number of drinking fixtures that test above this action level even after fixture replacement. Current planning based on CH2M 2017 recommendations to the Board will require extensive in-the-wall partial pipe replacement for these fixtures costing several million dollars with no guarantee of success. Partial pipe replacement work has not yet started.

Nationally and locally there is growing and vocal interest in lowering the 15 ppb action level. For example, EPA no longer recommends an action level for schools and has stated that schools should “reduce their lead levels to the lowest possible concentrations”, the Centers for Disease Control and Oregon Health Authority (OHA) have stated there is no safe level of blood lead, while the American Academy of Pediatrics is recommending 1 ppb. Portland Water Bureau has also indicated that the EPA is currently considering lowering their 15 ppb action level in the Lead and Copper Rule. There have been two PPS media interviews in the past few months where questions were asked concerning the 15 ppb being too high.



Because of the large number of drinking fixtures with elevated lead and the mounting interest in reducing the 15 ppb action level, the OSM Water Quality Working Group is recommending that PPS conduct a pilot study that could potentially lower bond capital costs while substantially lowering lead levels in our drinking water.

## **Pilot Study Executive Summary**

We are at a decision making juncture for the 2017 bond water quality program. In an effort to reduce lead levels to as low as reasonably achievable (ALARA) while potentially reducing or even eliminating the cost of partial pipe replacement and reducing overall costs, we are recommending that a pilot study be conducted in six schools. Our proposal is to install a limited number (32) of strategically located drinking water stations (DWS) in the six PPS schools. Each DWS would be fitted with a highly effective lead filter providing filtered water to a bottle filler and one or more bubblers. The goal of the pilot study is to determine the ALARA value for each school. This approach could substantially reduce the number of drinking fixtures in each school while potentially reducing the lead levels to below one ppb.

Highly effective NSF certified filters are available that can filter lead from 6,000 gallons of drinking water. This volume of water will fill 38,400 twenty-ounce bottles. Four DWS fitted with these filters in an elementary school with 425 students and staff would provide 360 twenty-ounce bottles of drinking water or 1.5 – 2 bottles of water per individual per day during a 10.5 month school year. The 228 existing drinking water fixtures in the common areas and classrooms of the six schools would be made non-accessible during the pilot testing.

Prior to the installation of filtered DWS, NSF certified filters for use in the pilot will be installed in existing bottle filler stations to measure each filters effectiveness for the removal of lead. This will aid in the selection of filters for the pilot and also inexpensively test the viability of the proposed pilot prior to implementing the construction phase of the pilot study.

If this concept can be proven to be effective, it could be used district wide to substantially reduce lead levels in drinking water while potentially reducing the 2017 bond capital costs required to accomplish this end. The potential also exists to reduce the number of drinking fixtures in the district by two thirds or more,

reducing future maintenance and testing needs. Filter performance would be rigorously monitored during the pilot study, evaluating lead levels and estimating filter maintenance costs. Currently it is estimated that filters could be effective for six months to one year.

## **School Selection**

Schools were selected based on two criteria: 1) Schools with at least 15 drinking fixtures that test at or above 15 ppb for lead; 2) One high school, two middle schools and three elementary. These criteria resulted in the selection of Arleta, Duniway, Jefferson, Llewellyn, Rigler and Robert Gray. Open link below to review test results for each school.

<https://www.pps.net/Page/5378>

If these low-lead DWS can be shown to successfully and economically provide low-lead drinking water in schools having plumbing with extensive lead present, it is likely to work throughout the district.

## **Drinking Station Location Selection**

The proposed locations for each DWS in each school are shown in the attached layout diagrams in alphabetical order.

## **Drinking Water Station Selection**

Three options are presented below to select the standard DWS to be used in the pilot study. The primary selection criteria are lifetime cost, durability, ADA compliance and district-wide uniformity. Water supplied to each of the two or three outlets will come from a single filtered source, installed in the base of the DWS or accessible via a panel. A power source will be required for remote monitoring of filter status, the fixtures themselves are mechanical, non-refrigerated and would operate normally during an interruption of electric service.

Option One (To be implemented where existing (new) equipment can continue to be used and where applicable).

Elkay model EHW217RAC Soft Sides Heavy Duty Bi-Level Reverse Fountain Non-Refrigerated Stainless. Link: <http://www.elkay.com/ehwm217rac>

Elkay model EMASM Mechanical Bottle Filling Station Surface Mount Non-Refrigerated Stainless. Link: <http://www.elkay.com/emasm>



Option Two – A combined “Hi-Lo w/ bottle filler” assembly

Halsey Taylor model HTHB-HAC8BLSS-NF HydroBoost Bottle Filling Station, & Bi-Level ADA Stainless. Link: <http://www.halseytaylor.com/hthb-hac8blss-nf>



Option Three – A durable and vandal resistant combined “Hi-Lo w/ bottle filler” assembly

Elkay EZH2O model VRCTLR8WSK Vandal-Resistant Bottle Filling Station, & Bi-Level ADA Stainless. Link: <http://www.elkay.com/vrctlr8wsk>



## Lead Filter Selection

The National Sanitation Foundation (NSF) is an independent organization that facilitates the development of standards and certification of products that help protect food, water, consumer products and the environment. To accomplish this end, NSF performs tests on a wide variety of commercial products. This includes tests on filters used to remove lead from water. The results of this testing are then published for consumers. These results are available at [http://info.nsf.org/Certified/DWTU/listings\\_leadreduction.asp?ProductFunction=053|Lead+Reduction&ProductFunction=058|Lead+Reduction&ProductType=&submit2=Search](http://info.nsf.org/Certified/DWTU/listings_leadreduction.asp?ProductFunction=053|Lead+Reduction&ProductFunction=058|Lead+Reduction&ProductType=&submit2=Search).

NSF testing of lead filters uses a water solution with a standard lead concentration of 150 ppb to challenge each filter. They then certify and publish the volume of water that may be successfully filtered at this concentration. This concentration far exceeds the concentration of lead levels in the water that will be used to supply each DWS in the pilot program. Consequently, NSF certified filters selected for each DWS will likely remain effective well after the certified volume of water passes through the filter. The list of NSF certified filters will be used to select models of DWS filters with NSF performance data showing a reduction of the lead concentration to an average of 0.001mg/L (1 ppb).

We are presently researching the 3MFF100 Aqua-Pure product manufactured by 3M for installation with the proposed DWS presented in the section on Drinking Water Station Selection. This NSF certified product is rated at a 6,000 gallon

capacity and 2.5 gallon per minute flow and was specifically designed by 3M for schools. As presented in the Pilot Study Executive Summary section, 6,000 gallons of filtered water will fill 38,400 twenty ounce bottles. We are also researching other manufacturers NSF certified lead filters.

### DWS Testing Frequency

To properly conduct the DWS pilot study, each of the DWS must be frequently tested for lead and copper levels beginning with an initial test prior to routine use. Test data must also be obtained from the drinking fixture/source that the DWS replaces to establish before and after data. This should be followed by weekly tests for the first month. These tests should be rapid lab turnaround tests to provide results ASAP. Testing frequency after one month will be dependent on a review of the initial test data and weekly results. Testing frequency is then either maintained, increased or decreased. Test results will be used to project the life cycle for each filter and to estimate maintenance costs. We plan to install more than one model of NSF certified filters during the pilot to evaluate and compare performance, initial cost and estimated maintenance costs.

### Schedule

2019	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Authorization	■	■						
DWS Design		■	■					
Project Bid			■	■	■			
Contracting				■	■	■	■	
Construction					■	■	■	
Sampling/ Testing						■	■	■
Commissioning							■	■

### Comparison Cost Estimates

For comparison purposes, costs were estimated for the **DWS pilot study, partial pipe replacement (PPR)** and **surface mount replacement plumbing** individually. This compares costs for the three separate approaches that can be used to remediate drinking fixtures for the six schools and the cost for each remediation approach if used district wide. These estimates are total costs for each of the different approaches for remediation of fixtures that tested elevated lead. **Note that cost estimates for the DWS pilot study are substantially below those for PPR and surface mount replacement plumbing.**

## DWS Pilot Study Cost Estimates

These cost estimates are for three scenarios to conduct the pilot study (32 DWS) and if used district wide (480 DWS). Scenarios 1 and 2 are both based on the installation of Option One hardware (“Hi-Lo”, a separate mechanical bottle filler and an access panel for installation of the filters). Scenario 1 is a “Not to Exceed/Worst Case” estimate. Scenario 2 is a “Likely” estimate using Option One hardware.

<b>ESTIMATE SCENARIO 1: Not to Exceed (AKA "Worst Case")</b>			
<b>"Hi-Lo" with independent mechanical bottle filler</b>			
	Material	Labor (hrs)	Remove/ Dispose (hrs)
Hi-Lo	\$ 3,425.00	0.75	2
Mech. Bottle Filler	\$ 950.00	0.75	1
Sediment Filter	\$ 50.00	0.5	
Lead Filter	\$ 200.00	1.25	
Fittings/ pipe	\$ 575.00	3	
Access panel	\$ 1,750.00	5.25	
Flow Meter	\$ 85.00	0.5	
Router module	\$ 355.00	1	
Testing	\$ 430.00		
Labor	\$ 1,520.00		
<b>TOTAL L &amp; M</b>	<b>\$ 9,340.00</b>		
Management, oversight and reporting	\$ 2,335.00		
30% Pilot Contingency	\$ 3,502.50		
16% General Contingency	\$ 2,635.00		
<b>TOTAL PER STATION</b>	<b>\$ 17,812.50</b>		
<b>32 STATIONS</b>	<b>\$ 569,999.88</b>		
<b>480 STATIONS</b>	<b>\$ 8,549,998.14</b>		

<b>ESTIMATE SCENARIO 2: Likely costs "Hi-Lo" with independent mechanical bottle filler</b>			
	Material	Labor (hrs)	Remove/ Dispose (hrs)
Hi-Lo	\$ 2,055.00	0.75	2
Mech. Bottle Filler	\$ 570.00	0.75	1
Sediment Filter	\$ 50.00	0.5	
Lead Filter	\$ 135.00	1.25	
Fittings/ pipe	\$ 350.00	3	
Access panel	\$ 650.00	5.25	
Flow Meter	\$ 85.00	0.5	
Router module	\$ 125.00	1	
Testing	\$ 430.00		
Labor	\$ 1,520.00		
<b>TOTAL L &amp; M</b>	<b>\$ 5,970.00</b>		
Management, oversight and reporting	\$ 1,492.50		
10% Pilot Contingency	\$ 746.25		
10% General Contingency	\$ 820.88		
<b>TOTAL PER STATION</b>	<b>\$ 9,029.63</b>		
<b>32 STATIONS</b>	<b>\$ 288,948.00</b>		
<b>480 STATIONS</b>	<b>\$ 4,334,220.00</b>		

Note that the Scenario 2 estimate uses material prices that are 60% of list and a reduced contingency percentage compared to the Scenario 1 estimate.

DWS Pilot Study Cost Estimates (Continued)

Cost Estimate Scenario 3 utilizes hardware Options Two or Three which provide a “Hi-Lo” with integrated bottle filling station combination unit. There is one point of connection, one drain and adequate space within the enclosure(s) to install the sediment pre-filter (the Elkay lead filter would already be incorporated). Note that the use of Scenario 3 could require an access panel that may be needed for a shut off valve. **This appears to be the preferred approach for the pilot study.**

<b>ESTIMATE SCENARIO 3:</b> Likely cost using a combination "Hi-Lo" with integrated bottler filler combination.			
	Material	Labor (hrs)	Remove/ Dispose
Hi-Lo with bottle filler	\$ 1,550.00	0.75	2
Sediment Filter	\$ 50.00	0.5	
Lead Filter	\$ 200.00	1.25	
Fittings/ pipe	\$ 250.00	3	
Access panel	\$ 125.00	5.25	
Flow Meter	\$ 85.00	0.5	
Router module	\$ 355.00	1	
Testing	\$ 430.00		
	\$ 3,045.00	12.25	2
	\$ 1,353.75	16 Labor Hrs	(16 hrs @ \$95/hr)
<b>TOTAL L &amp; M</b>	<b>\$ 4,398.75</b>		
Management, oversight and reporting	\$ 1,099.69		
15% General Contingency	\$ 824.77		
<b>TOTAL PER STATION</b>	<b>\$ 6,323.20</b>		
<b>32 STATIONS</b>	<b>\$ 202,342.50</b>		
<b>480 STATIONS</b>	<b>\$ 3,035,137.50</b>		

See table below for selection of potential lead filters and pre-filters.



Prices for Various Filter Cartridge Replacements (Costs above include the Water Filter Kit, sediment filter and 6000 gal filter)	
Elkay Water Filter Kit EWF 172	\$ 72.00
Elkay WSF6000R (6000 Gallon) Water Sentry Fresh	\$ 135.00
Elkay 3000 Gallon Water Sentry	\$ 70.00
Elkay 1500 Gallon Water Sentry	\$ 55.00
Sediment Prefilter System (With Filter) 10"	\$ 111.00
Sediment Prefilter System (With Filter) 20"	\$ 172.00
3M FF 100 Aqua Pure 6000 Gallon Filter w/ "Kit"	\$ 148.00
10" 5-micron sediment prefilter	\$ 28.00
20" 5-micron sediment prefilter	\$ 32.00



1 Filter Kit allows for 1/4 turn install - remove



## **Comparison Cost Estimates (Continued)**

### Partial Pipe Replacement (PPR) Cost Estimates

For each of the six schools, the instances of lead contributing fittings are either known to be high or suspected to be based on the testing. As such, there is no certainty that any amount of PPR would solve the challenge at these locations and full pipe replacement could be required. In 2017, CH2M estimated the total anticipated cost of district-wide PPR at \$17,340,000, adjusted to 2020 dollars. It is important to note that this value assumed that 40% of fixture locations would require PPR and that following PPR all test values would be below 15 ppb. These projected costs are likely low because CH2M estimates were based on replacing the behind-the-wall plumbing run equivalent to the volume of water expelled during collection of A and B samples. This may not be adequate to remediate all fixtures testing elevated lead. Hence, PPR costs could balloon.

Estimated cost of PPR based on 2017 Program Projections:

Partial Pipe Replacement for Six Pilot Schools - **\$1,156,000**

Partial Pipe Replacement for Entire District - **\$17,340,000 (CH2M 2017 Estimate)**

### Surface Mounted Replacement Plumbing Cost Estimates

Rather than use the existing plumbing, this remediation approach would add new lead-free plumbing routed throughout the six schools by affixing the piping to the walls/ ceilings to minimize disruption of in-place building materials. This cost estimate applied district wide is not competitive.

Design, documents, construction and administration - **\$2,740,000 (six schools)**

## **Inclusive Communication Process**

The communication process to implement the pilot study after approval by the Business and Operations Deputy Superintendent will contain multiple steps. The first step will be to meet with PPS Maintenance and FOMs to agree on DWS selection followed by meeting with Area Superintendents to discuss the pilot study and planning. If these leaders support the implementation of the pilot study, the next step would be to work with Communications to develop an overall

communication program followed by presentation of the pilot study to the PPS Board of Directors in a working session. Finally, members of the Water Quality Working Group and FOM would meet with Principals from all six schools to lay out the planning and schedule.

Discussions with Principals will also include how to best manage the student and staff behavior change required to convert everyone to the use of personal water bottles to fully utilize the DWS. We have recently discovered that this change to primarily using personal water containers was successfully accomplished by a smaller Oregon School District with little difficulty.

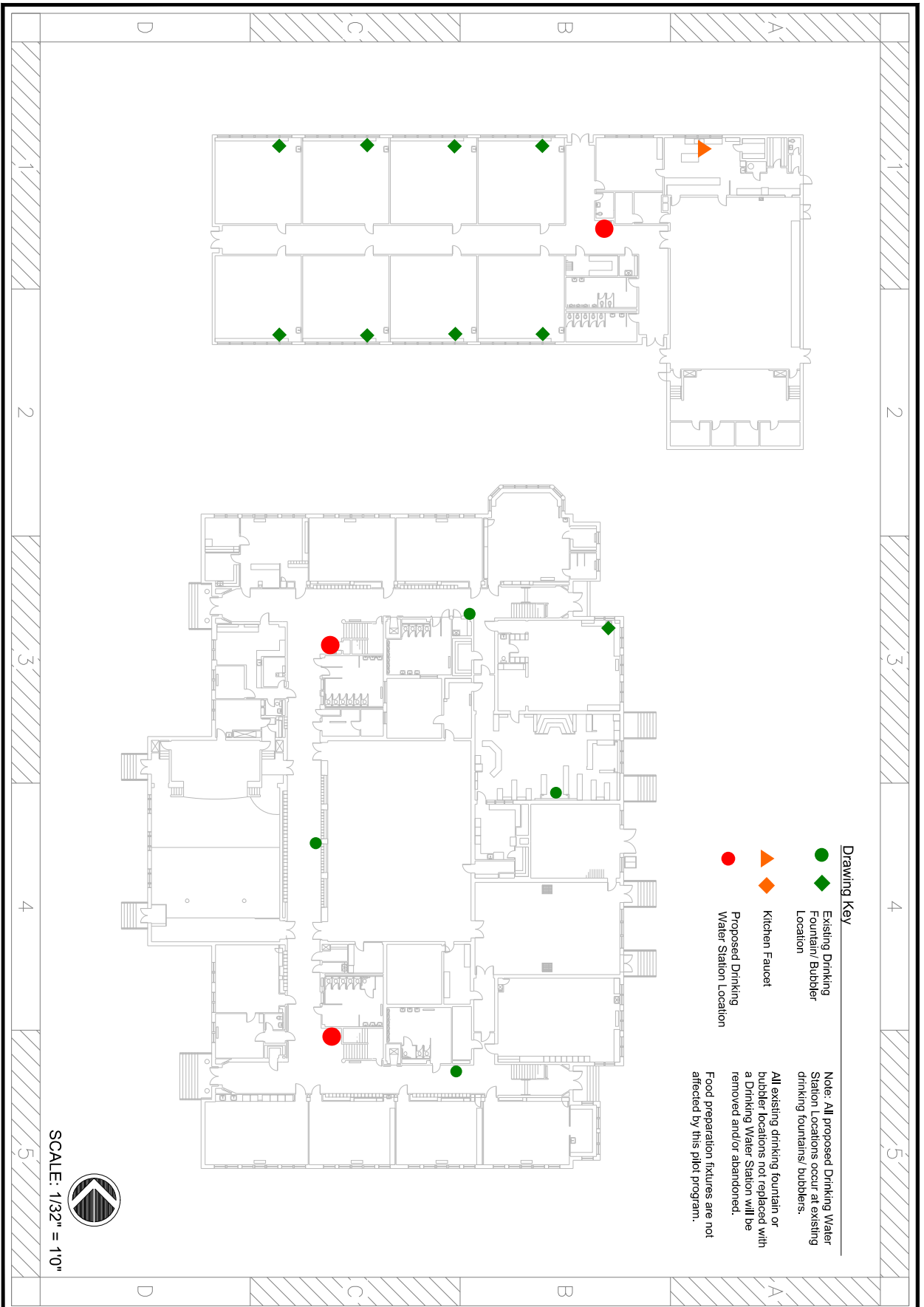
## **Pros and Cons**

### Pros:

- Potential to substantially reduce lead levels in all drinking water, maybe even to below 1 ppb
- Potentially much lower capital cost and more effective than partial pipe replacement
- This proof of concept pilot test can be conducted while continuing with our existing plans in common areas and classrooms. Specifically, we will continue to prioritize and repair existing drinking fixtures.
- Potential for reduced future testing
- Potential to replace our 2,600 drinking fixtures with 500 - 600 DWS
- NSF certified filtration would remove other drinking water contaminants
- District-wide standardization of drinking stations

### Cons:

- Reduces the total number of locations where water can be accessed.
- Requires some training, education and behavior change
- Initial station and filter installation costs
- Future maintenance costs to replace filters
- If the concept proves successful, there will be a cost to “cap” and/or remove all the other common area and classroom drinking fixtures if the decision is made to remove these fixtures.
- Mechanical/Drain repairs to some drinking fixtures postponed until pilot complete.



**Drawing Key**

- ◆ Existing Drinking Fountain/Bubbler Location
- ▲ Kitchen Faucet
- Proposed Drinking Water Station Location

Note: All proposed Drinking Water Station Locations occur at existing drinking fountain/bubblers.

All existing drinking fountain or bubbler locations not replaced with a Drinking Water Station will be removed and/or abandoned.

Food preparation fixtures are not affected by this pilot program.

SCALE: 1/32" = 1'0"



PORTLAND PUBLIC SCHOOLS  
 501 N Dixon Street  
 Portland, OR 97227  
 (503) 916-3401

**ARLETA ELEMENTARY SCHOOL**  
 5109 SE 66TH AVE, PORTLAND, OR 97206

**WATER PROGRAM MASTER PLAN:  
 PROPOSED DRINKING STATION  
 LOCATIONS**

DRAWN: I-TEN ASSOCIATES INC.  
 REW MED: ---  
 PLOT: ---  
 FILE: ---  
 WO: ---  
 JOB: 00000  
 SHEET NUMBER  
 FP01



**Drawing Key**

- Existing Drinking Fountain/ Bubbler Location
- ◆ Existing Drinking Fountain/ Bubbler Location
- ▲ Kitchen Faucet
- ◆ Kitchen Faucet
- Proposed Drinking Water Station Location
- Water Station Location

**Note:** All proposed Drinking Water Station Locations occur at existing drinking fountains/ bubblers.

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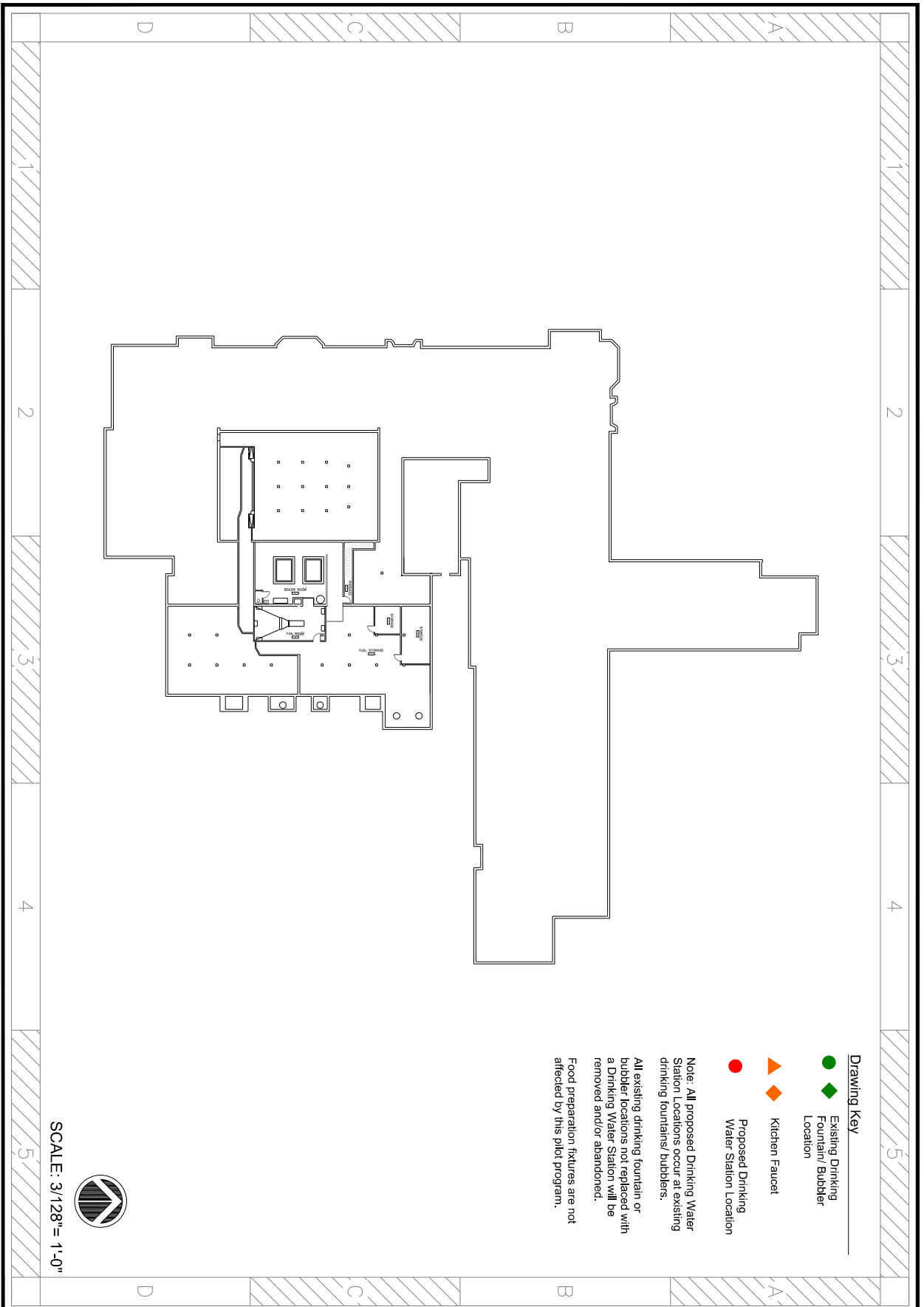


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 LOCATIONS**

DRAWN: J. TEN ASSOCIATES INC.  
 REVISED: ---  
 PLOT: ---  
 FILE: ---  
 WO: ---  
 JOB: 00000  
 SHEET NUMBER  
 FP02



**Drawing Key**

- Existing Drinking Fountain/ Bubbler Location
- ◆ Existing Drinking Fountain/ Bubbler Location
- ▲ Kitchen Faucet
- ◆ Proposed Drinking Water Station Location
- Proposed Drinking Water Station Location

**Note:** All proposed Drinking Water Station Locations occur at existing drinking fountains/ bubblers.

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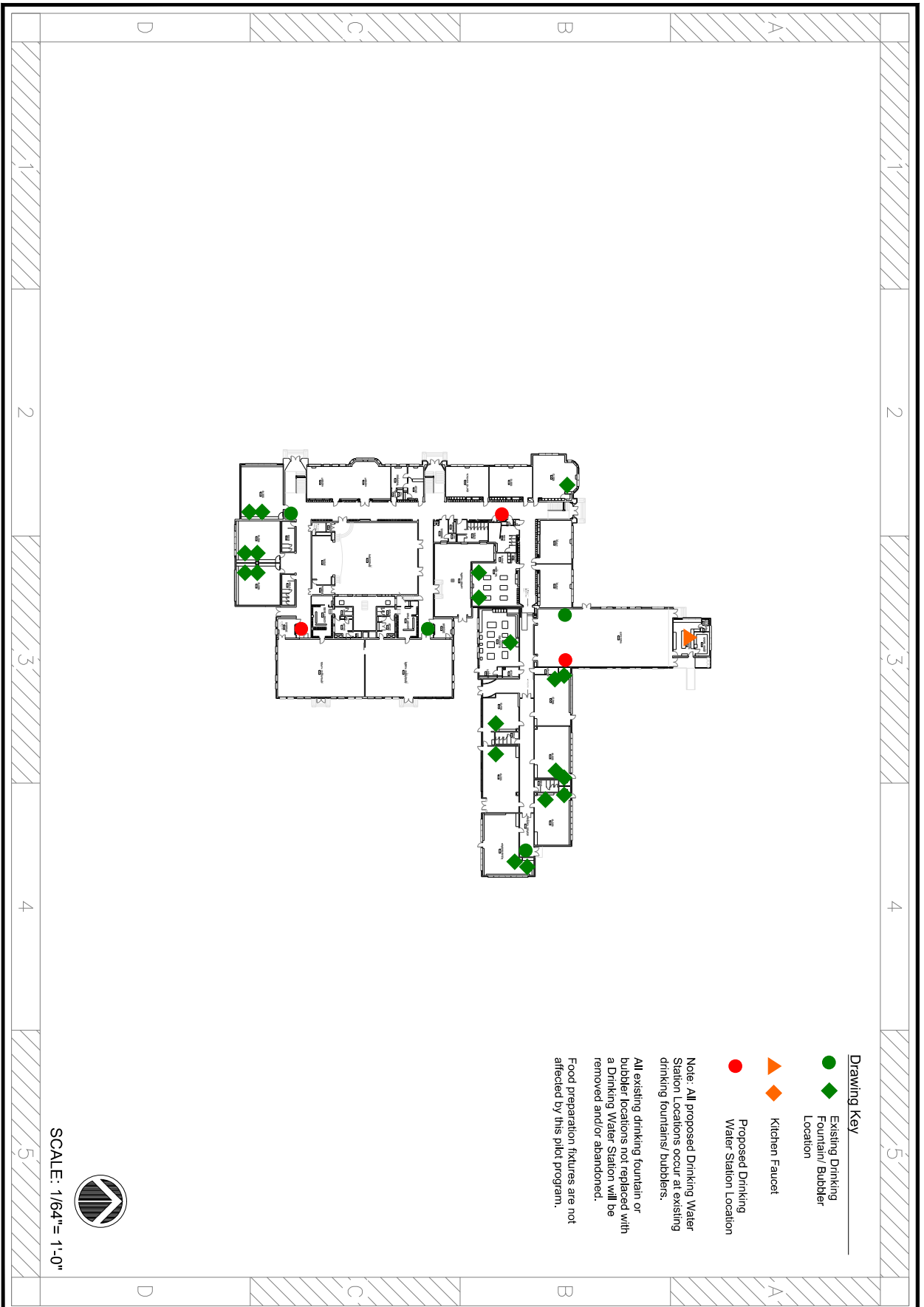


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**DUNIWAY ELEMENTARY SCHOOL**  
 7700 SE REED COLLEGE PL PORTLAND,OR 97202

**WATER PROGRAM MASTER PLAN:  
 PROPOSED DRINKING STATION  
 LOCATIONS**

DRAWN: J. TEN ASSOCIATES INC.  
 REVISED: ---  
 PLOT: ---  
 FILE: ---  
 WO: ---  
 JOB: 00000  
 SHEET NUMBER  
 BP01  
 OF 1



**Drawing Key**

- Existing Drinking Fountain/ Bubbler Location
- ◆ Existing Drinking Fountain/ Bubbler Location
- Proposed Drinking Water Station Location
- ▲ Kitchen Faucet
- ◆ Kitchen Faucet

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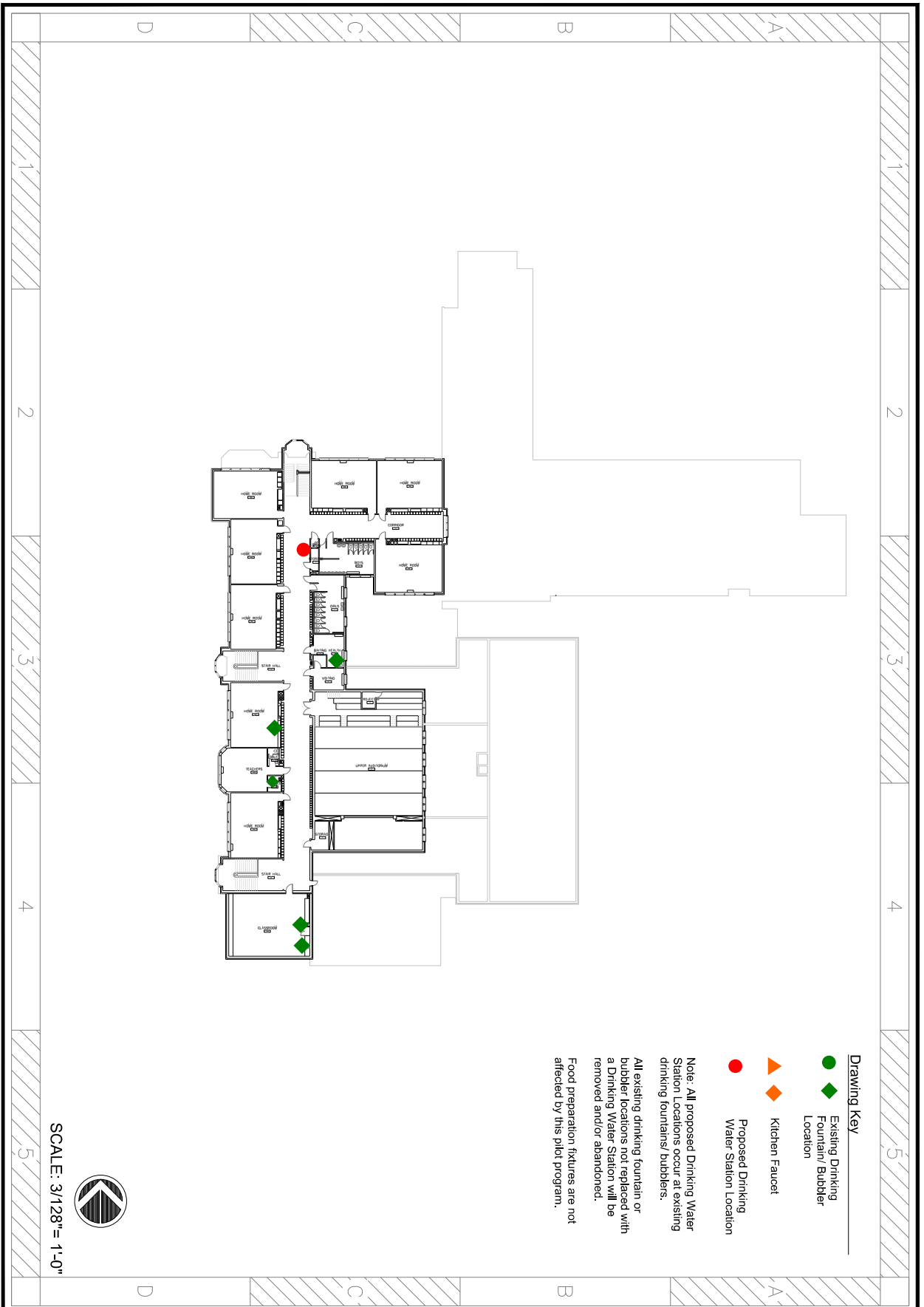


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**DUNIWAY ELEMENTARY SCHOOL**  
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**WATER PROGRAM MASTER PLAN:  
 PROPOSED DRINKING WATER  
 LOCATIONS**

DRAWN: J. TEN ASSOCIATES INC.  
 REVISED: ---  
 PLOT: ---  
 FILE: ---  
 WO: ---  
 JOB: 00000  
 SHEET NUMBER  
 FP01  
 OF 2



- Drawing Key**
- Existing Drinking Fountain/ Bubbler Location
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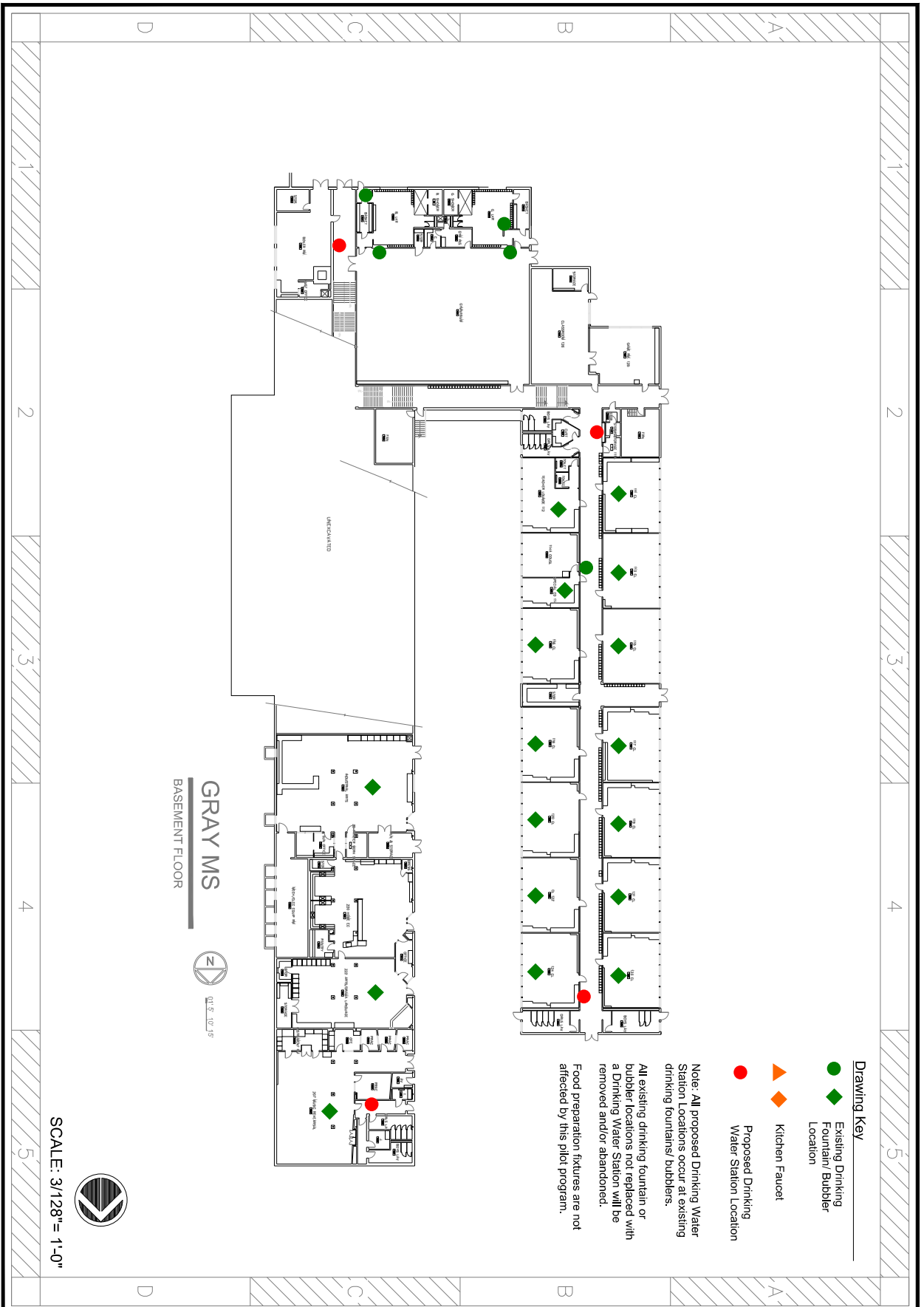
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 PROPOSED DRINKING WATER  
 LOCATIONS**

DRAWN: J. TEN ASSOCIATES INC.  
 REVISED: ---  
 PLOT: ---  
 FILE: ---  
 WO: ---  
 JOB: 00000  
 SHEET NUMBER  
**FP02**  
 OF 2





**GRAY MS**  
BASEMENT FLOOR



SCALE: 3/128" = 1'-0"



**Drawing Key**

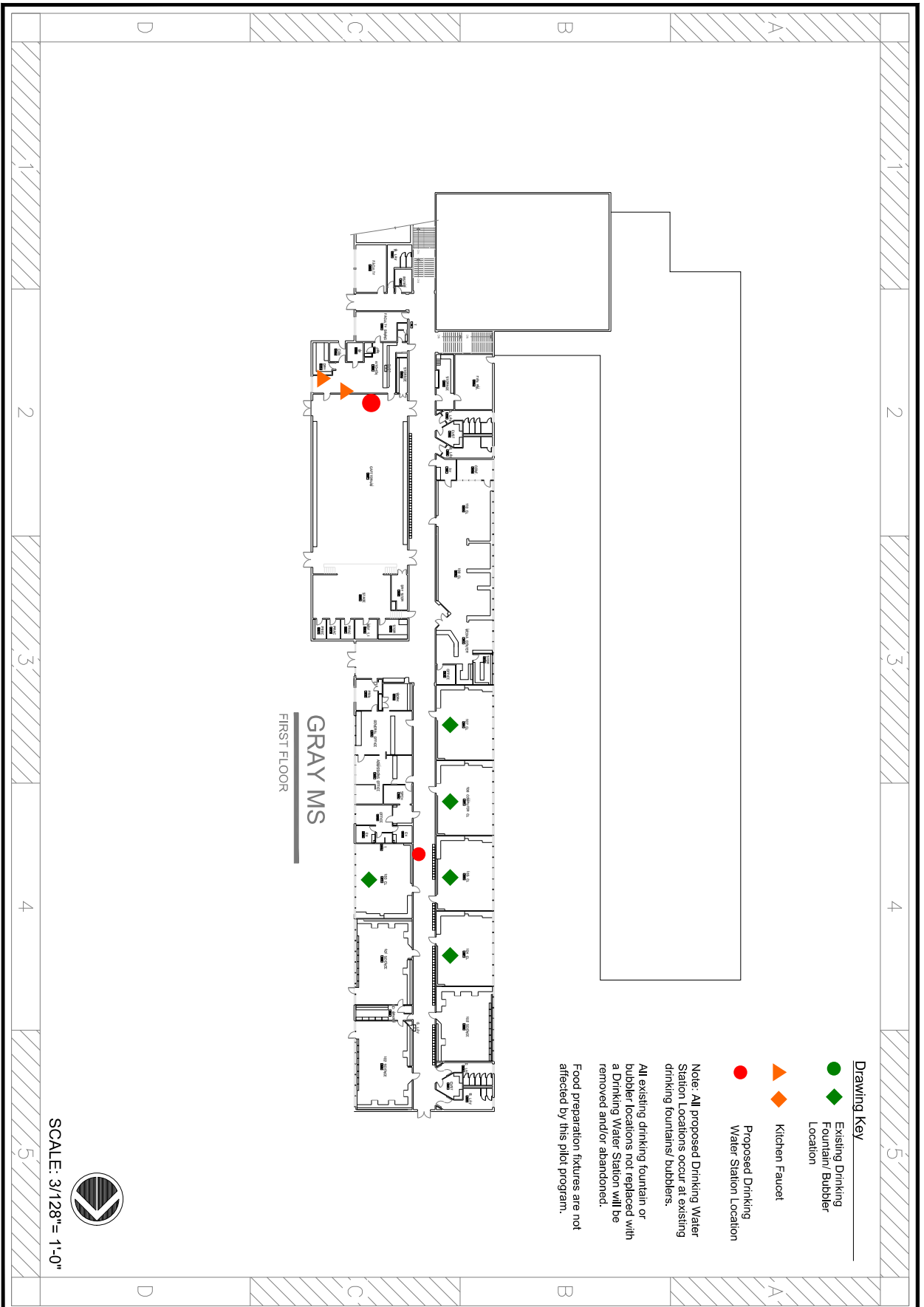
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- Proposed Drinking Water Station Location

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	<p><b>ROBERT GRAY MIDDLE SCHOOL</b> 3505 SW 23RD AVE PORTLAND, OR 97239</p> <p style="color: red;"><b>WATER PROGRAM MASTER PLAN: PROPOSED DRINKING STATION LOCATIONS</b></p>	<p>PORTLAND PUBLIC SCHOOLS 501 N Dixon Street Portland, OR 97227 (503) 916-3401</p>
<p>DRAWN: J. TEN ASSOCIATES INC. REVIEWED: --- PLOT: --- FILE: --- WO: --- JOB: 00000 SHEET NUMBER</p>	<p>BP01 OF 1</p>	

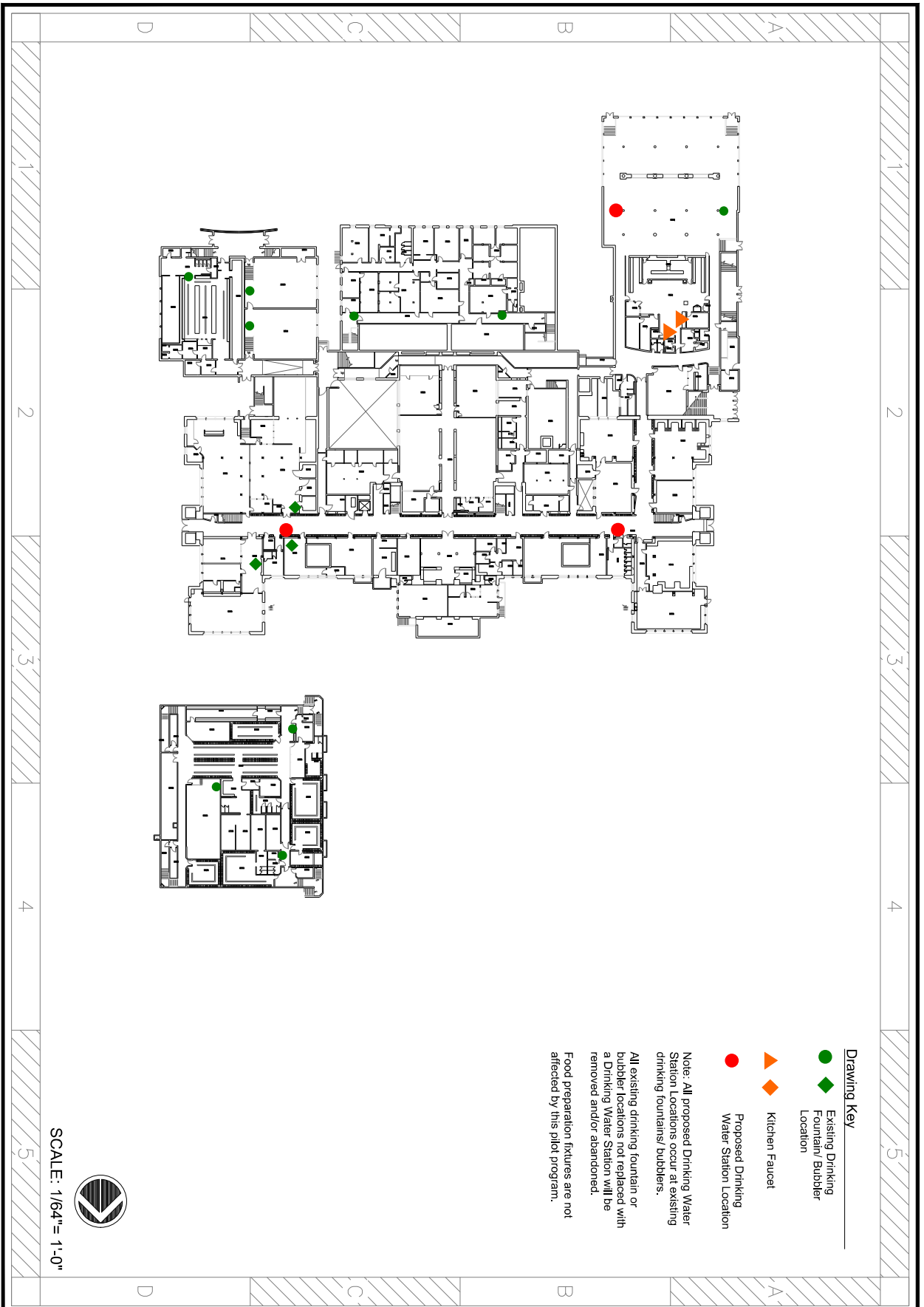


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PROPOSED DRINKING STATION  
LOCATIONS**

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REVIEWED: ---  
PLOT: ---  
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JOB: 00000  
SHEET NUMBER  
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OF 1



**Drawing Key**

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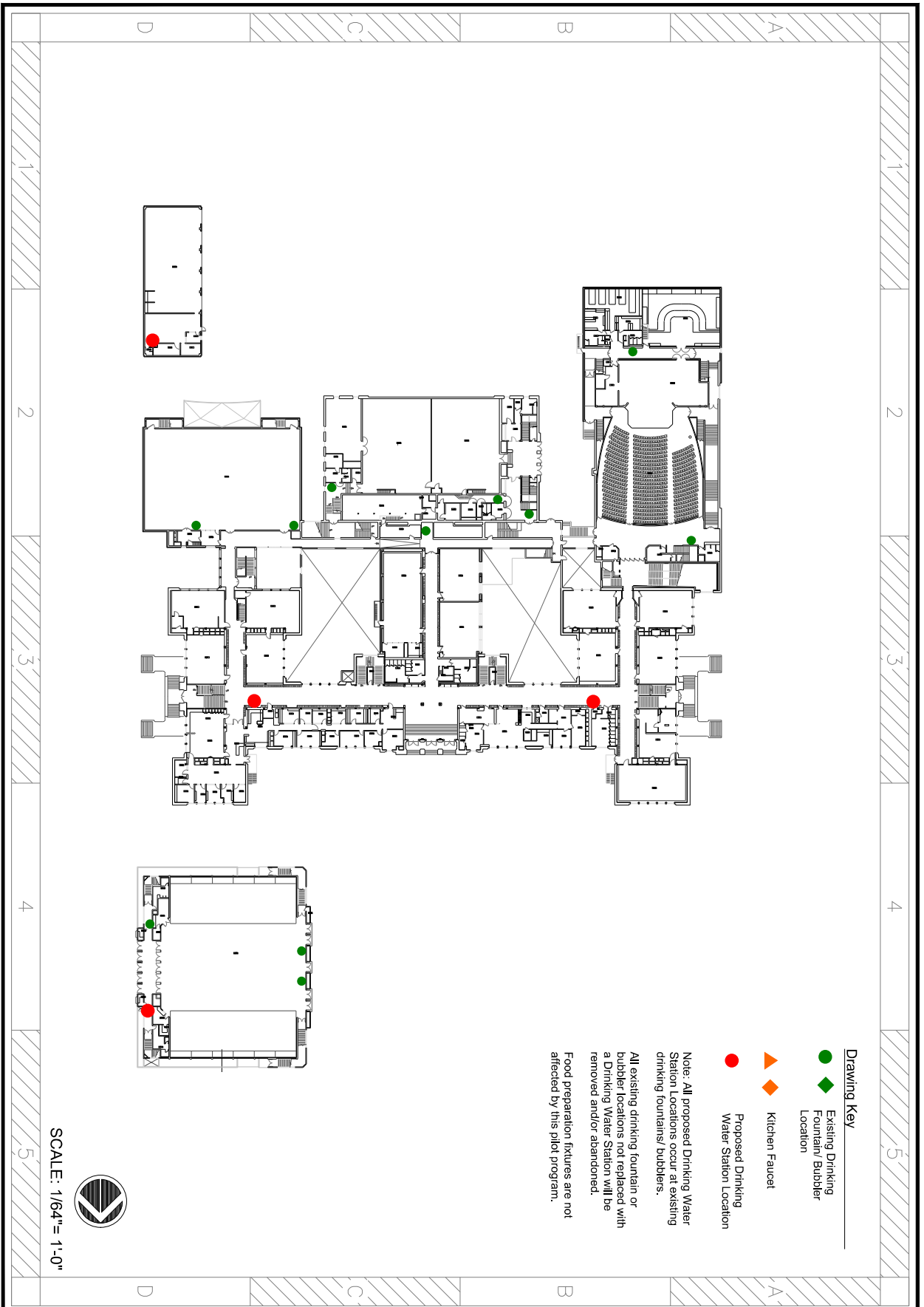


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JEFFERSON HIGH SCHOOL  
 5210 N KERBY AVE PORTLAND, OR 97217

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 PROPOSED DRINKING STATION  
 LOCATIONS**

DRAWN: J. TEN ASSOCIATES INC.
REVIEWED: ---
PLOT: ---
FILE: ---
WO: ---
JOB: 00000
SHEET NUMBER
BP01
OF 1



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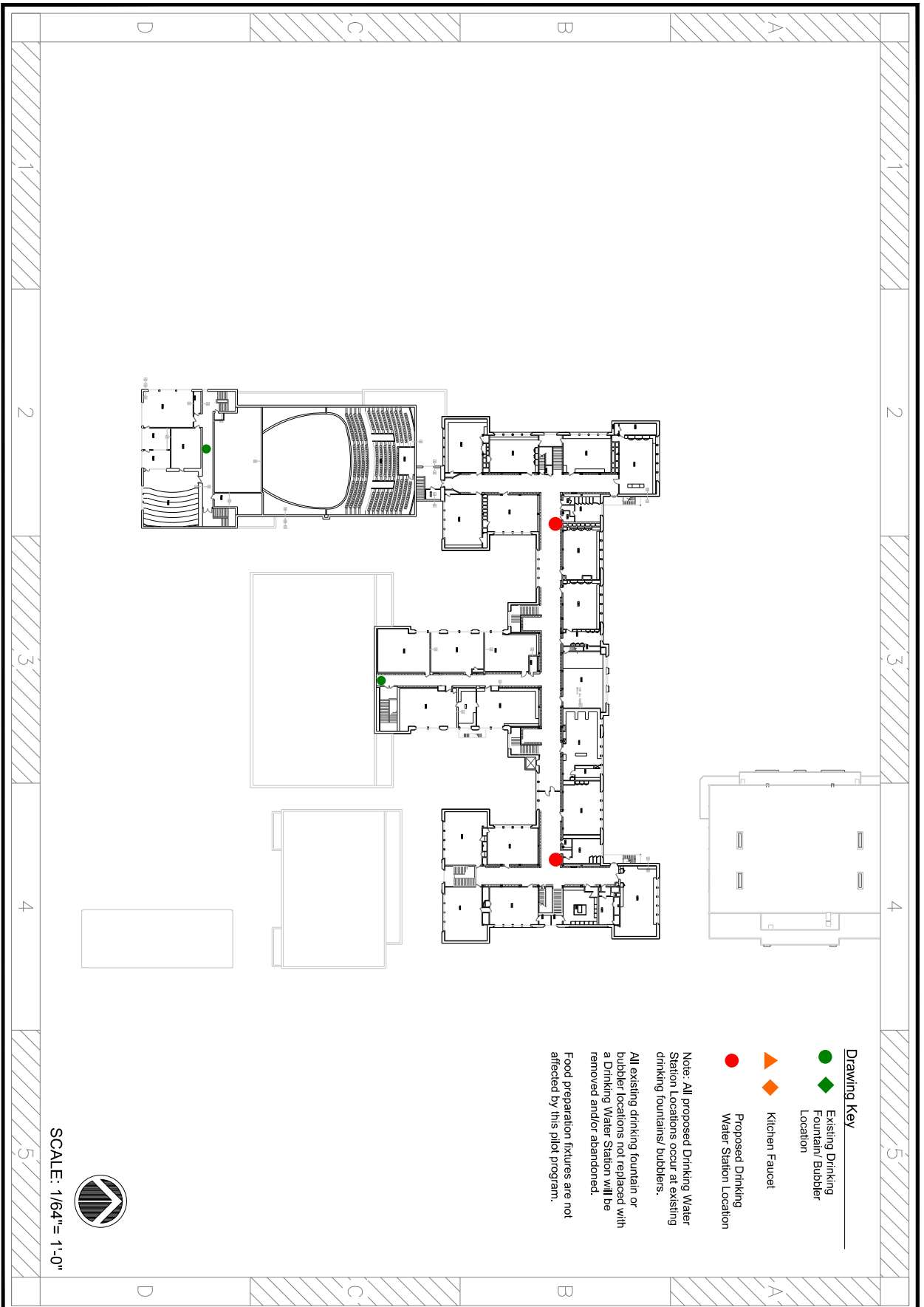
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 REW: MED: ---  
 PLOT: ---  
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 WO: ---  
 JOB: 00000  
 SHEET NUMBER  
 FP01  
 OF 3

JEFFERSON HIGH SCHOOL  
 5210 N KERBY AVE PORTLAND, OR 97217

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 PROPOSED DRINKING STATION  
 LOCATIONS**

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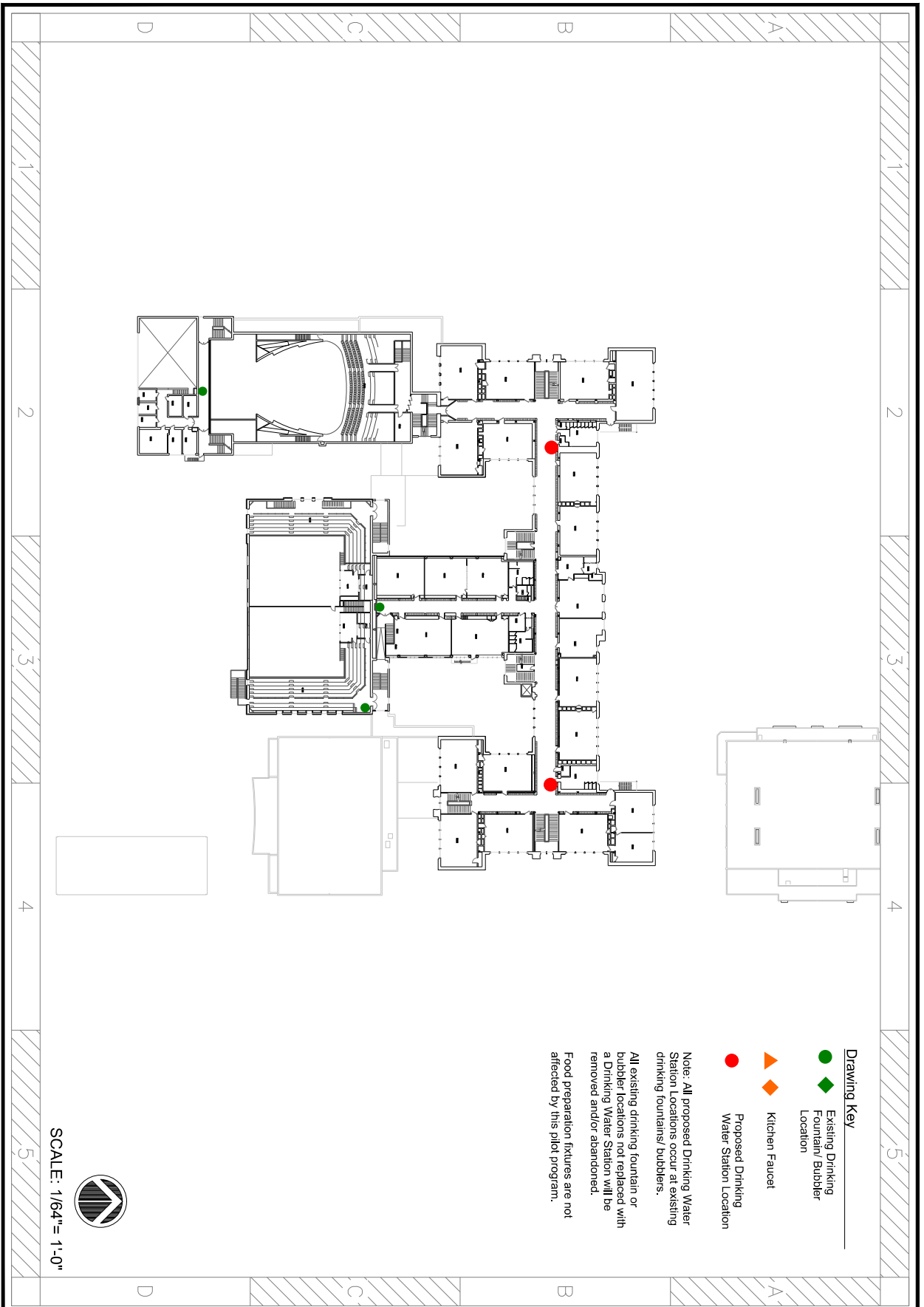
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 REW MED: ---  
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 FILE: ---  
 WO: ---  
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 FP02  
 OF 3

SCALE: 1/64" = 1'-0"



- Drawing Key**
- ◆ Existing Drinking Fountain/ Bubbler Location
  - ◆ Kitchen Faucet
  - Proposed Drinking Water Station Location

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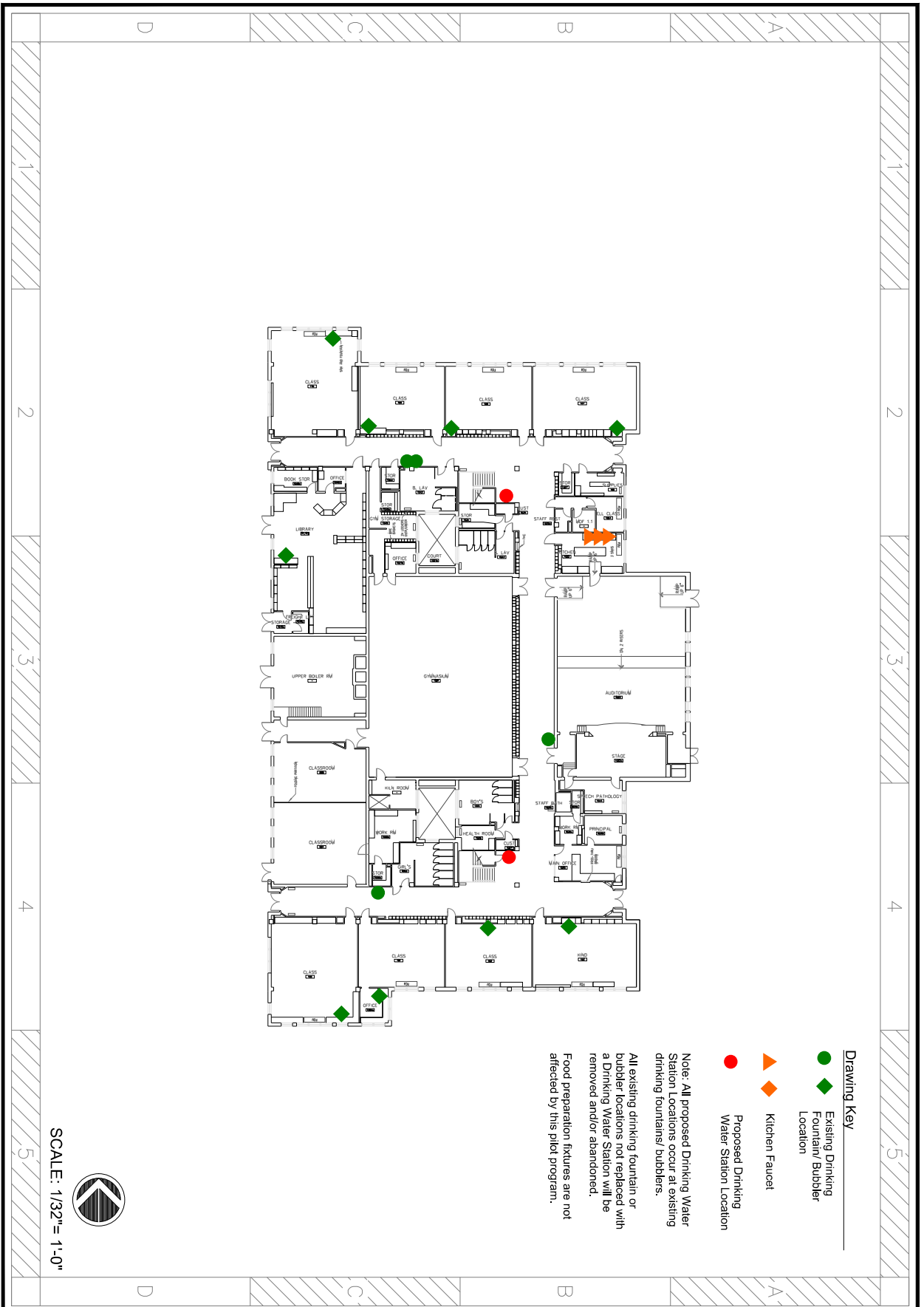


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 PROPOSED DRINKING STATION  
 LOCATIONS**

DRAWN: J. TEN ASSOCIATES INC.
REVIEWED: -----
PLOT: -----
FILE: -----
WO: -----
JOB: 00000
SHEET NUMBER
FP03 OF 3



- Drawing Key**
- ◆ Existing Drinking Fountain/ Bubbler Location
  - Proposed Drinking Water Station Location
  - ▲ Kitchen Faucet

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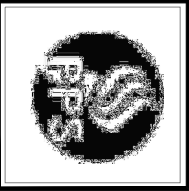


DRAWN: J. TEN ASSOCIATES, INC.  
 REW MED: ---  
 PLOT: ---  
 FILE: ---  
 WO: ---  
 JOB: 00000  
 SHEET NUMBER  
 FP01  
 OF 2

**LLEWELLYN ELEMENTARY SCHOOL**  
 6301 SE 14th AVE PORTLAND, OR 97202

**WATER PROGRAM MASTER PLAN:  
 PROPOSED DRINKING STATION  
 LOCATIONS**

PORTLAND PUBLIC SCHOOLS  
 501 N Dixon Street  
 Portland, OR 97227  
 (503) 916-3401





**Drawing Key**

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- ▲ Kitchen Faucet
- Proposed Drinking Water Station Location

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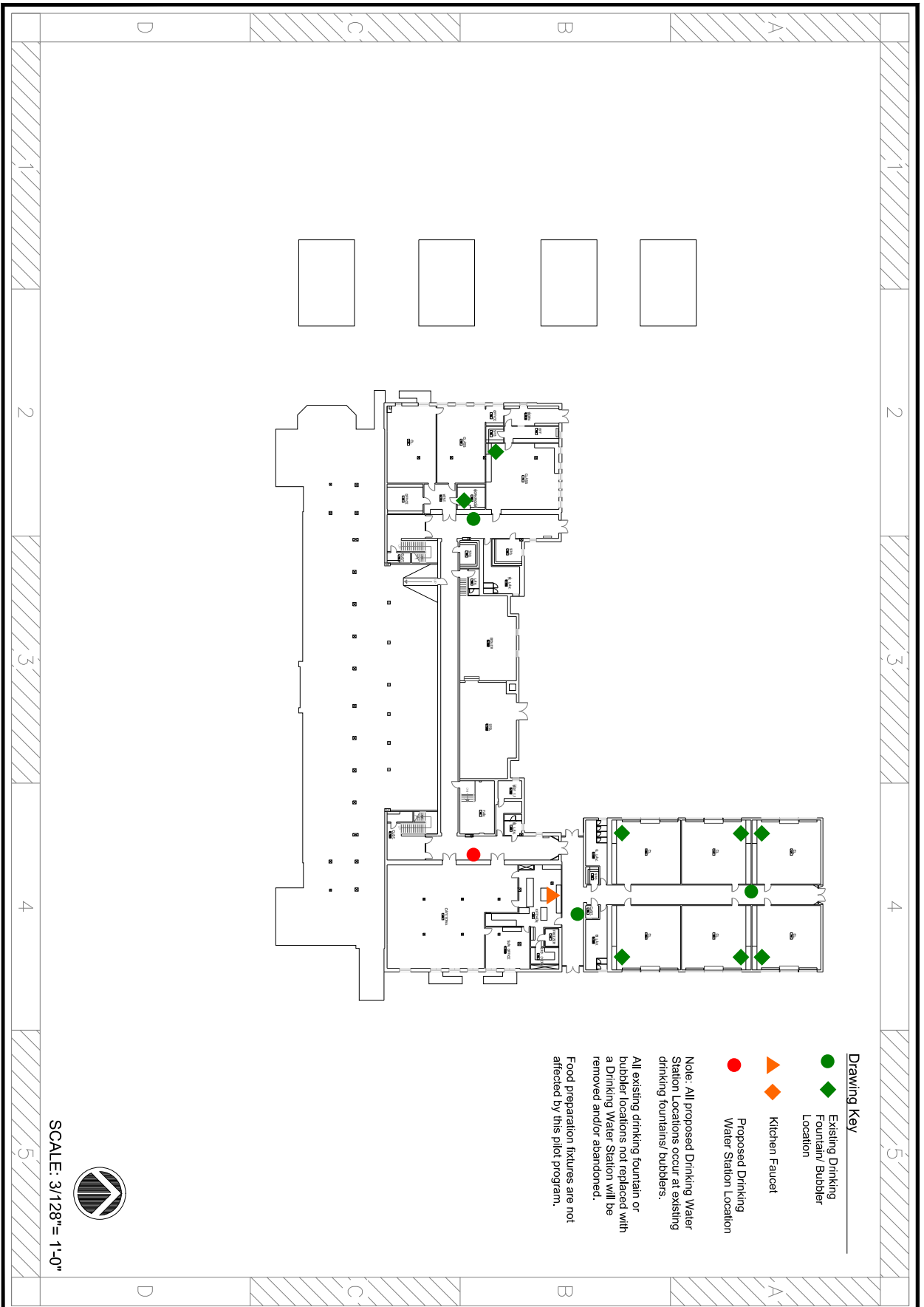
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LLEWELLYN ELEMENTARY SCHOOL  
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**WATER PROGRAM MASTER PLAN:  
 PROPOSED DRINKING STATION  
 LOCATIONS**

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- Existing Drinking Fountain/ Bubbler Location
- ◆ Proposed Drinking Water Station Location
- ▲ Kitchen Faucet
- Proposed Drinking Water Station Location

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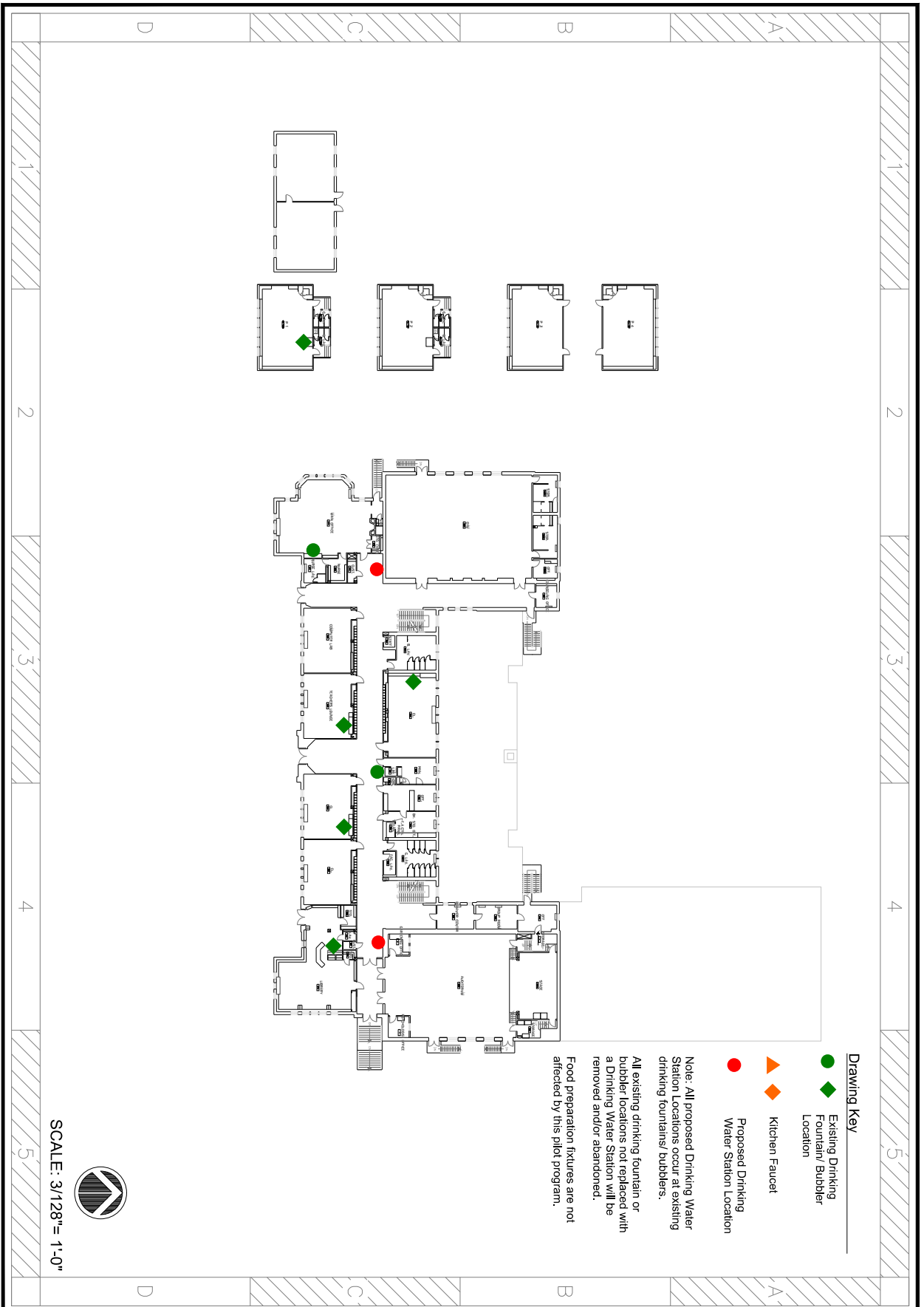


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**RIGLER ELEMENTARY SCHOOL**  
 5401 NE PRESCOTT ST PORTLAND, OR 97218

**WATER PROGRAM MASTER PLAN:  
 PROPOSED DRINKING STATION  
 LOCATIONS**

DRAWN: J. TEN ASSOCIATES INC.  
 REVISED: ---  
 PLOT: ---  
 FILE: ---  
 WO: ---  
 JOB: 00000  
 SHEET NUMBER  
 BP01  
 OF 1



**Drawing Key**

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- Proposed Drinking Water Station Location
- ◆ Kitchen Faucet

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 LOCATIONS**

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 SHEET NUMBER  
 FP02  
 OF 2





# Table of Contents

Schedule	4
75% Schematic Design Cost Estimates	7
Value Engineering Approach	9
Pathway To Budget	13
Design Update	14



# SCHEDULE

## LINCOLN HIGH SCHOOL MODERNIZATION

	Master Plan	Jan. - July 2016
	Pre-Design / Due Diligence	Oct. 2016 - March 2017
	Programming / Concepts	Nov. 2017 - March 2018
	Board of Education Approval Process	June - August 2018
	Schematic Design	June - Nov 2018
<b>CURRENT PHASE</b>	Design Development	Nov. 2018 -May 2019
	Construction Documents	May - Dec. 2019
	Early Permit Set	Aug 2019
	Construction Phase 1	Early 2020 - Spring 2022
	<b>Move In</b>	<b>Summer 2022</b>
	Construction Phase 2	Fall 2022 - Summer 2023
	<b>Project Completion</b>	<b>Summer 2023</b>







# 75% SCHEMATIC DESIGN COST ESTIMATES - OVERVIEW

## LINCOLN HIGH SCHOOL MODERNIZATION

Hard Cost Budget	\$186.8m
Estimates	\$209.4m (ACC) and \$218.5m (HCC)
Variance	\$22.6 - \$31.7m

## **COST INCREASE ITEMS**

80% Included:

<b>Metals</b>	<b>\$3.9-5.0m</b>
Structural Steel	
Stud Framing, Engineered Connections	
<b>Openings</b>	<b>\$4.7-4.9m</b>
Doors and Windows	
Secured Openings	
Access Panels	
<b>Finishes</b>	<b>\$5.9-7.2m</b>
Flooring	
Ceiling Systems	
Wall Protection	
<b>Electrical / Communications</b>	<b>\$5.5-9.1m</b>
Feeders and Conduit	
Panels	
Lighting	
<b>Markups / Risk</b>	<b>\$3.7-4.8m</b>
Percentage Based	
Site Conditions	
Design Assumptions	

## Guiding Principles for Value Engineering and Target Value Design

1. Maintain full program.
2. Engage a Value Engineering Workshop process.
3. Create more efficient building:
  - Exchange double-height spaces for program spaces.
  - Exchange Courtyard for program spaces.
4. Design to budget with Target Value Design strategy.

## PROJECT TEAM APPROACH TO VALUE ENGINEERING (VE) December 10-14 Facilitated VE Workshop



## SAVE (Society of American Value Engineering) VE Workshop - A Systematic and Structured Approach

Information Phase  
 Function Analysis Phase  
 Creative Phase

Evaluation Phase  
 Development Phase  
 Presentation / Implementation

Condition Space (m)		Condition
CS-01	Delete under floor plenum Change to overhead supply plenum	CS-16 Reduce platform
CS-02	Expand temp thresholds performance	CS-17 <del>Expand</del> Re- parapet HANDLE
CS-03	Reduce # of AIR HANDLES	CS-18 REDUCE FOR GRE
CS-04	Delete Radiant slabs	CS-19 USE ALTE FOR SINK
CS-05	REDUCE LOADS BY CHANGING FACADE (combination of options)	CS-20 USE SINGLE INDIVIDUAL
CS-06	Change material from Copper to PVC - Plumbing and Hydronics	CS-21 REDUCE S w/ option
CS-07	REDUCE A/C	CS-22 Consolidate units FR
CS-08	Eliminate A/c	CS-23 REDUCE / c POUNDS

(M)	Enclosed Space	Accommodate
ES-10	REDUCE TRACKS w/ SIDING	AF-01 DELETE W/ 2 P
ES-11	Reduce GLAZING FROM 3% TO 30%	AF-02 RAISE AREA T WALLS
ES-12	Replate ELIMINATE SHADE FINES	AF-03 ELIMINATE EDGE ON
ES-13	Reduce FIRE-Rated glazing by 30%	AF-04 MOVE TR CUT 4 W
ES-14	SUSPEND LINENR WOOD CEILING. REDUCE TYPE 31 TO 1400 FT	AF-05 CHANGE BUILDING
ES-15	Infill COURTYARD w/ LIBRARY to eliminate 3rd FLOOR ON E. SIDE. SAVES 10,000 FT	AF-06 ELIMINATE GRAND ST
ES-16	ELIMINATE 1 ELEVATOR FROM TOWER	AF-07 DELETE O
ES-17	ELIMINATE 2 ELEVATORS FROM TOWER	AF-08 ELIMINATE SHELTERS

	Accommodate Facilities	Power
AF-01	DELETE PRACTICE FIELD	PF-01 ALLOW TYPE 1
AF-02	RAISE TRACK + FIELD AREA TO REDUCE CUT + WALLS	PF-02 DELETE PILES FIELD
AF-03	ELIMINATE ALUMINUM EDGE ON TRACK	PF-03 DELETE
AF-04	MOVE TRACK WEST TO REDUCE CUT + WALLS	PF-04 OBTAIN REDUCE
AF-05	CHANGE HANDRAIL DESIGN	PF-05 REDUCE
AF-06	Remove piles at Field BUILDING	PF-06 REDUCE
AF-07	ELIMINATE PILES AT THE GRAND STAND	PF-07
AF-08	DELETE OVERLOOK	
AF-09	ELIMINATE PILES AT BIKE SHELTERS	

Creative Phase Board Examples - each idea was evaluated and ranked based on functional requirements and potential savings.

# PROJECT VALUE ENGINEERING - RESULTS

## LINCOLN HIGH SCHOOL MODERNIZATION

### COST SAVINGS

VE Workshop Items \$24.1m  
Including 52 opportunities \$250,000 and up

Post-Workshop Items \$5.3m  
Including 80+ opportunities \$249,000 and below

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Total \$29.5m

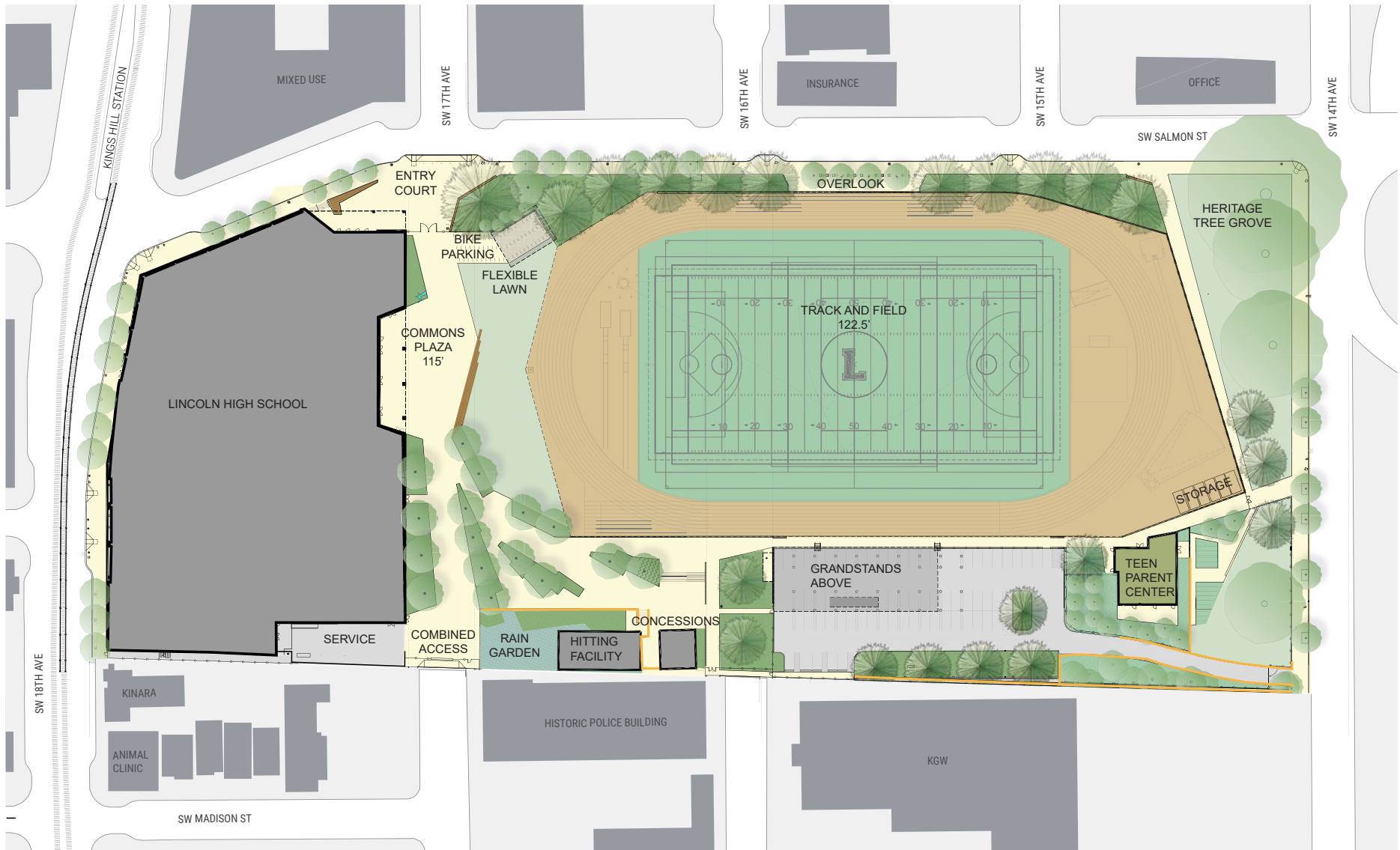
## PATHWAY TO BUDGET

1. Reduce hard costs by implementing all accepted VE opportunities.
2. Continue analysis for remaining VE opportunities.
3. Engage early trade partners to mitigate risk, including Mechanical and Facade subcontractors.
4. Use Target Value Design to maintain cost control.



# SITE PLAN

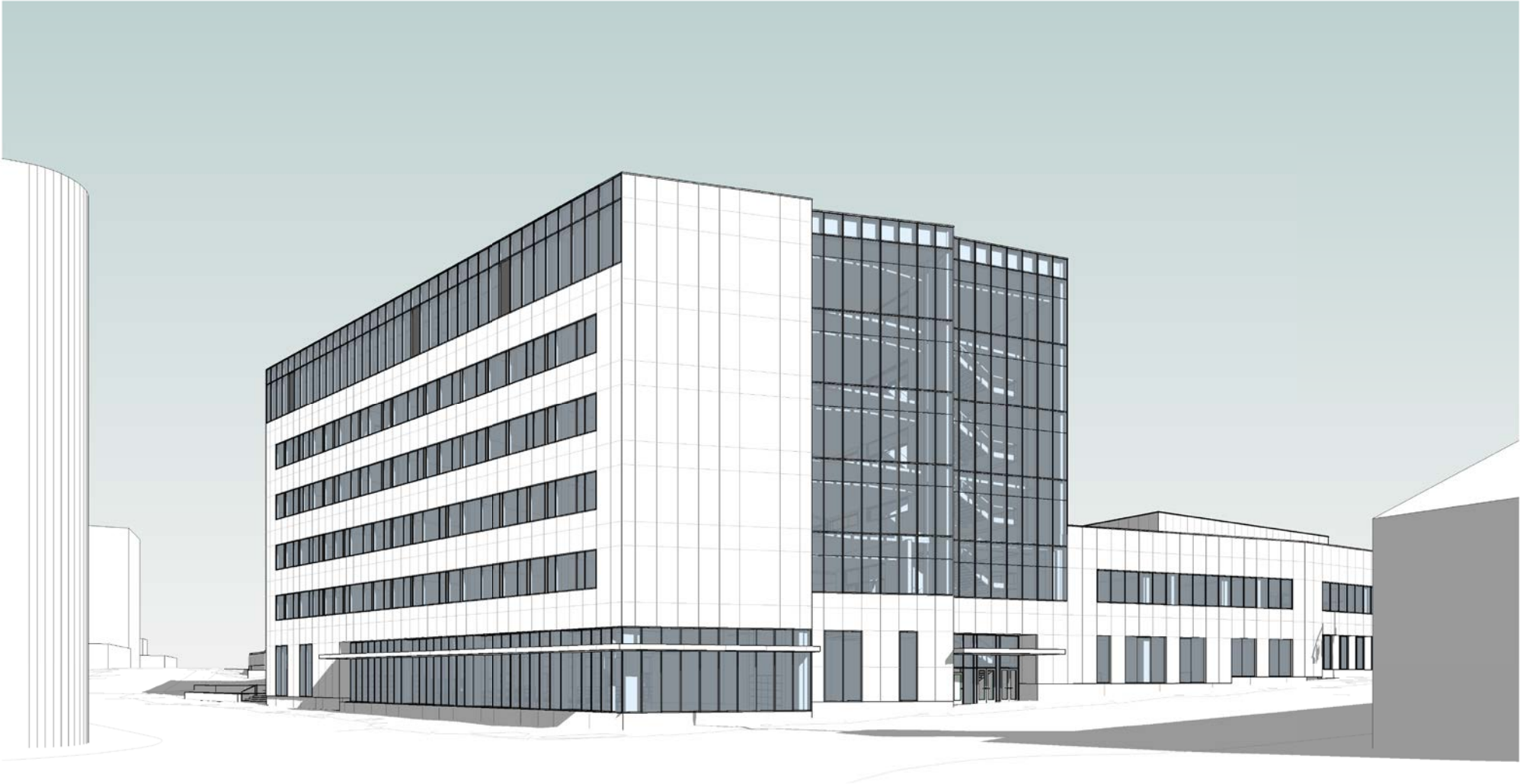
## LINCOLN HIGH SCHOOL MODERNIZATION



VIEW FROM SW SALMON  
LINCOLN HIGH SCHOOL MODERNIZATION

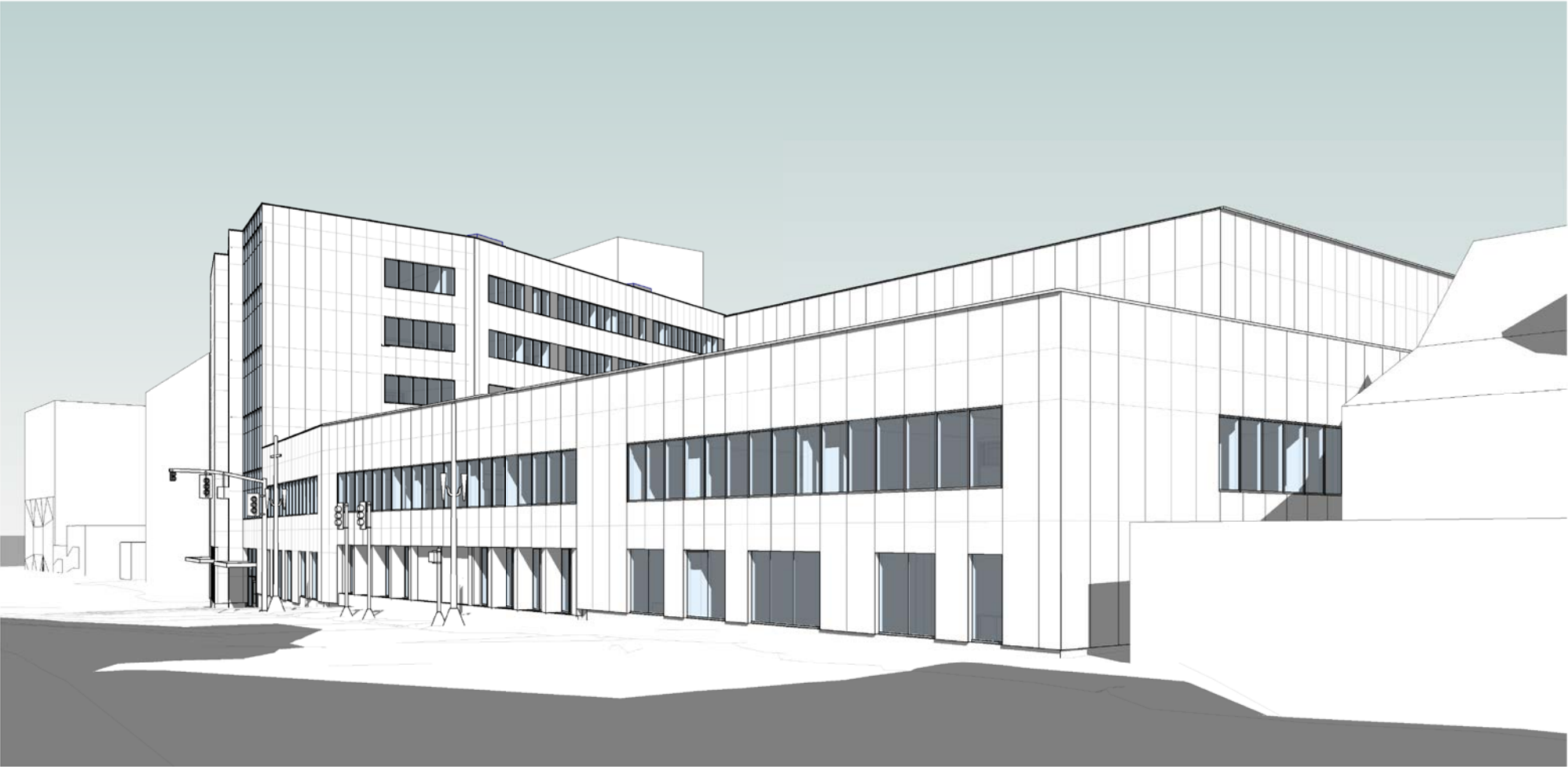


VIEW FROM SW 18TH

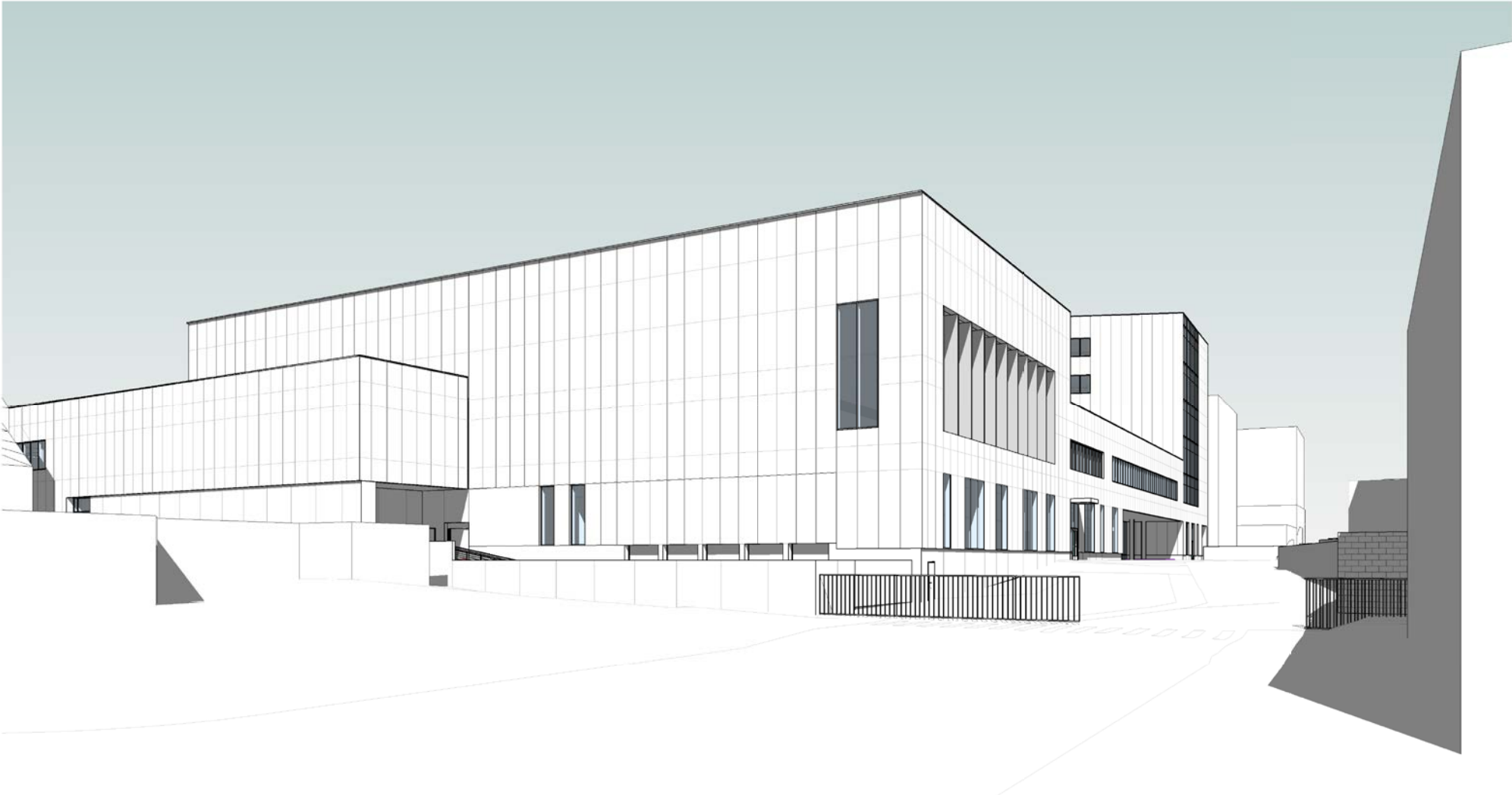


VIEW FROM SW 18TH LOOKING NORTHEAST

LINCOLN HIGH SCHOOL MODERNIZATION



VIEW FROM SW 17TH  
LINCOLN HIGH SCHOOL MODERNIZATION



VIEW FROM ATHLETIC FIELDS  
LINCOLN HIGH SCHOOL MODERNIZATION

