



Board of Education  
Meeting Materials Cover Sheet      April 30, 2018

**A. 2017 Bond Budget**

- Bond Budget Variables
- Bond Budget Procession – chart
- Bond Budget Progression – matrix
- Bond Budget Progression – time & risk

**B. Kellogg Master Plan**

- PowerPoint Presentation – December 19, 2017
- Resolution
- Staff Report
- Attachment A: PPS Middle Grades Framework
- Attachment B: PPS Middle School Ed Specs
- Attachment C: KMS Programming Report
- Attachment D: KMS Area Program Summary
- Attachment E: KMS Capacity Calculations
- Attachment F: KMS Preferred Site Plan
- Attachment G: KMS Internal Focus Group Engagement
- Attachment H: KMS External Stakeholder Outreach
- Attachment I: KMS Project Schedule
- Attachment J1: KMS Programming Estimate-Budget Alignment Memo
- Attachment J2: KMS Programming ROM Estimate
- Attachment J3: KMS Demolition Cost Estimate

**C. HS Ed Spec Comparison Summary**

- Lincoln – reduced scope option



## Bond Budget Variables

### **HARD COSTS**

Provided by professional cost estimator. Rider Levett Bucknall was hired to provide cost estimates for all 2017 modernization projects.

### **SOFT COSTS**

Project costs associated with contracts for architectural/engineering & other planning/design consultants, fees for permitting & systems development charges paid to the local jurisdiction, insurance coverage, etc. are added as a percentage of hard costs. Typical percentages for soft costs range from 30% on the conservative side, to 15% on the aggressive side.

### **FF&E (FIXTURES, FURNITURE AND EQUIPMENT)**

District estimating methodologies account for a complete & usable facility to ensure readiness for student & staff use. Therefore, various items including desks, chairs and other items not intrinsic to the building need to be incorporated. Based on recent cost data, PPS budgets \$16 per square foot for FF&E.

### **CONTINGENCY**

Project costs associated with unknowns such as unforeseen conditions, unexpected jurisdiction requirements, design error/omission and changes in work scopes. Typically 10% is used for new construction and 15% for major alterations/modernizations.

### **SWING / TEMP SPACE**

Phased or staged projects often includes costs that are not a part of the final construction product (EG: temporary classroom space necessary during construction). Swing/Temp space costs are estimated on a project by project basis.

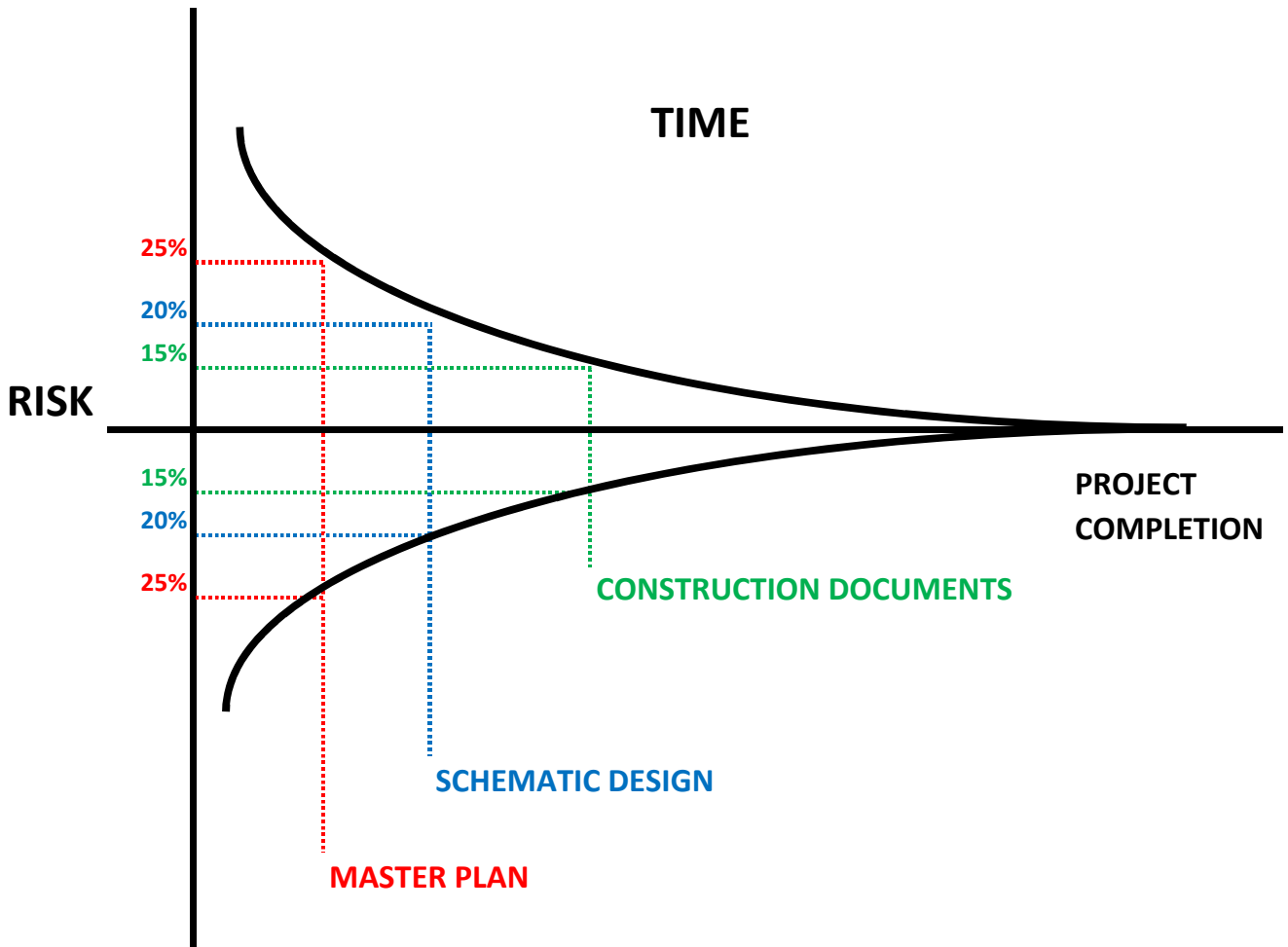
## ESCALATION

Cost increases over time due to the increase of goods and labor. Recent estimates for annual cost escalation increases range from 6% on the high side, to 4% on the low side. Rider Levett Bucknall estimates the construct cost escalation in Portland at 6.05% between January 2017 and January 2018.

## FORMULA

<b>HARD COST</b>	<b>\$\$ from professional cost estimator</b>
<b>+ SOFT COST</b>	<b>15% - 30%</b>
<b>+ FF&amp;E</b>	<b>\$16/SF</b>
<b>+ CONTINGENCY</b>	<b>10% - 15%</b>
<b>+ SWING/TEMP SPACE</b>	<b>project specific estimate</b>
<b>+ ESCALATION</b>	<b>6% - 4%</b>
<hr/>	
<b>TOTAL</b>	

# BOND BUDGET PROGRESSION - TIME AND RISK



## PPS Middle School Grades 6 through 8

MIDDLE SCHOOL PROGRAM <sup>1</sup>

Preferred: spaces preferred but not required or applied to area program total				Proposed	Proposed	Proposed
AREA	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>CLASSROOMS <sup>2</sup></b>						
Classrooms <sup>3</sup>	22	980	21,560	22	980	21,560
ESL classroom <sup>4</sup>	1	900	900	1	900	900
ESL Classroom - Scope Add	0	0	0	1	80	80
Science Classrooms	5	1,300	6,500	5	1300	6,500
Science Prep	1	150	150	1	150	150
Science Storage (chemical storage optional)	1	64	64	1	64	64
Science Prep - Scope Add				2	150	300
Science Storage (chemical storage optional) - Scope Add				2	64	128
Extended Learning Area <sup>5</sup>	6	1,000	6,000	6	1000	6,000
Student Lockers (grades 6, 7, & 8) 225 students <sup>6</sup>	1	190	190	3	190	570
Conference Room	1	200	200	1	200	200
<b>Required</b>			<b>29,364</b>			29,744
Preferred			6,200			6,200
<b>Scope Add</b>			<b>0</b>			508
<b>Subtotal required + preferred + scope add</b>			<b>35,564</b>			<b>36,452</b>

## Notes:

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

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

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

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

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

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

MIDDLE SCHOOL PROGRAM <sup>1</sup>

Preferred: spaces preferred but not required or applied to area program total				Proposed	Proposed	Proposed
AREA	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>EXPLORATORY</b>						
Music (Band & Choir) Room <sup>7,8</sup>	1	1,400	1,400	1	1400	1,400
Music Office	1	120	120	1	120	120
Art	1	1,200	1,200	1	1200	1,200
Art Storage	1	120	120	1	120	120
Computer Lab	1	980	980	1	980	980
STEAM Lab <sup>9</sup>	1	1,200	1,200	1	1200	1,200
Practice Rooms	2	50	100	0	0	0
Kiln Room	1	100	100	1	100	100
Student Project Storage	1	200	200	0	0	0
Dance <sup>10</sup>	1	980	980	1	980	980
Music, instrument, uniform storage	1	120	120	1	120	120
<b>Required</b>			<b>3,820</b>			3,820
Preferred			2,700			2,400
<b>Subtotal required + preferred</b>			<b>6,520</b>			<b>6,220</b>
<b>MEDIA/TECHNOLOGY</b>						
Media Center <sup>11</sup>	1	1,650	1,650	1	1650	1,650
Media Workroom (text book/media storage)	1	200	200	1	200	200
Conference/Small Group Study	1	200	200	1	200	200
Media Office	1	100	100	0	0	0
Media Center	1	1,550	1,550	1	1550	1,550
<b>Required</b>			<b>2,050</b>			2,050
Preferred			1,650			1,550
<b>Subtotal required + preferred</b>			<b>3,700</b>			<b>3,600</b>

## Notes:

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

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

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

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

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

**PPS Middle School Grades 6 through 8****MIDDLE SCHOOL PROGRAM <sup>1</sup>**

Preferred: spaces preferred but not required or applied to area program total				Proposed	Proposed	Proposed
AREA	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>PHYSICAL EDUCATION/ATHLETICS</b>						
Gym (main) seating for 750 person assembly	1	6,800	6,800	1	6800	6,800
Covered Play Area *	1	4,000	4,000	1	4000	4,000
PE Storage	2	200	400	2	200	400
Club Storage	3	80	240	3	80	240
PE Office <sup>12</sup>	1	120	120	1	120	120
Boy's Locker Room <sup>13</sup>	1	800	800	1	800	800
Girl's Locker Room <sup>13</sup>	1	800	800	1	800	800
Table/Chair Storage - Scope Add	0	0	0	1	200	200
<b>Required</b>			<b>13,160</b>			13,160
<b>Scope Add</b>			<b>0</b>			200
<b>Subtotal required + scope add</b>			<b>13,160</b>			<b>13,360</b>
<b>ADMINISTRATION</b>						
Reception/Secretary	1	450	450	1	450	450
Health Room/Toilet	1	200	200	1	200	200
Principal's Office <sup>14</sup>	1	180	180	1	180	180
Assistant Principal's Office <sup>15</sup>	1	120	120	1	120	120
Workroom/Mail	1	350	350	1	350	350
Staff Room	1	500	500	1	500	500
Conference Room <sup>16</sup>	1	180	180	1	200	200
Restroom <sup>17</sup>	2	45	90	2	64	128
Lost & Found	1	50	50	1	50	50
Flex Office	1	120	120	0	0	0
Secure Storage/Records <sup>18</sup>	1	150	150	1	150	150
<b>Required</b>			<b>2,120</b>			2,178
<b>Preferred</b>			<b>270</b>			150
<b>Subtotal required + preferred</b>			<b>2,390</b>			<b>2,328</b>

## Notes:

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

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

Preferred: spaces preferred but not required or applied to area program total				Proposed	Proposed	Proposed
AREA	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>COUNSELING</b>						
Counselor's Office	2	120	240	2	120	240
Record Storage	1	100	100	1	100	100
Mediation/Tutorial Room	1	120	120	1	120	120
Conference Room	1	200	200	1	200	200
<b>Required</b>			<b>460</b>			460
<b>Preferred</b>			<b>200</b>			200
<b>Subtotal required + preferred</b>			<b>660</b>			<b>660</b>

## PPS Middle School Grades 6 through 8

MIDDLE SCHOOL PROGRAM <sup>1</sup>

Preferred: spaces preferred but not required or applied to area program total				Proposed	Proposed	Proposed
AREA	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>SPECIAL EDUCATION</b>						
Learning Center <sup>19</sup>	1	800	800	1	800	800
Learning Center - Scope Add	0	0	0	1	180	180
Itinerant Offices (Psych/Speech Path/Flex Office) <sup>20</sup>	3	80	240	3	80	240
Offices - Scope Add	0	0	0	3	70	210
Special Needs Toilet	1	120	120	1	120	120
Sensory Support Room	1	150	150	1	150	150
Intensive Skills Room <sup>21</sup>	1	980	980	1	980	980
<b>Required</b>			<b>1,160</b>			<b>1,160</b>
Preferred			1,130			1,130
Scope Add			0			390
<b>Subtotal required + preferred + scope add</b>			<b>2,290</b>			<b>2,680</b>
<b>COMMUNITY SUPPORT</b>						
Parent/Volunteer Room	1	200	200	1	200	200
Parent/Family/Community Resource Room	1	800	800	1	800	800
Parent/Family/Community Resource Room - Scope Add	0	0	0	1	120	120
Parent/Family Resource Offices <sup>22</sup>	1	120	120	1	120	120
<b>Required</b>			<b>1,120</b>			<b>1,120</b>
Scope Add			0			120
<b>Subtotal required + scope add</b>			<b>1,120</b>			<b>1,240</b>

## Notes:

<sup>19</sup> Number of Learning Centers dependent on SPED population within school; One 800 SF Learning Center required; additional Learning Centers may be smaller, min. of 600 SF

<sup>20</sup> Three 80 SF Itinerant Office required; three offices at 120 SF preferred

<sup>21</sup> Need for Intensive Skills room dependent on the needs of the student population

<sup>22</sup> One 120 SF Parent/Family Resource Office required; two 120 SF offices preferred

MIDDLE SCHOOL PROGRAM <sup>1</sup>

Preferred: spaces preferred but not required or applied to area program total				Proposed	Proposed	Proposed
AREA	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>CAFETERIA/COMMONS</b>						
Cafeteria <sup>23</sup>	1	4,250	4,250	1	4,250	4,250
Cafeteria - Scope Add	0	0	0	1	1,580	1,580
Kitchen	1	800	800	1	800	800
Dishwashing <sup>24</sup>	1	250	250	1	250	250
Kitchen Freezer/Cooler <sup>25</sup>	0	140	0	0	140	0
Kitchen Office Alcove <sup>26</sup>	1	60	60	1	60	60
Servery <sup>27</sup>	1	900	900	1	900	900
Servery - Scope Add	0	0	0	1	315	315
Kitchen Staff Lockers <sup>28</sup>	1	20	20	1	20	20
Kitchen Restroom <sup>29</sup>	1	45	45	1	45	45
Table/Chair Storage	1	200	200	1	200	200
Kitchen Storage	1	150	150	1	150	150
Stage <sup>30</sup>	1	1,000	1,000	0	0	0
Stage Storage <sup>31</sup>	1	200	200	0	0	0
Cafeteria	1	250	250	1	250	250
Kitchen Staff Lockers	1	80	80	1	80	80
Restroom	1	19	19	1	19	19
<b>Required</b>			<b>6,675</b>			<b>6,675</b>
Preferred			1,549			349
Scope Add			0			1,895
<b>Subtotal required + preferred + scope add</b>			<b>8,224</b>			<b>8,919</b>

## Notes:

<sup>23</sup> 4,500 SF Cafeteria preferred; three lunch periods allowed; two lunch periods preferred when scheduling allows

<sup>24</sup> Separate dishwashing area not required if kitchen over 1,000 SF

<sup>25</sup> Separate freezer/cooler area not required if installed in kitchen and kitchen is over 800 SF

<sup>26</sup> 60 SF Kitchen Office Alcove required; 100 SF preferred

<sup>27</sup> Smaller servery allowed if more than two lunches served

<sup>28</sup> 20 SF for staff lockers required; 100 SF preferred

<sup>29</sup> 45 SF single user, gender neutral Kitchen Restroom required; 64 SF preferred

<sup>30</sup> Music room to double as stage is preferred; Music Room and stage should have close proximity to cafeteria to allow space for spectators

<sup>31</sup> For tables and chairs to support stage function. For installation of stage adjacent cafeteria only: preferred in/adjacent to cafeteria; alternatively install adjacent to music room if it includes a stage function.

## PPS Middle School Grades 6 through 8

MIDDLE SCHOOL PROGRAM <sup>1</sup>

Preferred: spaces preferred but not required or applied to area program total				Proposed	Proposed	Proposed
AREA	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>BUILDING SUPPORT</b>						
Restrooms <sup>32</sup>	6	45	270	6	45	270
Toilets - Boys <sup>33</sup>	3	200	600	3	200	600
Toilets - Girls <sup>33</sup>	3	200	600	3	200	600
Custodial Rooms <sup>34</sup>	4	100	400	4	100	400
Custodial Office/Lockers <sup>35</sup>	1	150	150	1	150	150
Materials Storage <sup>36</sup>	1	350	350	1	350	350
Custodial Storage (Just-in-Time) <sup>37</sup>	1	350	350	1	350	350
Building Storage/Receiving <sup>38</sup>	1	650	650	1	650	650
MDF Room <sup>39</sup>	1	160	160	1	160	160
IDF Rooms <sup>40</sup>	3	80	240	3	80	240
Electrical Room <sup>41</sup>	1	180	180	1	180	180
Central Mechanical Room <sup>42</sup>	1	600	600	1	600	600
Corridors <sup>44</sup>	Variable					
Electrical Generator Room <sup>43</sup>	1	200	200	1	200	200
Custodial Work Area	1	180	180	1	180	180
Outdoor Equipment Storage	1	200	200	1	200	200
MDF Rooms	1	20	20	1	20	20
IDF Rooms	3	20	60	3	20	60
Electrical Room	1	20	20	1	20	20
Central Mechanical Room	1	200	200	1	200	200
Concessions	1	100	100	0	0	0
<b>Required</b>			<b>4,550</b>			<b>4,550</b>
Preferred			980			880
<b>Subtotal Required + Preferred</b>			<b>5,530</b>			<b>5,430</b>

## Notes:

<sup>32</sup> Six 45 SF gender neutral restrooms required; six 64 SF restrooms preferred. Provide at least one gender neutral restroom on each floor and near gym facilities. Also ensure at least one gender inclusive and one accessible restroom are included within each area to be accessed outside regular school hours.

<sup>33</sup> Three 200 SF toilet rooms for boys and girls for grades 6-8 required or as required by applicable plumbing code

<sup>34</sup> Four 100 SF Custodial Rooms required; Five 100 SF rooms preferred

<sup>35</sup> 150 SF Custodial Office/Lockers required; 180 SF preferred

<sup>36</sup> 350 SF Materials Storage required; 400 SF preferred

<sup>37</sup> 350 SF Custodial Storage required; 400 SF preferred

<sup>38</sup> 650 SF Building Storage/Receiving required; 800 SF preferred

<sup>39</sup> 160 SF MDF Room required; 180 SF preferred

<sup>40</sup> Three 80 SF IDF Rooms required; three 100 SF rooms preferred

<sup>41</sup> One 180 SF Electrical Room required; 200 SF preferred

<sup>42</sup> One 600 SF Central Mechanical Room required; 800 SF preferred

<sup>43</sup> Can be located outside building if site conditions allow; inside building preferred

<sup>44</sup> See Corridor Characteristics

MIDDLE SCHOOL PROGRAM <sup>1</sup>

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



## PPS Middle School Grades 6 through 8

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

Preferred: spaces preferred but not required or applied to area program total				Proposed	Proposed	Proposed
AREA	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>MIDDLE SCHOOL PROGRAM TOTAL REQUIRED AREA</b>			65,099			65,267
<b>MIDDLE SCHOOL PROGRAM TOTAL PREFERRED AREA</b>			15,679			12,859
<b>MIDDLE SCHOOL PROGRAM TOTAL SCOPE ADD</b>			0			3,713
<b>SUB-TOTAL MIDDLE SCHOOL AREA (minus Covered Play)</b>			76,778			77,839
<b>Net to gross ratio of 29% <sup>47</sup></b>			22,266			22,573
<b>GROSS MIDDLE SCHOOL PROGRAM TOTAL</b>			<b>99,044</b>			<b>100,412</b>

## Notes:

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

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

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

**DRAFT DOCUMENT. MAY CONTAIN ERRORS OR UNCONFIRMED INFORMATION.**

**AREA PROGRAM COMPARISON SUMMARY**

	RECOMMENDED			PREFERRED/OPTIONAL		TOTAL	Madison Option A "Master Plan"			Madison Option B "Revised Master Plan"			Lincoln Option A "Master Plan"			Lincoln "Reduced Scope"		
	Quantity	S.F. Room	TOTAL	Quantity	S.F. Room	Quantity	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>CORE PROGRAM</b>																		
CTE Classrooms/Labs	4	1,200	4800			4	4	1,139	4,555	4	1,139	4,555	3	1,200	5,000	4	1,200	4,800
Maker Space	1	1,200	1,200			1	1	1,076	1,076	1	1,076	1,076	1	1,200	1,200	1	1,200	1,200
General Education Classrooms	41	980	40,180			41	41	902	36,966	41	902	36,966	45	930	41,850	41		36,900
Science Labs	11	1,500	16,500			11	11	1,313	14,440	9	1,311	11,800	12	1,375	16,500	12	1,200	14,400
Prep Rooms/Chem Storage	5	380	980	0	0	5	4	374	776	4	374	776	7	500	2,250	7	500	2,250
Flexible Learning Areas				8	1,000	8	9	889	8,000	9	801	7,211	6	1,150	6,900	5	1,150	5,750
Small Instructional Spaces				10	500	10	10	500	5,000	5	553	2,763	5	600	3,000	5	500	2,500
<b>Subtotal Core Program</b>	<b>62</b>		<b>63,660</b>	<b>18</b>		<b>80</b>	<b>80</b>		<b>70,813</b>	<b>73</b>		<b>65,147</b>	<b>79</b>		<b>76,700</b>	<b>75</b>		<b>67,800</b>
<b>FINE AND PERFORMING ARTS</b>																		
Visual Art - 2D & 3D Classrooms	2	2,700	2,700	2	3,400		2	2,494	2,494	2	2,494	2,494	4	2,700	5,400	4	2,400	4,800
Visual Art Support Spaces	3	380	380	0	0		3	366	366	3	366	366	4	380	540	3	380	380
Band Room	1	2,200	2,200	1	2,400		1	2,003	2,003	1	2,003	2,003	1	2,200	2,200	1	2,200	2,200
Choir Room				1	1,500		1	1,146	1,146	1	1,146	1,146	1	1,500	1,500	1	1,500	1,500
Band/Choir Support Spaces	7	1,170	1,470	6	600		11	1,302	1,691	11	1,302	1,691	8	1,370	1,470	8	1,370	1,470
Theater	3	9,000	9,000	1	6,000		3	9,838	9,838	3	9,838	9,838	3	9,525	9,525	3	9,000	8,500
Black Box Theater	1	1,600	1,600	1	2,600		1	1,547	1,547	1	1,547	1,547	1	1,600	1,600	1	1,600	1,600
Scene Production	1	1,500	1,500				1	2,119	2,119	1	2,119	2,119	1	1,500	1,500	1	1,500	1,500
Theater Support Spaces	14	2,500	2,500	3	2,100		18	2,354	2,632	18	2,354	2,632	15	2,500	2,630	14	2,550	2,530
<b>Subtotal Fine and Performing Arts</b>	<b>32</b>		<b>21,350</b>	<b>15</b>			<b>41</b>		<b>23,836</b>	<b>41</b>		<b>23,836</b>	<b>38</b>		<b>26,365</b>	<b>36</b>		<b>24,480</b>
<b>PHYSICAL EDUCATION / ATHLETICS</b>																		
Main Large Gym	1	13,000	13,000	1	14,676		1	13,627	13,627	1	13,627	13,627	1	13,000	13,000	1	13,000	13,000
Mat/Wrestling/Dance	1	2,750	2,750	1	3,500		1	2,868	2,868	1	2,868	2,868	2	2,175	4,350	2	1,625	3,250
Weight Room/Aerobics/Spinning	1	2,500	2,500	1	3,000		1	2,478	2,478	1	2,478	2,478	1	2,500	2,500	1	2,000	2,000
Auxiliary Gym	1	5,700	5,700	1	7,500		1	5,500	5,500	1	5,500	5,500	1	5,700	5,700	1	5,700	5,700
Team Rooms	1	800	800	1	800		5	860	4301	5	860	4301	1	800	800	1	800	800
Locker Rooms/Storage/Support	16	10,630	10,830	1	200		15	7,716	7,917	15	7,716	7,917	16	10,630	10,830	16	10,630	10,830
<b>Subtotal Physical Education/Athletics</b>	<b>21</b>		<b>35,580</b>	<b>6</b>			<b>24</b>		<b>36,691</b>	<b>24</b>		<b>36,691</b>	<b>22</b>		<b>37,180</b>	<b>22</b>		<b>35,580</b>
<b>EDUCATION SUPPORT</b>																		
Administration	28	4,980	5,460	2	150		28	4,892	5,399	28	4,892	5,399	28	4,930	5,410	25	4,780	4,790
Counseling/Career Center	15	2,195	2,735	1	980		13	2,213	2,693	13	2,213	2,693	15	2,195	3,375	15	2,195	2,735
Teacher Collaboration/Offices			980	10	980		5	766	3,831	5	659	3,297	5	930	4,650	5	900	4,500
Athletic Offices	2	270	270	0	0		2	270	270	2	270	270	2	270	270	2	270	270
Computer Labs	5	2,200	5,500	0	0		1	907	907	1	907	907	5	2,100	5,400	5	2,100	5,400
SPED	15	3,260	5,900	0	0		15		4,807	15		4,807	16	2,990	6,160	13	2,960	5,710
ELL Classroom	1	800	800				1	937	937	1	937	937	1	800	800	1	930	930
Commons/Kitchen & Seryery/Support	10	12,620	12,620	1	1,800		10	16,108	16,108	10	16,108	16,108	10	12,620	12,820	10	11,820	11,820
Library/Media Center/Support	10	9,800	10,220	2	5,480		7	8,074	8,074	7	8,074	8,074	10	6,300	6,720	10	5,800	6,220
Other/Mechanical/Custodial/Misc	905	8,346	14,095	2	2,064		63	10,610	20,553	63	10,610	20,553	63	8,346	14,995	918	8,346	14,795
<b>Subtotal Education Support</b>	<b>991</b>		<b>67,400</b>	<b>18</b>			<b>145</b>		<b>63,579</b>	<b>145</b>		<b>63,045</b>	<b>155</b>		<b>60,600</b>	<b>1,004</b>		<b>57,170</b>
<b>PARTNER &amp; COMMUNITY USES</b>																		
<b>Subtotal Partner &amp; Community Uses</b>	<b>1</b>	<b>1,200</b>	<b>1,200</b>	<b>7</b>	<b>2,850</b>		<b>1</b>	<b>647</b>	<b>647</b>	<b>1</b>	<b>647</b>	<b>647</b>	<b>1</b>	<b>600</b>	<b>600</b>	<b>0</b>	<b>1200</b>	<b>0</b>

**DRAFT DOCUMENT. MAY CONTAIN ERRORS OR UNCONFIRMED INFORMATION.**

**DRAFT DOCUMENT. MAY CONTAIN ERRORS OR UNCONFIRMED INFORMATION.**

**AREA PROGRAM COMPARISON SUMMARY**

	RECOMMENDED			PREFERRED/OPTIONAL		TOTAL	Madison Option A "Master Plan"			Madison Option B "Revised Master Plan"			Lincoln Option A "Master Plan"			Lincoln "Reduced Scope"		
	Quantity	S.F. Room	TOTAL	Quantity	S.F. Room	Quantity	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total	Quantity	S.F. Room	S.F. Total
<b>WRAP AROUND SERVICES</b>																		
Health Clinic	1	1,600	1,600				1	1,451	1,451	1	1,451	1,451	1	1,600	1,600	0	1,600	0
Teen Parent Services	8	3,700	3,700	2	100		9	3,864	3,864	9	3,864	3,864	8	3,360	3,160	0	3,700	0
Social Service Providers			1000	5	200		1	1687	1687	1	1687	1687			0			0
Provider Classrooms	2	500	1,000				2	588	1175	2	588	1175	1	500	500	1	500	500
<b>Subtotal Wrap Around Services</b>	<b>11</b>		<b>7,300</b>	<b>7</b>			<b>13</b>		<b>8,177</b>	<b>13</b>		<b>8,177</b>	<b>10</b>		<b>5,260</b>	<b>1</b>		<b>500</b>
<b>SUB-TOTAL COMPREHENSIVE HIGH SCHOOL AREA</b>			<b>209,490</b>						<b>203,743</b>			<b>197,543</b>			<b>207,309</b>			<b>185,530</b>
<b>COMPREHENSIVE HIGH SCHOOL TOTAL GROSS AREA</b>																		
		<b>Recommended</b>	<b>283,546</b>															
		<b>Recommended + Preferred</b>	<b>331,786</b>						<b>289,185</b>			<b>281,560</b>			<b>281,940</b>			<b>252,321</b>

**DRAFT DOCUMENT. MAY CONTAIN ERRORS OR UNCONFIRMED INFORMATION.**

**RESOLUTION No. <fill in>**

Resolution Authorizing Kellogg Middle School Full Replacement Master Plan as Part of the  
2017 Capital Bond Program

**RECITALS**

- A. At the conclusion of the Kellogg Middle School Pre-Design Diligence process in February, 2017, Board Resolution 5394 referred the Kellogg Full Replacement Option to voters in May 2017.
- B. The election was duly and legally held on May 16, 2017 (the “2017 Bond Election”) and the general obligation bonds were approved by a majority of the qualified voters of PPS voting at the election.
- C. Board Resolution 5471 accepts certification from Multnomah County, Clackamas, Washing Counties for May 16, 2017 voter approval of authorizing Portland Public Schools to issue up to \$790 million of general obligation bonds to improve health, safety, learning by modernization, report schools.

**RESOLUTION**

- 1. The Board of Education directs staff to design a full replacement for Kellogg Middle School for an enrollment capacity of 675 students.
- 2. The Board of Education directs staff to utilize the current Kellogg Middle School Area Program Summary as a guide to construct the new Kellogg Middle School to an approximate size of 100,412 square feet.
- 3. The Board of Education approves the Master Plan Preferred Site Plan for Kellogg Middle School.



## Board of Education

### Recommendation to the Board

---

**FAO Meeting Date:**

December 12, 2015

**Board Meeting Date:**

December 19, 2015

**Department:**

Office of School Modernization

**Executive Committee Lead:**

Dan Jung, Senior Director, OSM

**Presenter/Staff Lead:**

Dan Jung, Sr Director, OSM

Steve Effros, Sr Project Manager, OSM

**Agenda Action:** Resolution

**SUBJECT: Staff Recommendation for Kellogg Middle School Master Plan**

#### **BRIEF SUMMARY AND RECOMMENDATION**

Staff is proposing the Board accept the Master Plan Design for Kellogg Middle School (KMS).

Staff is proposing the District:

- Approve the Kellogg Middle School's Master Plan which will be built to accommodate an enrollment capacity of 675 students.
- Utilize the current Kellogg Middle School Area Program Summary as a guide to construct the new Kellogg School to an approximate size of 100,412 square feet.

---

#### **BACKGROUND**

Staff is utilizing the Kellogg Middle School Area Program Summary, which is a component of the Middle School Educational Specifications, as a guide to construct the new Kellogg Middle School.

Approval of the Master Plan for KMS is required for the Design Team to proceed with Schematic Design and is critical to deliver the project on schedule.

---

#### **SCOPE**

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

Using these documents as the foundation for the Kellogg program, the Design Team met with 20 internal focus groups over several months and developed a Programming Report for KMS that presents the desired room requirements, the interrelationships of spaces, specific room requirements and square footages, and most importantly,

represents the core educational values of PPS.

As part of the KMS Programming Report, the design team developed an Area Program Summary that refines the PPS Middle School Ed Specs so that it meets the specific requirements for KMS, based on input from internal focus groups.

Additionally, the Design Team developed a Preferred Site Plan for KMS in coordination with internal focus groups and as part of a larger community engagement process.

## **PROCESS / COMMUNITY ENGAGEMENT**

From November, 2016 thru January, 2017, the Design Team undertook a Pre-Design Due Diligence process to document the building and site development options for middle school (grade 6-8) operations at the Kellogg school site. They collaborated with PPS to develop two pre-design options, renovation/addition and full replacement for budgetary and scheduling review by PPS. Ultimately, as part of its referral of the Kellogg Middle School project as part of the May, 2017 Bond, the Board decided to move forward with the replacement option.

At the start of the Master Planning process in the Fall of 2017, a number of concepts were developed and explored. Through stakeholder, Design Advisory Group and community meetings, the concepts were refined to develop a plan that incorporates the programmatic and educational goals of PPS while meeting all current building codes to ensure the life, safety, and welfare of all students and faculty.

Throughout the Master Planning Process community and stakeholder engagement has occurred in several fashions:

First, in collaboration with PPS Community Involvement and Public Affairs (CIPA), Kellogg's Public Engagement Consultant reached out to dozens of organizations and individuals to both participate in the Design Advisory process and to engage with the project as members of the broader public. This Consultant focused on engaging with a culturally diverse group of individuals who could best represent the community surrounding the Kellogg site.

Second, the formation of the Design Advisory Group (DAG) in October, 2017. The purpose of the DAG is to encourage interaction between a variety of stakeholders, provide input regarding the priorities to be addressed within the school design, and report on the work that was taking place to their various constituencies. There have been several meetings that have occurred between October and December, 2017; and additional meetings are planned through early 2018. In total, the Design Team anticipates at a minimum:

1. Seven (7) Design Advisory Group meetings.
  2. One (1) Design Workshop.
  3. One (1) Open House.
  4. Four (4) Neighborhood Association Meetings.
-

## **SCHEDULE**

Following approval of the Master Plan for Kellogg Middle School, the Design Team will proceed with the Design and Documentation Phases of the project through December, 2018. The Conditional Use process will take place from March through July, 2018, and the Building Permitting process will take place from January through May, 2019. Demolition of the existing building will take place from March through July, 2018, and Construction (including commissioning/start-up) of the new building will take place from May, 2019 through December, 2020. Fixtures, furnishings and equipment (FFE) will be installed from November, 2020 through January, 2021. Staff has proposed that new KMS teachers and administrators be trained to use the new building from February through May, 2021, with moves occurring in June and July, ahead of the start of school for new students in September, 2021.

---

## **BUDGET**

The Original Construction Budget (in 2017 dollars) for the Kellogg Middle School project, in accordance with the 2017 Capital Bond Program, was \$32 million.

In addition, Staff has allocated funds from bond program escalation to support the projected cost increases based on the anticipated start of construction in May, 2019; the Bid Day Construction Budget is \$35.6 million.

Based on the preliminary Planning Phase cost estimate, the project is estimated above the \$35.6 million target. The Design Team has produced a Programming Estimate–Budget Alignment Memo that includes several cost control opportunities to bring the project back on budget as follows:

- Reduce building area (up to 3300 sf)
  - o Reduce cafeteria size from 2-period lunch to 3-period lunch
  - o Remove computer lab program
- Provide deductive options at Schematic Design phase
- Reduce demolition salvage when bids are received
- Limit consideration of high cost options such as rooftop playgrounds
- Limit extra life safety criteria beyond the gym-only structure

The budget reduction options will be reviewed and implemented during the Schematic Design Phase.

---

## **UPDATE AFTER FAO MEETING (12/12/2017)**

The Master Plan and accompanying documents (noted below) were presented to the FAO Committee on Tuesday, December 12, 2017. The Committee unanimously agreed to recommend approval to the BOE.

---

**ATTACHMENTS**

Attachment A: PPS Middle Grades Framework

Attachment B: PPS Middle School Ed Specs

Attachment C: KMS Programming Report

Attachment D: KMS Area Program Summary

Attachment E: KMS Capacity Calculations

Attachment F: KMS Preferred Site Plan

Attachment G: KMS Internal Focus Group Engagement

Attachment H: KMS External Stakeholder Outreach

Attachment I: KMS Project Schedule

Attachment J1: KMS Programming Estimate-Budget Alignment Memo

Attachment J2: KMS Programming ROM Estimate

Attachment J3: KMS Demolition Cost Estimate



**KELLOGG MIDDLE SCHOOL**  
**PORTLAND PUBLIC SCHOOLS**

**FAO-BOE Project Review**  
**DECEMBER 5, 2017**



# Agenda

---

1. Stakeholder Engagement & Timeline
2. Demolition plan
3. Goals & Objectives
4. Budget
5. Site
6. Capacity
7. Program & Learning Environments



# Stakeholder Engagement

PPS Departments

Office of Teaching & Learning

Teachers on Special Assignment

Steering Committee

Design Advisory Committee

Neighborhood Associations

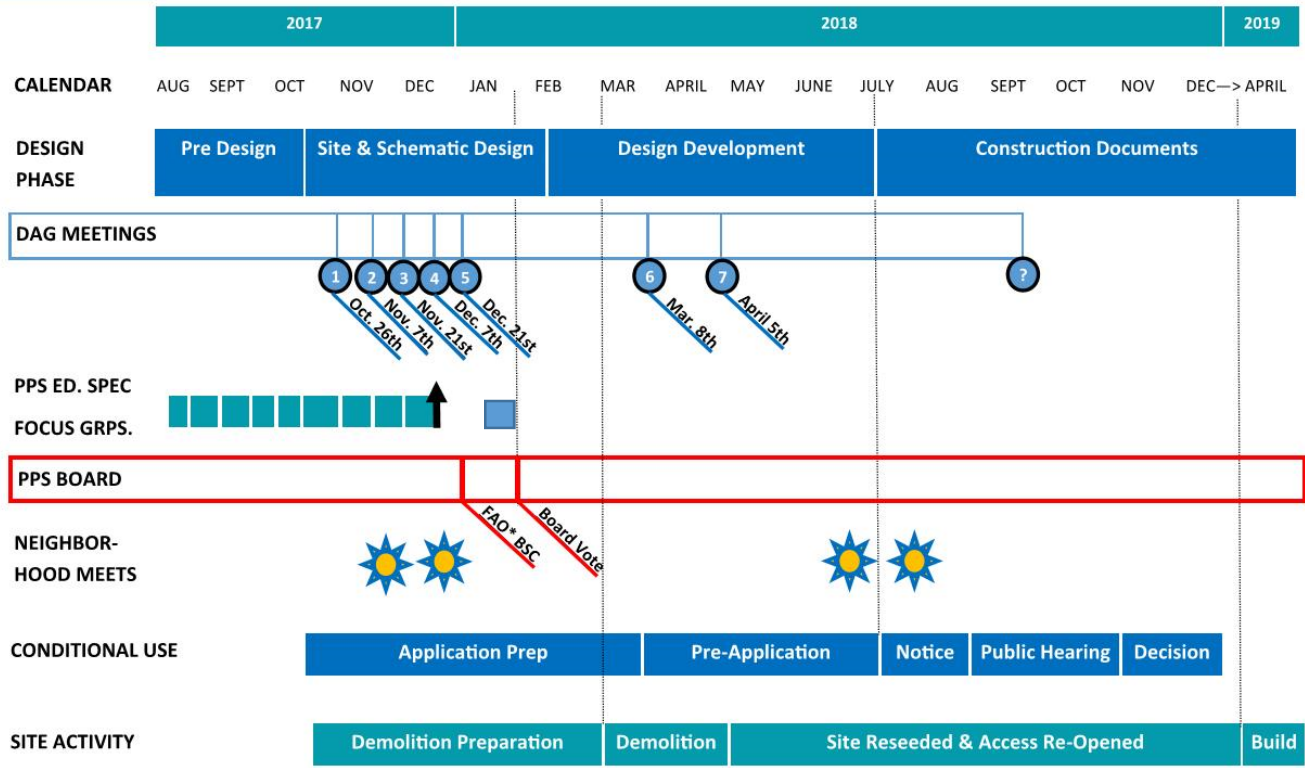
Eco-Workshop

City of Portland



# Schedule

## PPS Kellogg Middle School Public Engagement, CUP Project Review, and Site Redevelopment Schedule



DAG 1, Oct 26, 2017  
 DAG 2, Nov 7, 2017  
 DAG 3, Nov 21, 2017  
 DAG 4, Dec 7, 2017  
 DAG 5, Dec 21, 2017  
 DAG 6, Mar 8, 2018  
 DAG 7, Mar 22, 2018

Kick off  
 Site Planning  
 Faubion Tour  
 Plans  
 Plans & Site update, Sustainability  
 Budget update, SD Report  
 Building Envelope -Materials

Building completion in November 2020

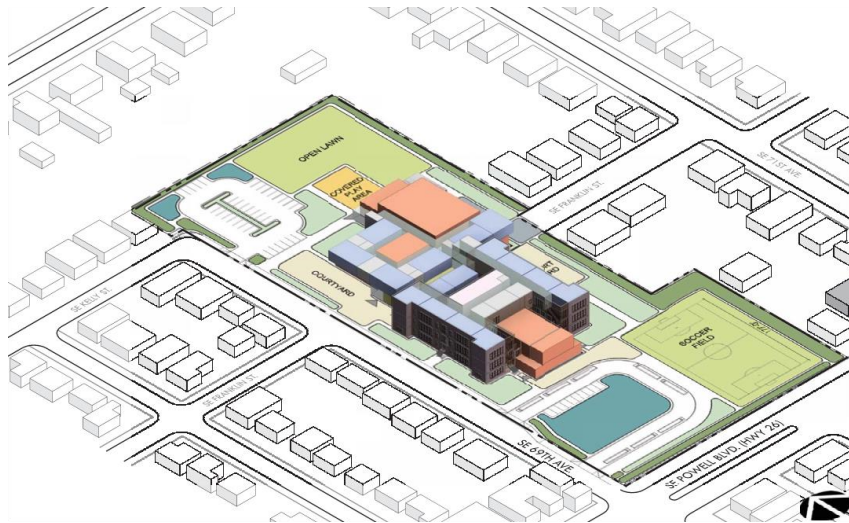
Faculty & staff training & set up: January – August 2021

School starts: fall 2021

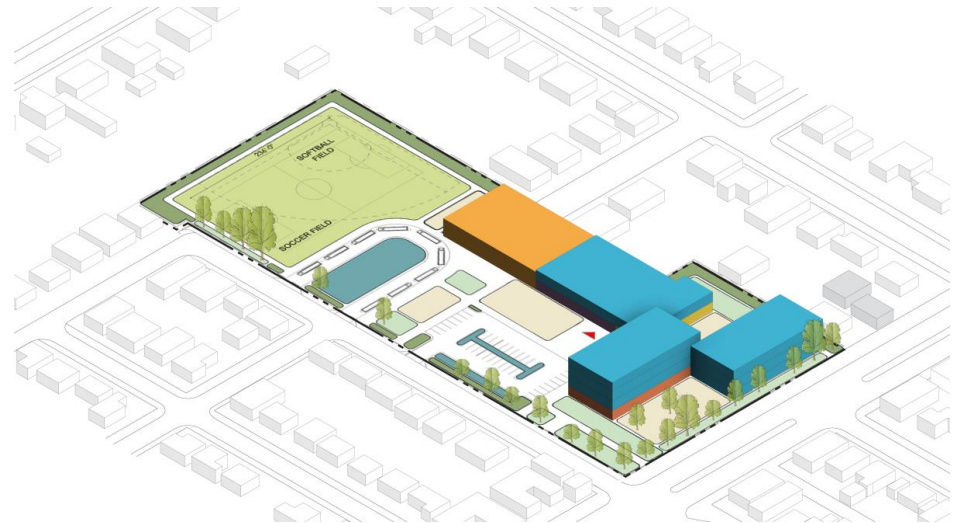


# 2017 Bond

Renovate 3D View



Proposed Replacement 3D View



# Demolition Waste Management



**KELLOGG MIDDLE SCHOOL**  
PORTLAND PUBLIC SCHOOLS



# Kellogg Goals & Objectives

**ENVIRONMENTAL  
& HEALTH**

BUILDING SYSTEMS  
LEAD FREE  
OUTSIDE LEARNING  
NET ZERO  
NATURAL VENTILATION  
LEED GOLD

ENVELOPE  
ENERGY EFFICIENT  
RESILIENCE  
HIGH PERFORMANCE  
ENVIRONMENT  
NATURAL LIGHT

SHARED  
21st CENTURY  
ADAPTABLE  
EXTENDED LEARNING  
SECURITY  
AFTER SCHOOL PROGRAMS

TRANSPARENCY  
COMMUNITY USE  
GROWTH  
VISUAL CONNECTION  
PARTNERSHIPS  
ENGAGEMENT

**FLEXIBILITY**

**FOCUS ON  
LEARNER**

**LEARNING  
ENVIRONMENTS**

FITNESS  
TECHNOLOGY  
INNOVATION  
EXPERIENTIAL  
ACCESSIBLE

BUILDING AS CURRICULUM  
PROGRAMMING  
STUDENT PERFORMANCE  
DIVERSITY  
MAKER SPACE  
EQUITY

MIDDLE SCHOOL  
EQUALITY  
DISTRICT STANDARDS  
LEADERSHIP  
SERVE COMMUNITY

FUTURE  
SUSTAINABLE  
INCLUSIVE  
INVITING  
DISTRICT

**IDENTITY**

**KELLOGG MIDDLE SCHOOL**  
PORTLAND PUBLIC SCHOOLS



# DAG 1: Goals & Objectives





# Project Scope & Budget Update

## PPS MIDDLE SCHOOL EDUCATIONAL SPECIFICATIONS

School Square Footage Range

**100,412 SF**

**Kellogg Space Program**

Student Design Capacity: 675

## CONSTRUCTION BUDGET

**\$32,920,668**

**Program Estimate**

### Includes

\$500,000 offsite improvements  
 \$2,533,991 demolition costs  
 \$1,843,855 site improvements  
 \$28,042,822 building (279/sf)  
 \$2,766,657 estimating contingency

## POSSIBLE OUTCOMES

**\$/SF**

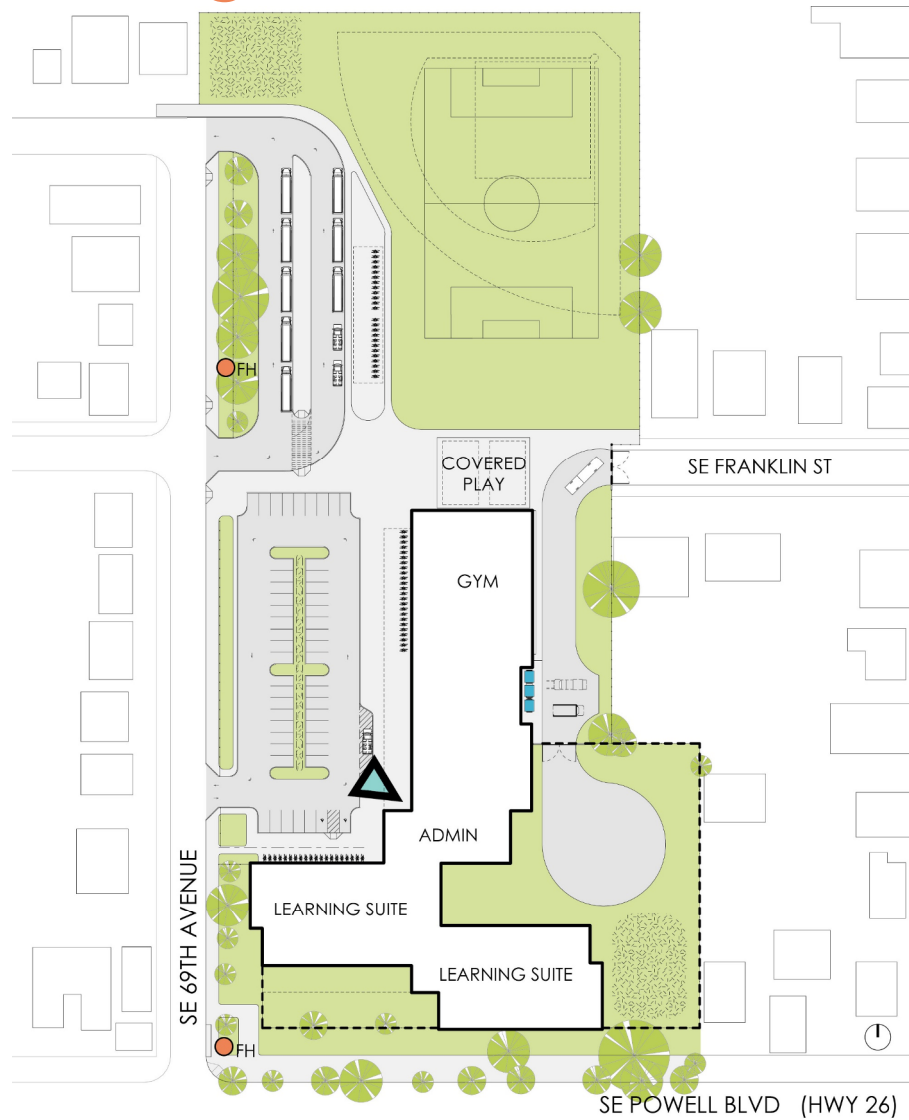
**\$327.86/sf**

### Schematic Design (SD) Goals

- Reduce scope by \$920,668
- Reduce building area (3,300 sf)  
*Example (980 sf computer lab)*
- Provide deductive options at SD
- Reduce demolition salvage



# Site Planning



**KELLOGG MIDDLE SCHOOL**  
PORTLAND PUBLIC SCHOOLS



# Developing Learning Spaces

---

## Classrooms contributing to 675 capacity

- 22 standard classrooms
- 5 science classrooms
- 1 ESL classroom
- 2 gym classes in gymnasium

## Non-capacity contributing instructional spaces include

- 6 exploratory learning spaces (2 per floor)
- 1 music room
- 1 dance room
- 1 art room
- 1 computer lab
- 1 steam (makers space) lab
- 1 SPED learning center
- 1 SPED intensive skills + psychology office
- 3 SPED sensory support rooms
- media center
- cafeteria/commons



# Capacity

KELLOGG MIDDLE SCHOOL  
PORTLAND PUBLIC SCHOOLS

## MIDDLE SCHOOL CAPACITY

2012 LONG RANGE FACILITY PLAN | Portland Public Schools

	Floor	Target	Planning Capacity
Middle School	450	600	675

BOND CAPACITY CALCULATION | Oh planning+design,architecture

Planning Capacity

22 GENERAL CLASSROOMS		16 1/2 GENERAL CLASSROOMS	
5 SCIENCE CLASSROOMS		3 3/4 SCIENCE CLASSROOMS	
1 ESL CLASSROOM*		3/4 ESL CLASSROOM*	
2 GYM CLASSES		1 1/2 GYM CLASSES	
	x 75% =		x 30 =
	UTILIZATION RATE		STUDENTS/CLASSROOM
			<b>675 STUDENTS</b>
		<b>22 1/2</b> TOTAL CLASSROOMS	

\* The capacity of the ESL classroom is half of a general classroom (15 Students)

MAXIMUM CAPACITY CALCULATION | Oh Planning+design,architecture

[With 30 Student per Classroom - Extended Learning Areas Converted to General Classrooms]

22 GENERAL CLASSROOMS		16 1/2 GENERAL CLASSROOMS	
5 SCIENCE CLASSROOMS		3 3/4 SCIENCE CLASSROOMS	
1 ESL CLASSROOM*		3/4 ESL CLASSROOM*	
2 GYM CLASSES		1 1/2 GYM CLASSES	
6 CONVERTED EXTENDED LEARNING		4 1/2 CONVERTED EXTENDED LEARNING	
	x 75% =		x 30 =
	UTILIZATION RATE		STUDENTS/CLASSROOM
			<b>810 STUDENTS</b>
		<b>27</b> TOTAL CLASSROOMS	

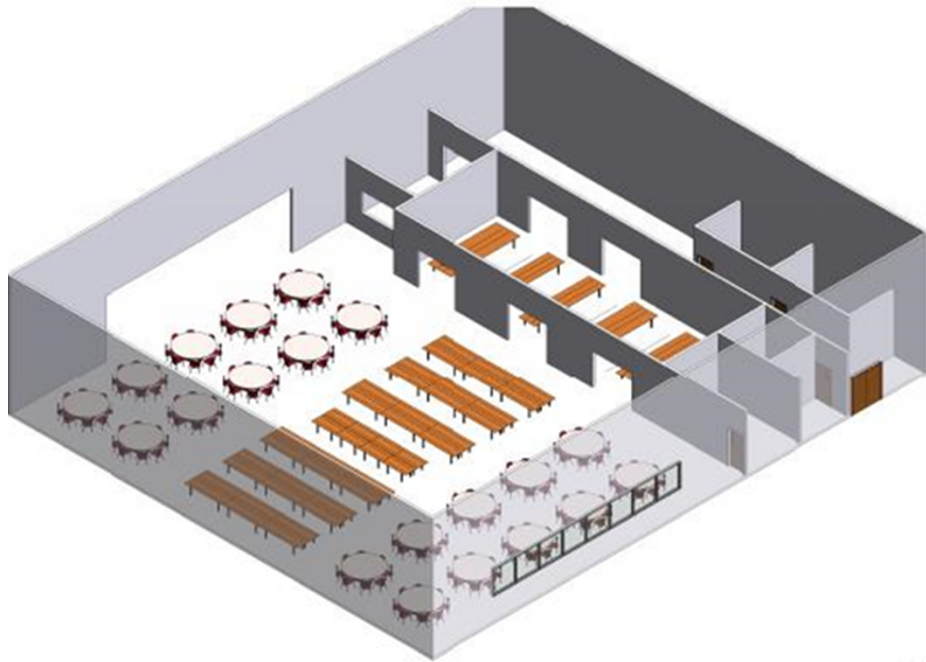
\* The capacity of the ESL classroom is half of a general classroom (15 Students)



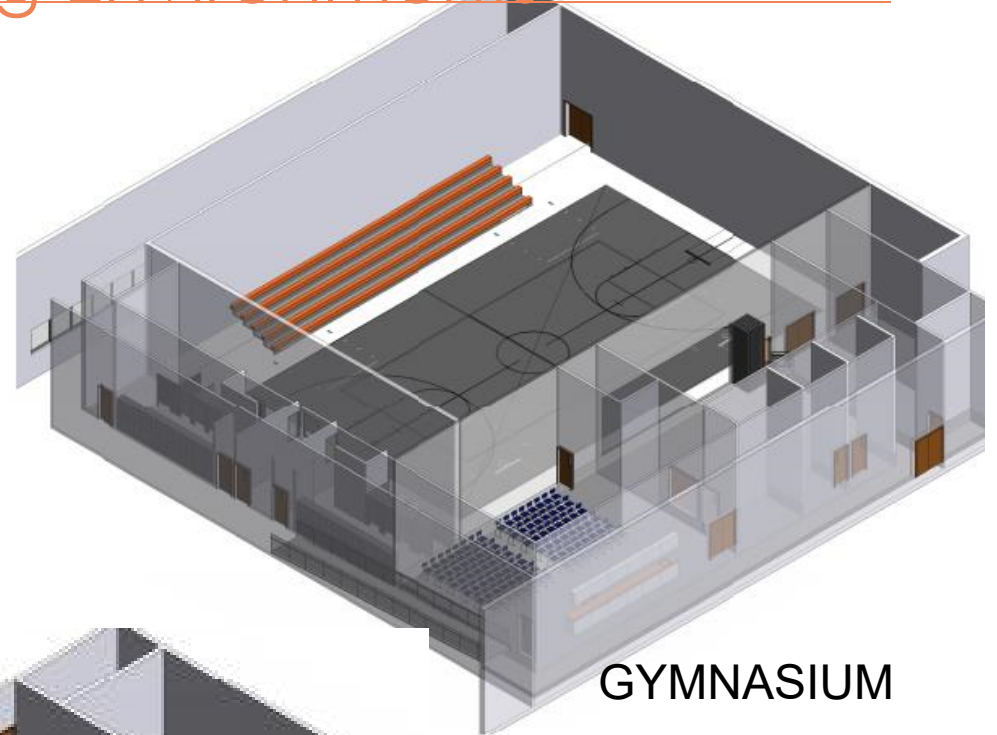
KELLOGG MIDDLE SCHOOL  
PORTLAND PUBLIC SCHOOLS



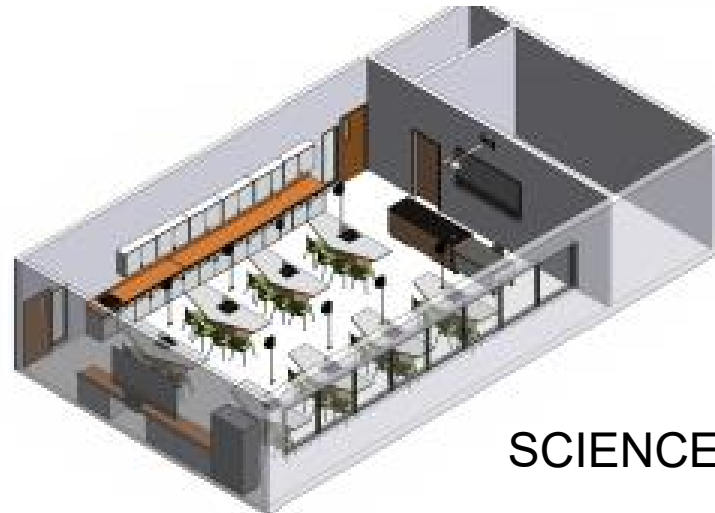
# Developing Learning Environments



CAFETERIA



GYMNASIUM

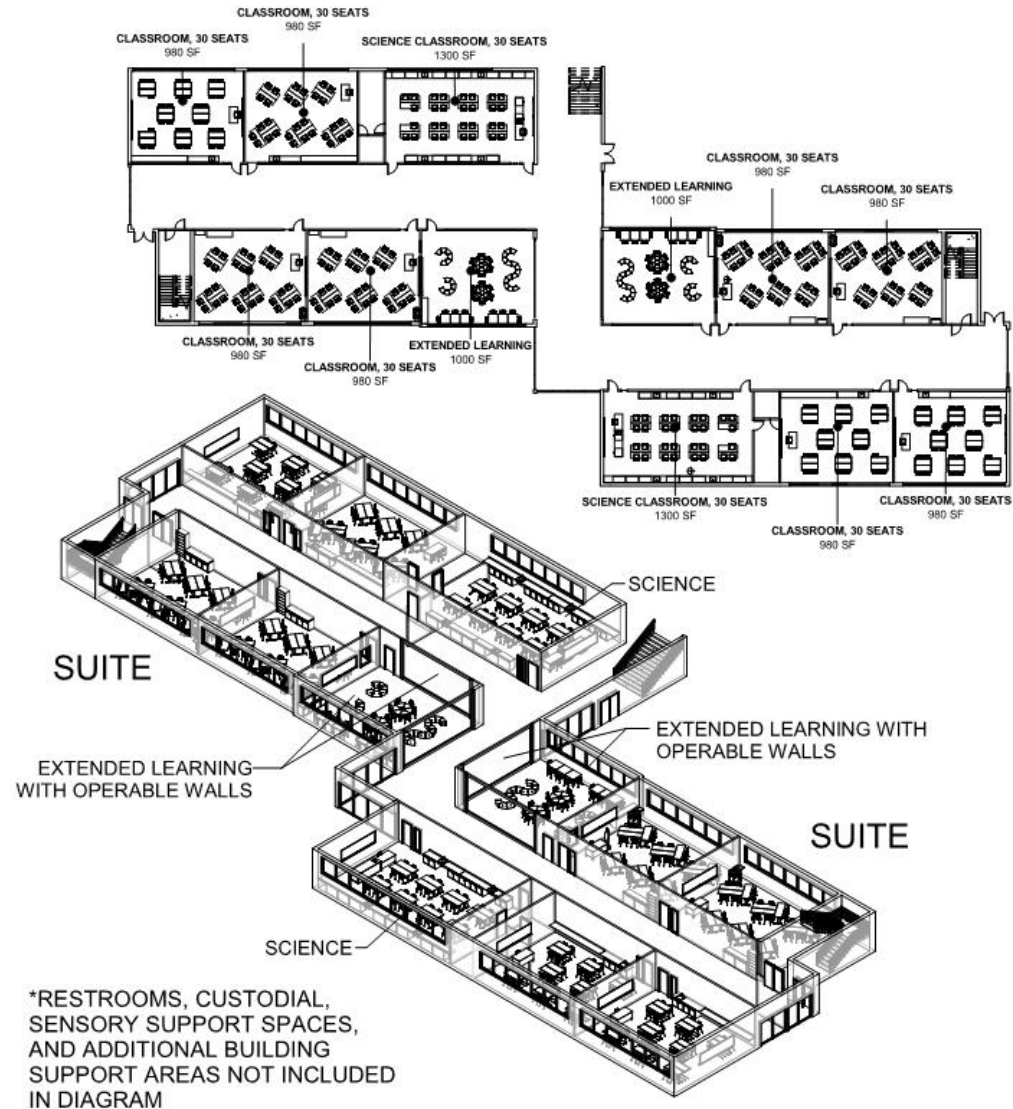


SCIENCE CLASSROOM



# Developing Learning Environments

## Learning Suites

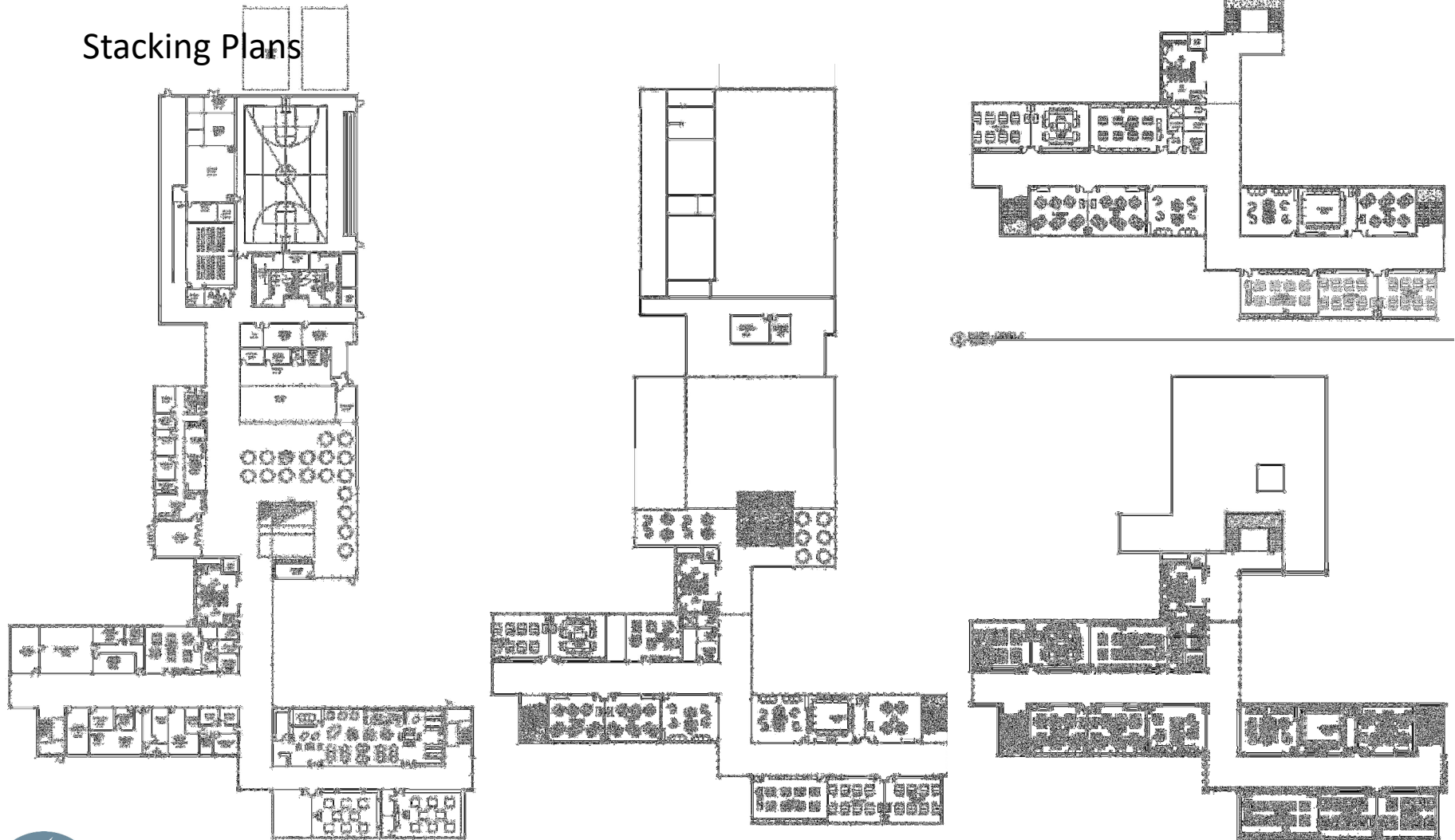


**KELLOGG MIDDLE SCHOOL**  
 PORTLAND PUBLIC SCHOOLS



# Developing Learning Environments

Stacking Plans



---

# Questions & Comments



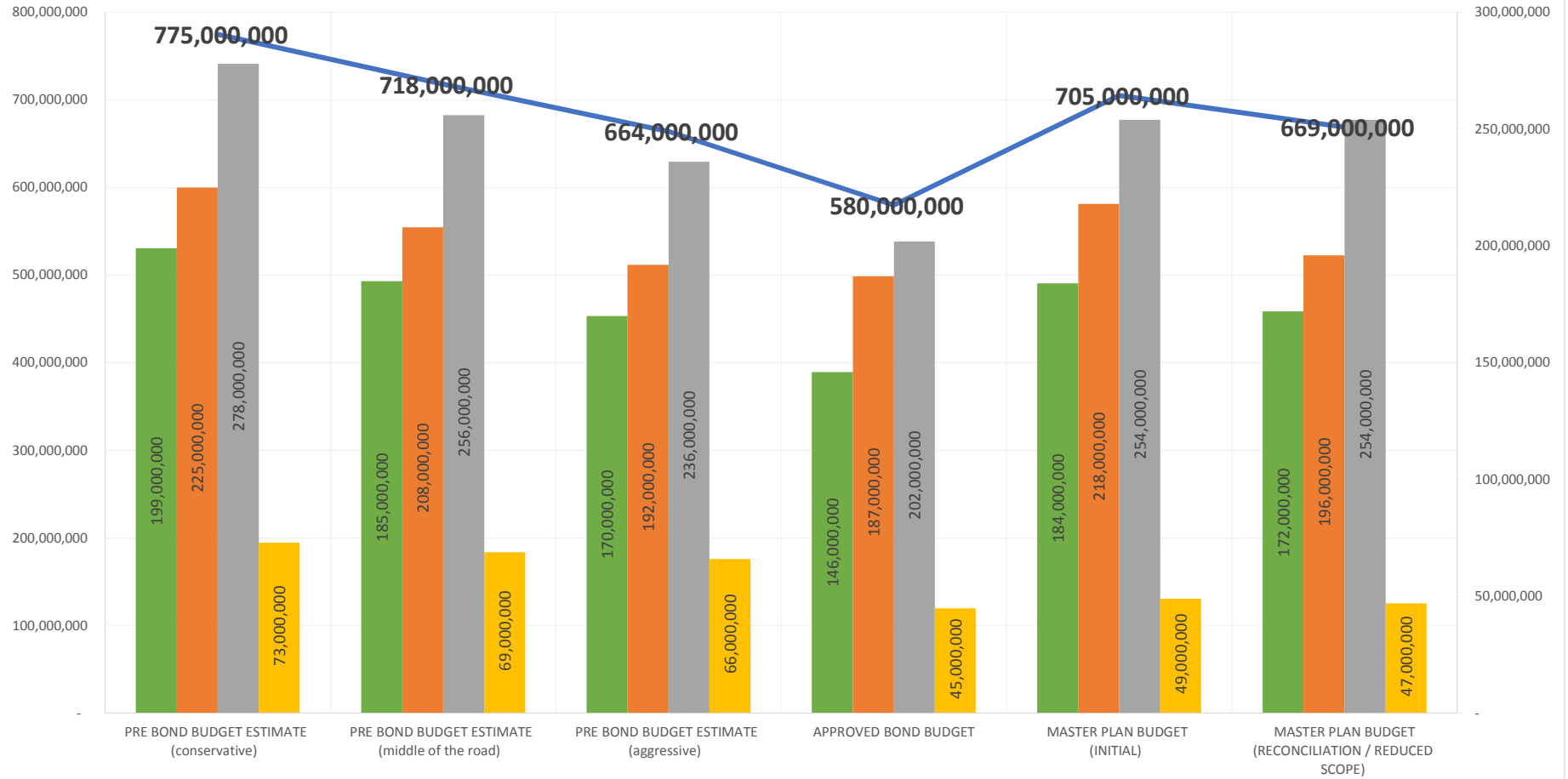
**KELLOGG MIDDLE SCHOOL**  
PORTLAND PUBLIC SCHOOLS





# DRAFT      BOND BUDGET PROGRESSION      DRAFT

■ MADISON    
 ■ LINCOLN    
 ■ BENSON    
 ■ KELLOGG    
 — SUBTOTAL



PROJECT NAME	BOND DEVELOPMENT: JUNE 2016 - JANUARY 2017				BOND REFERRAL: FEBRUARY 2017				PROJECT PROGRESSION: MAY 2017 - CURRENT				
	PRE BOND BUDGET ESTIMATE (conservative)	DELTA (from approved bond budget)	PRE BOND BUDGET ESTIMATE (middle of the road)	DELTA (from approved bond budget)	PRE BOND BUDGET ESTIMATE (aggressive)	DELTA (from approved bond budget)	APPROVED BOND BUDGET	MASTER PLAN BUDGET (INITIAL)	MASTER PLAN BUDGET (RECONCILIATION / REDUCED SCOPE)				
<b>MADISON</b>													
HARD COST	RLB Est *	105,649,635	(10,649,635) 53%	RLB Est *	105,649,635	(10,649,635) 57%	RLB Est *	105,649,635	(10,649,635) 62%	(\$10M)	95,000,000 65%	122,400,000 67%	110,300,000 64%
SOFT COST	25%	26,412,409	(14,062,409) 25%	20%	21,129,927	(8,779,927) 20%	15%	15,847,445	(3,497,445) 15%	13%	12,350,000 13%	16,630,000 14%	17,000,000 15%
FFE	\$16/SF	5,211,296	- 5%	\$16/SF	5,211,296	- 5%	\$16/SF	5,211,296	- 5%	\$16/SF	5,211,296 5%	5,170,000 4%	5,170,000 5%
CONTINGENCY	15%	20,591,001	(5,958,033) 15%	15%	19,798,629	(5,165,661) 15%	15%	19,006,256	(4,373,288) 15%	13%	14,632,968 13%	21,630,000 15%	22,000,000 17%
SWING													
ESCALATION	6% @ 4YR	41,435,752	(22,720,299) 36%	5% @ 4YR	32,711,583	(13,996,130) 27%	4% @ 4YR	24,750,878	(6,035,425) 20%	4% @ 3.5YR	18,715,453 17%	17,700,000 12%	17,700,000 13%
TOTAL		199,300,093	(53,390,376)		184,501,070	(38,591,353)		170,465,511	(24,555,794)		145,909,717	183,530,000	172,170,000
<b>TOTAL - ROUNDED</b>		<b>199,000,000</b>	<b>(53,000,000)</b>		<b>185,000,000</b>	<b>(39,000,000)</b>		<b>170,000,000</b>	<b>(25,000,000)</b>		<b>146,000,000</b>	<b>184,000,000</b>	<b>172,000,000</b>
	* excl seismic			* excl seismic			* excl seismic					(38,000,000)	(26,000,000)
<b>LINCOLN</b>													
HARD COST	RLB Est	124,703,348	(200,000) 55%	RLB Est	124,703,348	(200,000) 60%	RLB Est	124,703,348	(200,000) 65%		124,503,348 67%	145,800,000 67%	125,800,000 64%
SOFT COST	25%	31,175,837	(14,990,402) 25%	20%	24,940,670	(8,755,235) 20%	15%	18,705,502	(2,520,067) 15%	13%	16,185,435 13%	19,000,000 13%	19,000,000 15%
FFE	\$16/SF	4,496,000	- 4%	\$16/SF	4,496,000	- 4%	\$16/SF	4,496,000	- 4%	\$16/SF	4,496,000 4%	6,000,000 4%	6,000,000 5%
CONTINGENCY	10%	16,037,519	(1,519,041) 10%	10%	15,414,002	(895,524) 10%	10%	14,790,485	(272,007) 10%	10%	14,518,478 10%	20,000,000 12%	18,000,000 12%
SWING		2,000,000	(2,000,000)		2,000,000	(2,000,000)		2,000,000	(2,000,000)	no swing	2,000,000	2,000,000	2,000,000
ESCALATION	6% @ 4YR	46,304,270	(19,177,304) 27%	5% @ 4YR	36,539,951	(9,412,985) 22%	4% @ 4YR	27,635,195	(508,229) 17%	4% @ 4YR	27,126,966 17%	25,200,000 13%	25,200,000 15%
TOTAL		224,716,974	(37,886,747)		208,093,970	(21,263,743)		192,330,530	(5,500,303)		186,830,227	218,000,000	196,000,000
<b>TOTAL - ROUNDED</b>		<b>225,000,000</b>	<b>(38,000,000)</b>		<b>208,000,000</b>	<b>(21,000,000)</b>		<b>192,000,000</b>	<b>(6,000,000)</b>		<b>187,000,000</b>	<b>218,000,000</b>	<b>196,000,000</b>
												(31,000,000)	(9,000,000)
<b>KELLOGG</b>													
HARD COST	RLB Est	45,683,989	(13,683,989) 63%	RLB Est	45,683,989	(13,683,989) 66%	RLB Est	45,683,989	(13,683,989) 70%	(\$13.5M)	32,000,000 72%	35,000,000 71%	32,597,118 70%
SOFT COST	25%	11,420,997	(7,260,997) 25%	20%	9,136,798	(4,976,798) 20%	15%	5,758,109	(1,598,109) 13%	13%	4,160,000 13%	4,995,000 14%	4,995,000 15%
FFE	\$16/SF	1,840,000	(160,000) 4%	\$16/SF	1,840,000	(160,000) 4%	\$16/SF	1,840,000	(160,000) 4%		1,680,000 5%	1,780,000 5%	1,780,000 5%
CONTINGENCY	10%	5,894,499	(2,488,899) 10%	10%	5,666,079	(2,260,479) 10%	15%	7,992,315	(4,586,715) 15%	9%	3,405,600 9%	4,500,000 11%	4,500,000 11%
SWING													
ESCALATION	6% @ 2YR	8,014,160	(4,648,519) 14%	5% @ 2YR	6,388,504	(3,022,863) 11%	4% @ 2YR	4,315,280	(949,639) 8%	4% @ 2YR	3,365,641 9%	3,000,000 7%	3,000,000 7%
TOTAL		72,853,645	(28,242,404)		68,715,369	(24,104,128)		65,589,693	(20,978,452)		44,611,241	49,275,000	46,872,118
<b>TOTAL - ROUNDED</b>		<b>73,000,000</b>	<b>(28,000,000)</b>		<b>69,000,000</b>	<b>(24,000,000)</b>		<b>66,000,000</b>	<b>(21,000,000)</b>		<b>45,000,000</b>	<b>49,000,000</b>	<b>47,000,000</b>
												(4,000,000)	2,000,000
<b>BENSON</b>													
HARD COST	RLB Est	128,225,643	(6,225,643) 46%	RLB Est	128,225,643	(6,225,643) 50%	RLB Est	128,225,643	(6,225,643) 54%	(\$6M)	122,000,000 60%	106,000,000 42%	106,000,000 42%
SOFT COST	25%	32,056,411	(16,196,411) 25%	20%	25,645,129	(9,785,129) 20%	15%	19,233,846	(3,373,846) 15%	13%	15,860,000 13%	58,000,000 55%	58,000,000 55%
FFE	from A/E	17,296,000	(2,296,000) 13%	from A/E	17,296,000	(2,296,000) 13%	from A/E	17,296,000	(2,296,000) 13%	(\$2M)	15,000,000 12%	17,000,000 16%	17,000,000 16%
CONTINGENCY	15%	26,636,708	(3,707,708) 15%	15%	25,675,016	(2,746,016) 15%	15%	24,713,323	(1,784,323) 15%	15%	22,929,000 15%	22,000,000 12%	22,000,000 12%
SWING		5,000,000	(5,000,000)		5,000,000	(5,000,000)		5,000,000	(5,000,000)	no swing	5,750,000	5,750,000	5,750,000
ESCALATION	6% @ 5YR	69,070,656	(43,204,940) 35%	5% @ 5YR	54,383,757	(28,518,041) 28%	4% @ 5YR	41,048,968	(15,183,252) 22%	4% @ 3.5YR	25,865,716 15%	45,000,000 23%	45,000,000 23%
TOTAL		278,285,418	(76,630,702)		256,225,544	(54,570,828)		235,517,780	(33,863,064)		201,654,716	253,750,000	253,750,000
<b>TOTAL - ROUNDED</b>		<b>278,000,000</b>	<b>(77,000,000)</b>		<b>256,000,000</b>	<b>(55,000,000)</b>		<b>236,000,000</b>	<b>(34,000,000)</b>		<b>202,000,000</b>	<b>254,000,000</b>	<b>254,000,000</b>
												(52,000,000)	(52,000,000)
<b>TOTALS - 4 MODERNIZATION PROJECTS</b>													
HARD COST		404,262,615	(30,759,267) 52%		404,262,615	(30,759,267) 56%		404,262,615	(30,759,267) 61%		373,503,348 65%	409,200,000	374,697,118
SOFT COST		101,065,654	(52,510,219) 25%		80,852,523	(32,297,088) 20%		59,544,902	(10,989,467) 15%		48,555,435 13%	98,625,000	98,995,000
FFE		28,843,296	(2,456,000) 7%		28,843,296	(2,456,000) 7%		28,843,296	(2,456,000) 7%		26,387,296 7%	29,950,000	29,950,000
CONTINGENCY		69,159,726	(13,673,680) 13%		66,553,725	(11,067,679) 13%		66,502,379	(11,016,333) 13%		55,486,046 12%	68,130,000	66,500,000
SWING		7,000,000	(7,000,000)		7,000,000	(7,000,000)		7,000,000	(7,000,000)		7,750,000	7,750,000	7,750,000
ESCALATION		164,824,838	(89,751,062) 28%		130,023,795	(54,950,019) 23%		97,750,321	(22,676,545) 18%		75,073,776 15%	90,900,000	90,900,000
TOTAL		775,156,129	(196,150,228)		717,535,954	(138,530,053)		663,903,513	(84,897,612)		579,005,901	704,555,000	668,792,118
<b>TOTAL - ROUNDED</b>		<b>775,000,000</b>	<b>(196,000,000)</b>		<b>718,000,000</b>	<b>(139,000,000)</b>		<b>664,000,000</b>	<b>(85,000,000)</b>		<b>580,000,000</b>	<b>705,000,000</b>	<b>669,000,000</b>
												(125,000,000)	(89,000,000)
WATER		28,492,000			28,492,000			28,492,000			28,492,000	28,492,000	28,492,000
PAINT		16,623,936			16,623,936			16,623,936			16,623,936	16,623,936	16,623,936
ASBESTOS		12,000,000			12,000,000			12,000,000			12,000,000	12,000,000	12,000,000
RADON		1,126,125			1,126,125			1,126,125			1,126,125	1,126,125	1,126,125
FIRE		25,849,990			25,849,990			25,849,990			25,849,990	25,849,990	25,849,990
ROOF		50,907,949			50,907,949			50,907,949			50,907,949	50,907,949	50,907,949
ADA		10,000,000			10,000,000			10,000,000			10,000,000	10,000,000	10,000,000
SECURITY		5,000,000			5,000,000			5,000,000			5,000,000	5,000,000	5,000,000
<b>SUBTOTAL</b>		<b>150,000,000</b>			<b>150,000,000</b>			<b>150,000,000</b>			<b>150,000,000</b>	<b>150,000,000</b>	<b>150,000,000</b>
PROGRAM CONT	10%	92,500,000	(72,500,000)	8%	69,440,000	(49,440,000)	5%	40,700,000	(20,700,000)		20,000,000	20,000,000	20,000,000
MANAGEMENT		40,000,000			40,000,000			40,000,000			40,000,000	40,000,000	40,000,000
<b>TOTAL</b>		<b>1,057,500,000</b>			<b>977,440,000</b>			<b>894,700,000</b>			<b>790,000,000</b>	<b>915,000,000</b>	<b>879,000,000</b>
		(267,500,000)			(187,440,000)			(104,700,000)				(125,000,000)	(89,000,000)

\* Benson Master Plan Budget (Initial) and (Reconciliation) are preliminary and draft. Further detail is underway.